

LIFE IS A ZERO-SUM GAME, RIGHT? The more we strive to win in one dimension (such as our work), the more we have to sacrifice performance and satisfaction in the other three dimensions (family, community, and private self). Not according to Stewart D. Friedman, world-renowned thought leader and innovator in the fields of work/life integration, leadership development, and talent management.

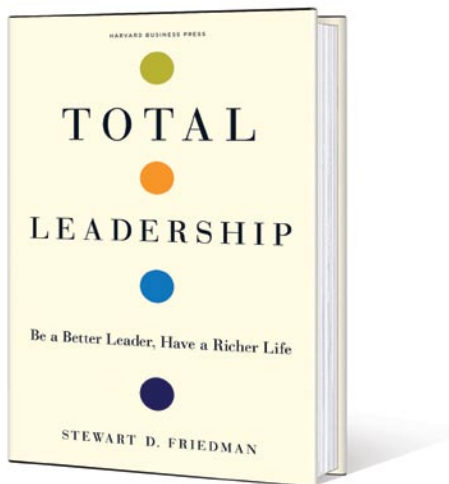
In *Total Leadership: Be a Better Leader, Have a Richer Life*, the culmination of over two decades of groundbreaking research and practice, Friedman shows that we don't have to make trade-offs between life's most important domains, and certainly not as often as we think. Nor should we, he adds. A trade-off mindset makes people feel all manner of painful emotions—including inauthentic, unfocused, rootless, resentful, and overwhelmed. It hurts those we care about most and it prevents us from leading and performing effectively in every part of life.

In the book, Friedman provides a game-changing blueprint for how to become a more successful and satisfied leader in all dimensions of life: work, home, community, and self (mind, body, and spirit). His proven, step-by-step “four-way wins” approach shows how to produce sustainable, meaningful change that benefits all life domains by:

- **Being real**—acting with *authenticity* by clarifying what's important: Understanding how crucial events in the past have shaped one's values and aspirations; assessing the relative importance of work, home, community, and self; taking stock of how much time and energy is invested in each of these four domains; and diagnosing one's level of satisfaction in each.
- **Being whole**—acting with *integrity* by respecting the whole person: Identifying the most important people in one's life and their performance expectations, determining how different expectations affect one another, assessing how one uses different media for connecting with these “key stakeholders,” and preparing and conducting dialogues with each one to verify assumptions and see things through their eyes.
- **Being innovative**—acting with *creativity* by experimenting with new solutions: After seeing both what and who are important in a fresh light, designing and implementing small, smart, potent experiments that swiftly produce better results in all four parts of one's life and that transform alienation, exhaustion, and resentment into feelings of purpose, authenticity, connection, and optimism.

The author has tested his Total Leadership program in classes at the Wharton School and in workshops in organizations and communities around the world. Based on research and real-world application in a variety of settings,

continued on page 2



CONTACT

Erin Brown, Publicity Director
Harvard Business Press
617-783-7764
ebrown@harvardbusiness.org

continued from page 1

this approach is rooted in sound principles and has been proven effective with thousands of people. Participants report increases in **satisfaction** across the board: an average of 20 percent in their work lives, 28 percent in their home lives, 31 percent in their community lives, and 39 percent with their physical, emotional, intellectual, and spiritual well-being. Similarly, participants report that their performance at work, at home, in their communities, and within themselves has improved by 9, 15, 12, and 25 percent, respectively.

These powerful results occur even as they spend less time on work and more on the other parts of life—they're working smarter and enjoying the benefits of more intelligent choices for bringing the different elements into a coherent whole, creating mutual value among them. *Total Leadership* is not an abstract theory: Practicing this method results in demonstrable improvements in performance and satisfaction.

Many real-world examples pack this artfully crafted, fun-to-read guide for becoming a better leader and having a richer life. With clear instruction and hands-on exercises and tools, *Total Leadership* shows leaders at every level, and at any career stage (not just executives), how to enhance their performance and satisfaction.

a conversation with **STEWART FRIEDMAN**

The *Total Leadership* approach seems designed to generate measurable positive change relatively quickly. Can you say more about how you first perceived its value?

This program came to fruition when I was recruited to head a leadership development program at a *Fortune* 50 company. Thirty-five high-potential managers followed the steps in *Total Leadership*. In four months, the changes they made produced a combined \$5.8 million in cost savings, \$0.7 million in new revenue, and \$0.5 million in productivity gains for the firm. But equally important, the managers reported improved relationships with customers and colleagues, and greater satisfaction with their jobs. They felt more deeply connected to their families and communities, as well as healthier and less stressed.

Some people may assume that *Total Leadership* is only for those in managerial or executive positions. But you define leadership differently. Can you explain your perspective on this?

I use the term *leader* to refer to any individual who chooses to try to mobilize people toward valued goals. Everyone has the potential to lead, and to do so in all aspects of life. In its most important sense, *leader* means being the agent of your own life, influencing the things you care about most in the world to make it a richer life. A 55-year-old senior manager's experience with the *Total Leadership* framework will probably differ from that of a 22-year-old student's. But both will learn how to achieve what I call "four-way wins" in their own lives.

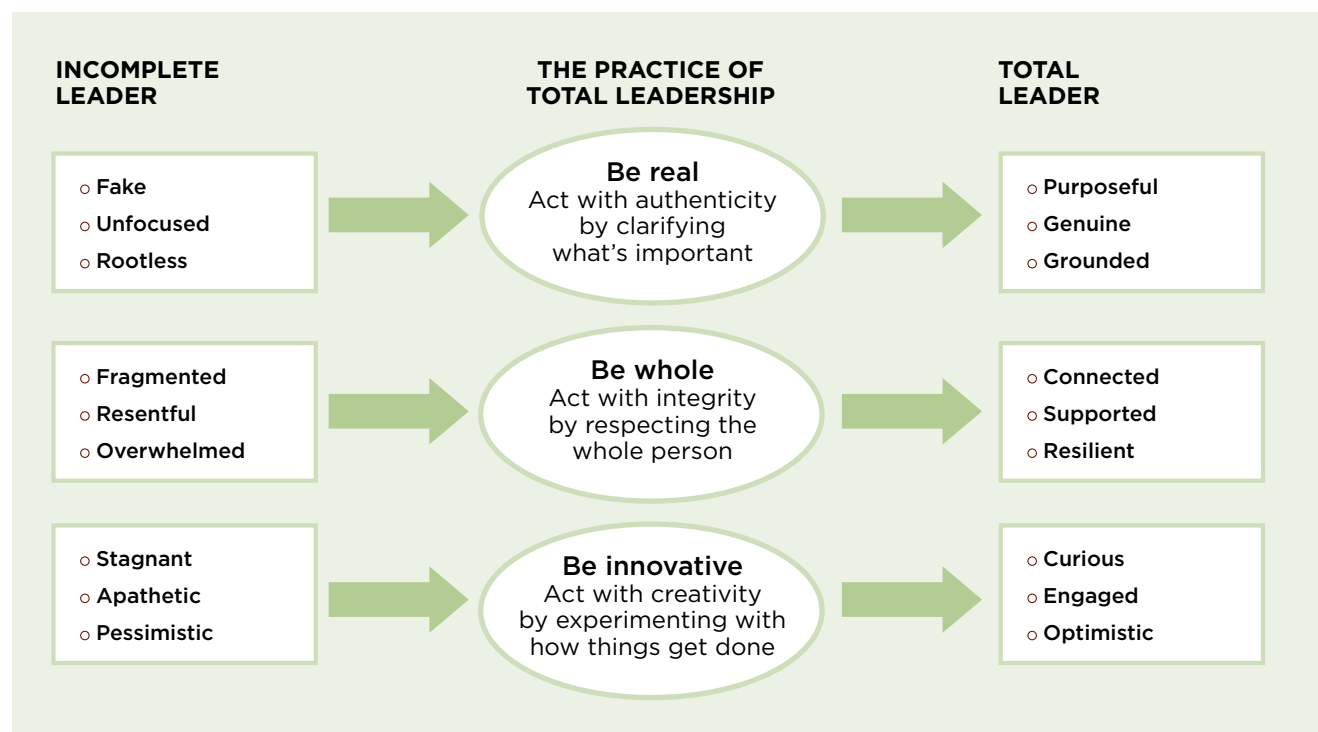
Some readers may wonder whether *Total Leadership* is another way of saying "work/life balance." How would you respond to them?

Total Leadership is *not* about "work/life balance" though it is about improving performance in all domains of life by finding mutual value among them. An image of two scales in balance is the wrong metaphor. First, it suggests that we need equal amounts of competing elements to achieve a constant equilibrium. For many people, equality in the importance of and attention to the different parts of life makes no sense. Second, "balance" signifies trade-offs: gaining in one area at the expense of one or more other areas. When the goal is work/life balance, you're forced to play a zero-sum game.

A better analogy is the jazz quartet: practicing *Total Leadership* is like playing richly textured music with the sounds of life's various instruments. It's *not* about muting the trumpet so the saxophone can be heard. You integrate the four "instruments" of your life and enable each one to produce success in the others, capitalizing on synergies that you didn't realize were possible, mainly because you weren't looking for them. The method that is this book shows you how to do this in a way that fits in the context of your unique circumstances. That's why it's sustainable and effective; it's entirely customizable.

becoming a **TOTAL LEADER**

Total Leadership is not an abstract idea: it is a structured method that produces measurable change. You become more focused on the things that matter, and so you feel more grounded, more like the person you want to be. You generate more support and feel more connected to the important people in your life. You become more resilient in response to the vagaries of our turbulent world. And you become more open to discovery and so feel more hopeful, indeed enthusiastic, about the future and your power to shape it.

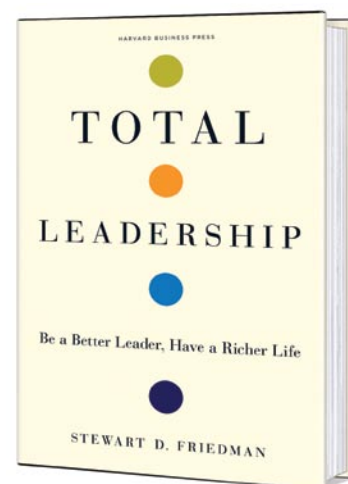


“In a world of work-life trade-offs, Stew Friedman offers what most think impossible: a field-tested program that gives you not only what you want in business, but also what you want in life. Brilliant!”

TIMOTHY FERRISS, author, *The 4-Hour Workweek*, #1 *New York Times* bestseller

“In the future, being a leader will require new ways to integrate work with the rest of one’s life, resulting in more effective leadership and a more fulfilling life. *Total Leadership* points the way.”

ROBERT REICH, professor, University of California, Berkeley; former U.S. Secretary of Labor; and author, *Supercapitalism*





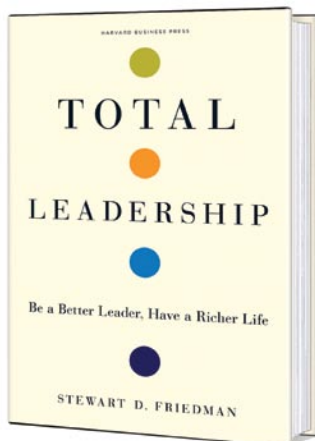
about **THE AUTHOR**

STEWART FRIEDMAN is the founding director of the Wharton School's Leadership Program and of its Work/Life Integration Project. He has served as advisor to former Vice President Al Gore and former GE CEO Jack Welch, and is the former head of Ford's Leadership Development Center. Friedman created the Total Leadership program in the late 1990s while at Ford, where he was a senior executive responsible for leadership development worldwide.

Friedman is an innovator in both the leadership development and work/life fields. He has consulted with a wide range of organizations and executives worldwide and conducts workshops globally on leadership and the whole person, creating change, and strategic human resources issues. He also serves on numerous advisory boards.

The author of three books, Friedman also has been published extensively in leading publications including *Harvard Business Review* and the *Academy of Management Executive*, and is the recipient of numerous teaching awards. He appears regularly in business media and in 1997 was chosen by *Working Mother* as one of America's twenty-five most influential men in having made things better for working parents.

To learn more about Stew Friedman, please visit the About section of www.totalleadership.org.



TOTAL LEADERSHIP

Be a Better Leader, Have a Richer Life

Stewart D. Friedman

Harvard Business Press

Publication Date: June 10, 2008

ISBN: 978-1-4221-03-28-9 • Hardcover • \$25.95 • 272 pages



> To learn more visit:

www.totalleadership.org



CONTACT

Erin Brown, Publicity Director, Harvard Business Press
617-783-7764 | ebrown@harvardbusiness.org