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LEADING IN TURBULENT TIMES

with Jim Kouzes
“This is your wake-up call—change or die.”
"The motion has been made and seconded that we stick our heads in the sand."
“Let’s change ‘brink of chaos’ to ‘Everything is wonderful.’”
“Adversity introduces us to ourselves.”

John F. McDonnell
Former CEO & Chairman, McDonnell Douglas
“Experiencing the same stressful circumstances, however, some people will be resilient, and survive rather than being undermined…”

Source: Resilience at Work: How to Succeed No Matter What Life Throws at You, Salvatore Maddi and Deborah Khoshaba
“Further, some of these resilient people will not only survive, they will thrive.”

Source: Resilience at Work: How to Succeed No Matter What Life Throws at You, Salvatore Maddi and Deborah Khoshaba
Broaden the context.
Historical Leaders

LEADERS
- Abraham Lincoln
- Martin Luther King
- Mother Teresa
- Winston Churchill
- Susan B. Anthony
- Nelson Mandela
- Mohandas Gandhi

CONTEXT
- Civil War
- Civil rights
- Poorest of the poor
- World War II
- Women’s suffrage
- Freedom movement
- Independence
Historical Leaders

LEADERS

CONTEXT

- Civil War
- Civil rights
- Poorest of the poor
- World War II
- Women’s suffrage
- Freedom movement
- Independence
Tell us about a time when you were at your best as a leader.
Personal Bests

LEADERS

✓ Arlene Blum
✓ Carolyn Bourne
✓ Jacqueline Maartense
✓ Alan Keith
✓ Dick Nettell
✓ Andrew Coven
✓ Egon Zehnder

CONTEXT

✓ First all-female ascent
✓ First study of its kind
✓ Restore profitability
✓ Two years or close
✓ Turnaround
✓ Develop new product
✓ Start-up of company
Personal Bests

LEADERS

CONTEXT

✓ First all-female ascent
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The work of leaders is change.
“I realized that my job as a leader was to make change each and every day.”

Robin Selden
Logitech
Challenge & Choice

Did you choose the challenge or did it choose you?

I chose it. 44%

It chose me. 38%

A little of both. 18%
“Leadership opportunities are presented to everyone. What makes the difference between being a leader or not is how you respond in the moment.”

Michele Goins, CIO, HP
“The first job of a leader is to define reality…”

Max De Pree
Leadership Is an Art
<table>
<thead>
<tr>
<th>Good News or Bad News?</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel better knowing, even if it’s bad</td>
<td>14%</td>
<td>85%</td>
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</table>

Source: Pew Center for the People and the Press, 2/19/2009
“The fact is, when we truly stare down reality we prepare ourselves to act in ways that allow us to endure and survive extraordinary hardship.”

Diane Coutu, Harvard Business Review
“They responded with a fierce determination to overcome. They didn't deny the diagnosis. They denied the verdict that is usually associated with it.”

Norman Cousins, *Head First: The Biology of Hope*
TELL ME THE TRUTH, BUT...

Of the 30 items the 1 item on which leaders score the lowest is:

#16 asks for feedback on how his/her actions affect other people’s performance.
“You guys, you know we lost a few billion dollars last year. Is there anything that’s not going well?”

Alan Mulally, CEO of Ford
Told to Alex Taylor, FORTUNE, 5/25/09
3
Fully commit to what’s important.
“The brick walls are there for a reason. They’re not there to keep us out. The brick walls are there to give us a chance to show how badly we want something.”

Randy Pausch,
The Last Lecture
## Employee Commitment

<table>
<thead>
<tr>
<th>Clarity about organization’s values</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>4.90</td>
<td>6.12</td>
</tr>
<tr>
<td>High</td>
<td>4.87</td>
<td>6.26</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Clarity about my values</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>6.12</td>
<td></td>
</tr>
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<td>High</td>
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</tr>
</tbody>
</table>
“In those settings where values congruence was highest......heightened levels of organizational commitment and resilience were present.”

John McCarthy
*Short Stories and Tall Tales at Work*
Doctoral Dissertation, Boston University
“As long as you believe that what you’re doing is meaningful, you can cut through the fear and exhaustion and take the next step.”

Arlene Blum, Chemist, Mountain Climber & Educator
4
Take charge of change.
“Sometimes you just have to go against the grain and do what you think is right, because you believe so strongly in a philosophy and a long-term way of doing business.”

Jacqueline Maartense, then managing director, Intuit, UK
“Unless you believe that your action can produce change, you probably won’t try.”

Albert Bandura
Stanford University
“I’d bet there isn’t a single highly successful person who hasn’t depended on grit.”

Angela Duckworth
University of Pennsylvania
“Those with the fixed mindset did not profit from their mistakes. But those with the growth mindset kept on learning.”

Carol S. Dweck
Mindset: The New Psychology of Success
“I’ve got to shake this off... I knew that I needed to put a bounce back in my step and get focused on the future.”

Dick Nettell
Bank of America
M.B.A. students who rated high on proactivity were considered by their peers to be more transformational leaders...
“Sometimes I wake up in the morning and there’s nothing doing, so I decide to make something happen by lunch.”

Irving “Swifty” Lazar
Engage with others.
“To be successful, I needed to develop a cohesive and collaborative team, beginning with trust as the framework.”

Jill Cleveland, Apple, Inc.
“Most importantly, the level of trust subordinates had in their leaders determined the amount of leader influence subordinates accepted.”

P.J. Sweeney, V. Thomson, H. Blanton
“Trust and Influence in Combat: An Interdependence Model”
“The most powerful combination for predicting success is relevant previous experience and a high level of emotional intelligence.”

Claudio Fernández-Aráoz
Egon Zehnder International
“… workers whose leaders scored low in social intelligence reported unmet patient-care needs at three times the rate—and emotional exhaustion at four times the rate—of their colleagues who had supportive leaders…”

Daniel Goleman and Richard Boyatzis, “Social Intelligence and the Biology of Leadership”

*Harvard Business Review*
“At the same time, nurses with socially intelligent bosses reported good emotional health and an enhanced ability to care for their patients, even during the stress of layoffs.”

“I may not be the most knowledgeable person... but I know how to get people to think well about themselves.”

Joyce Clifford, VP of Nursing

Beth Israel Hospital
Tell positive stories.
“We uplift people’s spirits!”

Phil Turner
“Organizational members who were able to tell many stories, particularly positive stories, exhibited far more evidence of resilience than others.”

John McCarthy
*Short Stories and Tall Tales at Work*
Doctoral Dissertation, Boston University
Magic Ratio

3 : 1
“Keep up the good work, whatever it is, whoever you are.”
HOPE
High Hope Leads to High Performance

People with high hope versus those with low hope:

- Have a greater number of goals across various arenas of life.
- Select more difficult goals.
- See their goals in a more challenging and positive manner than people with low hope.
- Achieve higher levels of organizational success.
- Report greater satisfaction with life.
“Let unconquerable gladness dwell.”

Sign on F.D.R.’s desk in Oval Office
(possibly from a Henry S. Nash prayer)
How do we develop leaders for the future?
Love ‘em and Lead ‘em!
THANK YOU