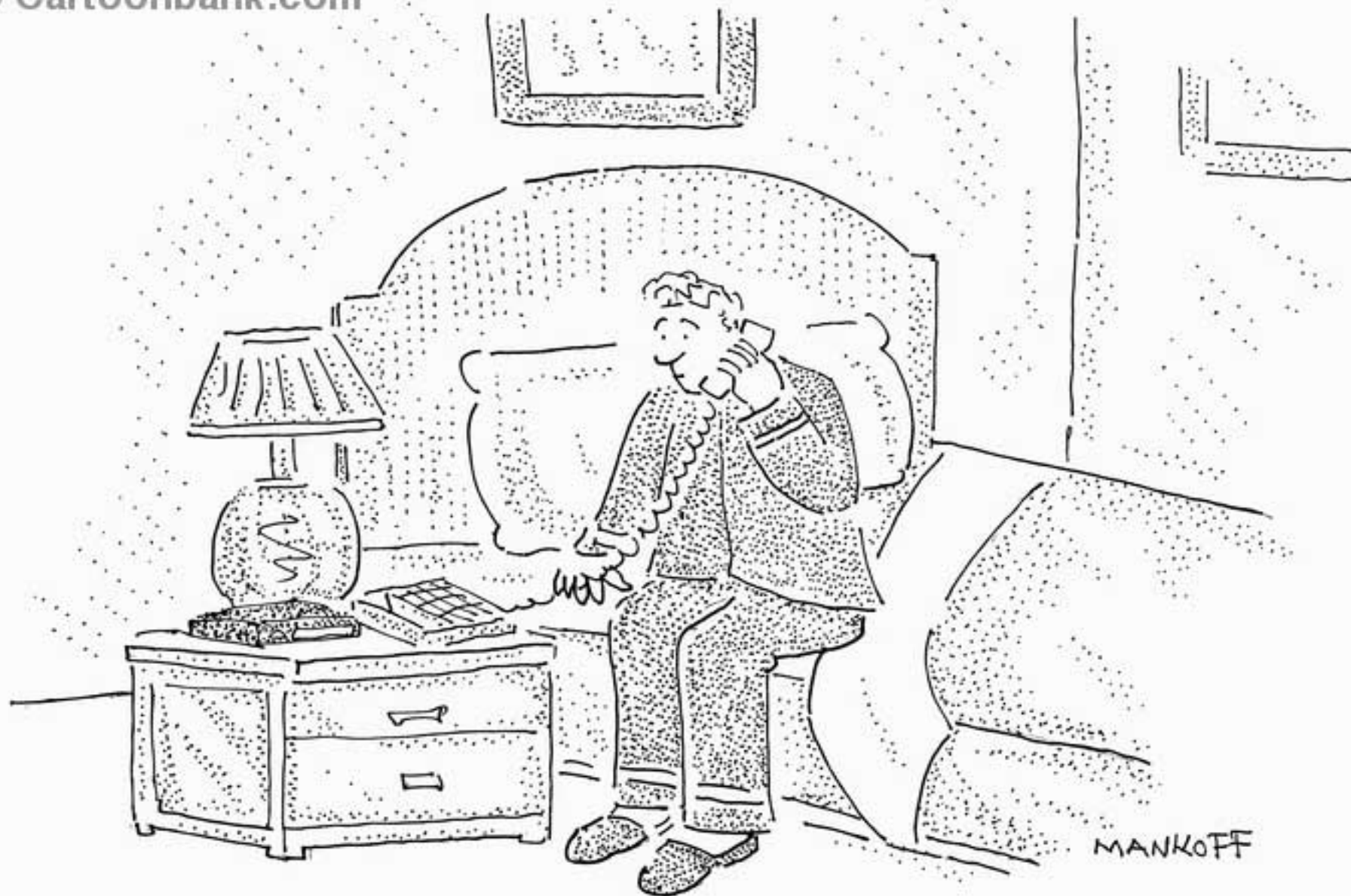


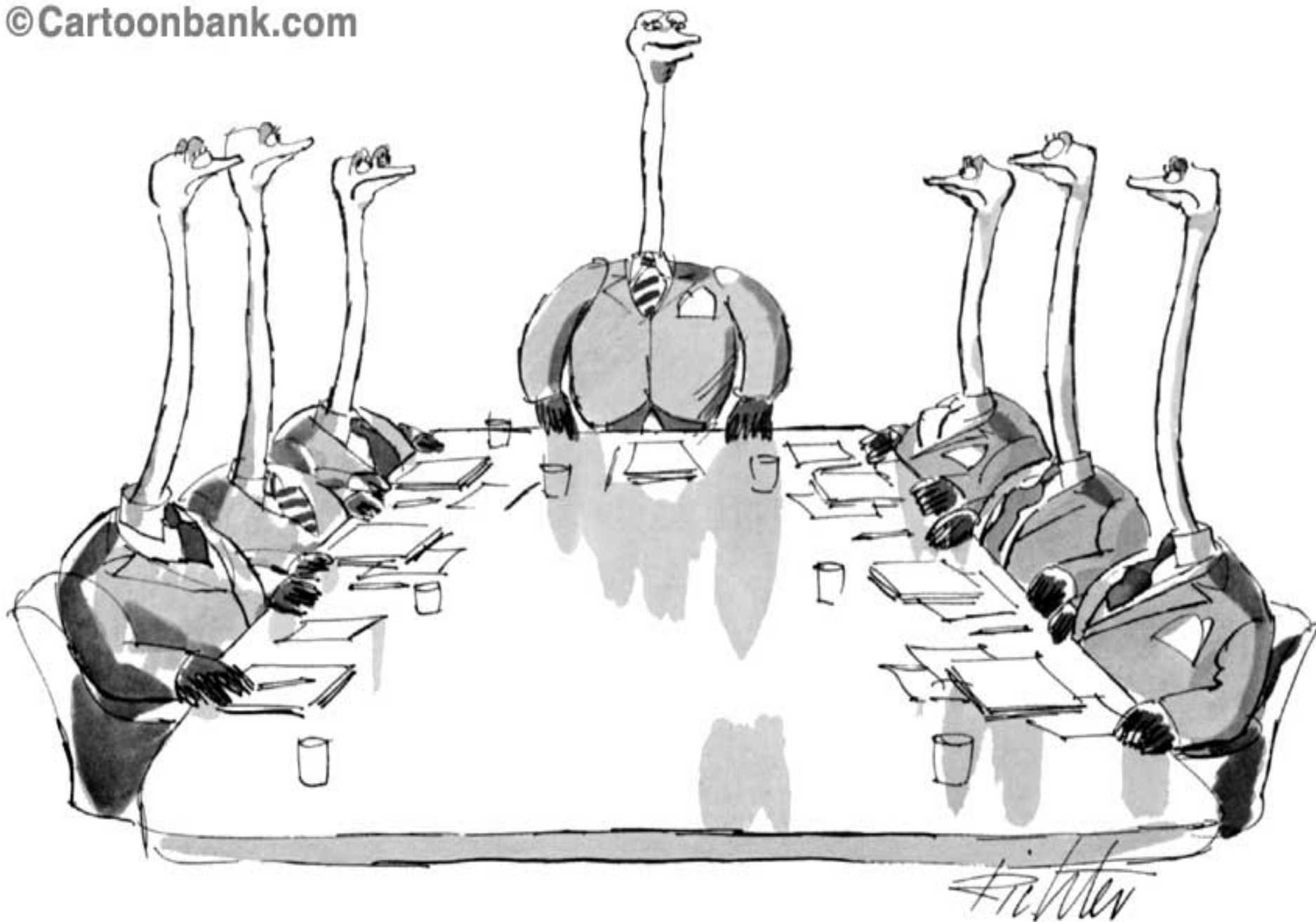
LEADING IN TURBULENT TIMES



**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

1

Challenge is the
context for
leadership.

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

“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

“Resilience is **not a trait** that people either have or do not have. It involves **behaviors, thoughts, and actions** that can be learned and developed in anyone.”

“The Road to Resilience”
American Psychological Association
<http://apahelpcenter.org/>



2

Define reality.

“The first job of a
leader is to define
reality...”

Max De Pree

Leadership Is an Art

Tell Me the Bad News

No

Yes

Feel better knowing,
even if it's bad

14%

85%

Need to know for
financial decisions

23%

77%

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*

LEADERS ARE LEARNERS, BUT...

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

#16 **asks for feedback** on how
my actions affect other
people's performance.



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

**Clarity about
organization's
values**

High

4.87

6.26

Low

4.90

6.12

Low

High

**Clarity about
my values**

“In those settings where values congruence was highest.....heightened levels of organizational commitment and resilience were present.”

“Organizational Storytelling as a Leadership Conduit
During Turbulent Times”



4

Create meaning.

“When I learned from Peter Gomes that people **burn out** less from the lack of energy than a **lack of intensive purpose**, the answer was clear.”

Taylor Bodman, General Partner, *Brown Brothers Harriman*

“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

H O P E

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.

5

Embrace the
challenge & take
charge.

“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

“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

“...resilient individuals have optimistic, zestful, and energetic approaches to life, are curious and open to new experiences, and are characterized by high positive emotionality.

Barbara Fredrickson

University of North Carolina at Chapel Hill



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.

“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.”

Daniel Goleman and Richard Boyatzis,
“Social Intelligence and the Biology of Leadership
Harvard Business Review

“People with few close
contacts...were two to
three times more likely
to die...”

Friends Can Be Good Medicine
California Department of Mental Health



Control what you can.

“Unless you believe that
your action can produce
change, you probably
won’t try.”

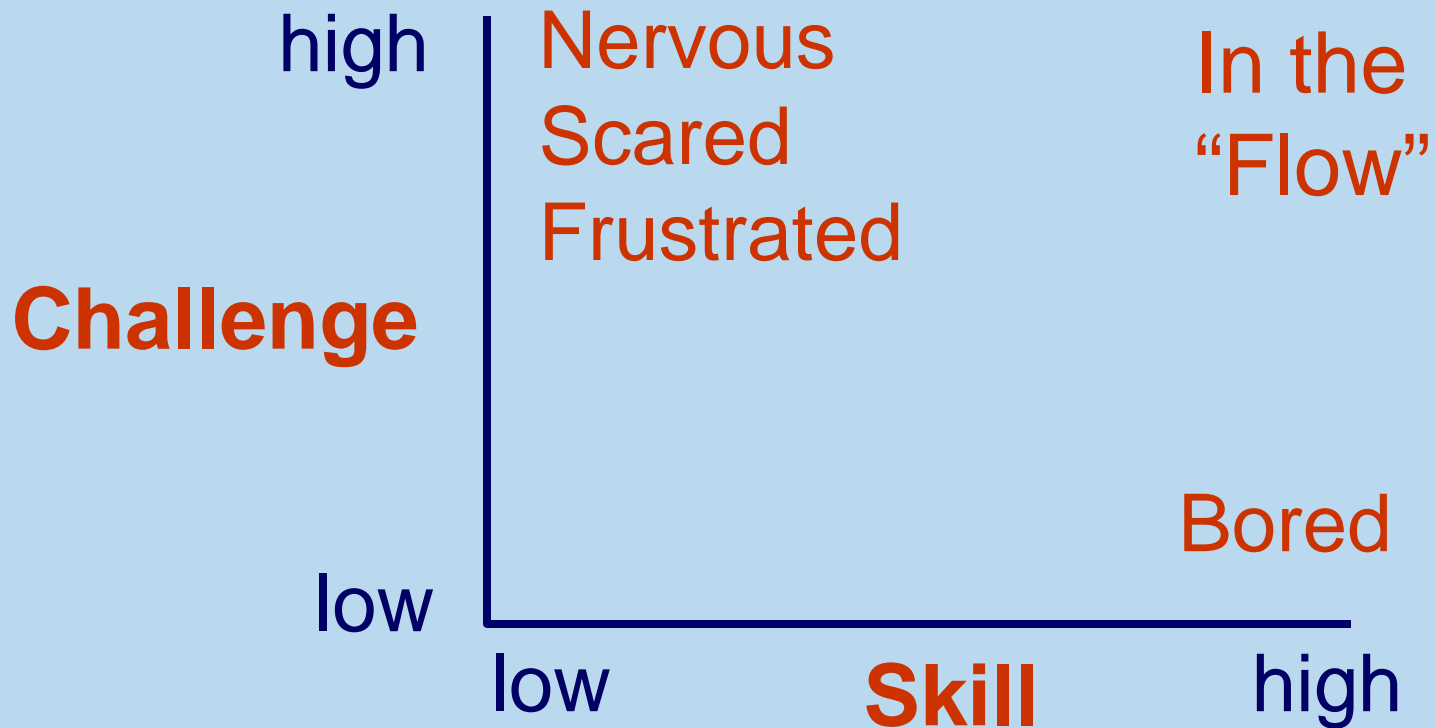
Albert Bandura
Stanford University

“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

How Do You Feel, When...?



Based on Flow by M. Csikszentmihalyi, p. 31

“You never conquer the mountain. You conquer yourself — your doubts and your fears.”

Jim Whittaker, *co-founder, REI*
First American to climb Mount Everest



Tell positive stories.

“Let
unconquerable
gladness dwell.”

Sign on F.D.R.’s desk in Oval Office
(possibly from a Henry S. Nash prayer)

“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.”

“Organizational Storytelling as a Leadership Conduit During Turbulent Times”



"Keep up the good work, whatever it is, whoever you are."

“I hope that at the end
of the day I’ve given
my staff . . . the feeling
that I cared about
them.”

Carolyn Borne, UCLA Medical Center

Magic Ratio

3:1

A sunburst graphic with many thin rays emanating from a central point, positioned behind the text.

THE SECRET TO SUCCESS IN LIFE

How do we
develop leaders
for
the future?

**Love 'em
and
Lead 'em!**



