# F. Dennis Hooper
## Improving Quality and Depth of Leadership

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*Improving the quality and depth of leadership in your organization!*

### Characteristic Client

The evidence of an effective leader is an organization that is not only successful but is also long-lived. You probably know a leader or leadership team who wants to inspire individual and team performance beyond the proverbial "good enough." Here is a description of such an organization:

- an entrepreneurial company (or a local office) that has fifteen or more successful years of operation
- a company that has focused on providing superb services and products to its customers
- a stable company, one that perhaps has hit a plateau in sales growth, employee development, internal succession, and/or new customer acquisition
- annual sales between $5 million and $100 million
- a deeply committed leader--committed to serving his or her customers well, delivering excellent products and services, and providing a superb culture for the organization's employees
- a shackled leader--one who has not yet realized the freedom and assurance that is possible through building future leaders and delegating operational responsibility; the organization probably has never seriously considered a systematic "leadership development" process--past improvement efforts have focused on functional/technical skills associated with the products or services the organization delivers
- a leader who believes that "good enough" is NOT good enough--someone devoted to improvement, yet is stuck individually or organizationally, not aware of how to generate further enhancements
- those reporting directly to the top leader are loyal; some have been around a long time and know and execute their responsibilities very well

I work with the leadership team to enhance the organization's culture by installing a repeatable, reliable leadership development process. To start with a baseline analysis, I typically conduct a thorough organizational health assessment, using the criteria for the Malcolm Baldrige National Quality Award. (These seven criteria are collectively called the "performance excellence model.")

I then work with each leadership team member, improving his or her capabilities. Each person conducts a self-evaluation on 67 leadership attributes. He or she (usually with the key leader) selects two or three specific attributes for improvement. Together, we build a plan that supports the person's "real work" in the short-term and enhances the person's skills for the future.

What's the bottom line outcome for the organizational leader? Clients report a freedom and assurance that did not exist prior to my involvement:
- assurance that the operation will continue to function (and maybe even improve) without the leader's hands-on involvement in the day-to-day operations.
- freedom to pursue other interests (expand the existing business, start a new business, conduct philanthropic or missionary work, spend time with family, etc.).

What's in it for everybody else? The organization now has a process that can be applied to any individual in the organization--without the need of involving me. The quality of the organization's culture and processes is enhanced. Because of that, the hard number results in terms of revenue, productivity, reliability, employee retention, and customer satisfaction typically improve. Further, each member of the leadership team has far greater skill to contribute, both directly and in building the future capacity of the organization. Everybody wins! That's the only way I'm willing to play!

What's my background? Increasing responsibility over 23 years with Procter & Gamble in line and staff assignments in five different locations; 7 years with Weyerhaeuser as an internal consultant to manufacturing leadership teams; over 400 published articles on various aspects of leadership; and 18 years of independent coaching/consulting with satisfied clients in Georgia, Florida, Alabama, Louisiana, Maryland, New York, and Washington state. I now accept new clients only in Atlanta.

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