

Your values drive your behaviors; God's principles drive your outcomes.

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 growth, internal succession, and/or new customer acquisition
- annual sales typically between \$5 million and \$100 million
- a deeply committed leader--committed to serving his or her customers, 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 an overt "leadership development" process—past improvement efforts have focused on functional/technical skills associated with the products or services the organization provides
- a leader who believes that "good enough" is NOT good enough--someone devoted to improvement, but who is stuck individually or organizationally, not knowing 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 extremely 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 conduct a thorough "organizational health assessment," using the criteria for the Malcolm Baldrige National Quality Award. (These seven criteria are collectively called the "organization performance model.")

I then work with each leadership team member, improving his or her capabilities. We work together on the particular skills that each person selects. To provide guidance in where to focus, 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 expands the person's skills for the future.

What's the bottom line outcome for the entrepreneurial leader? Clients report a freedom and assurance that did not exist prior to my involvement:

- assurance that the operation will continue to function (and probably even improve) without the leader's personal involvement in the day-to-day operations.
- freedom to pursue other interests (expand the existing business, start a new business, conduct missionary or philanthropic 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 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; 12 years of independent coaching/consulting with satisfied clients in New York, Maryland, Florida, Alabama, Louisiana, Washington state, and central Georgia.