

## Chapter 1

### The Total Leadership Experience

Total Leadership is a novel synthesis of ideas that have emerged from two traditionally separate fields: the study of leadership and the study of how individuals can find harmony among the different parts of their lives. This book presents a fresh approach for developing leadership *and* it offers a new method for integrating work, home, community, and self.

It is designed to work for anyone, at any organizational level and in any career stage, whether college student or CEO, insurance salesman or PTA president, bakeshop owner or investment banker. Total Leadership is for you if you sense that you are succeeding in one aspect of life while under-performing in the others, or failing to capture value from one part of life and bringing it to bear in others, or living with too much conflict among your different roles. Instead, Total Leadership seeks “four-way wins”: results that are meaningful not only for your work and career, *or* for your home and family, *or* for your community and society, *or* for your self, but for *all* these seemingly disparate domains of your life.

This book is based on many years of research as well as real-world, practical knowledge. I have coached thousands of people using the Total Leadership approach. If you’re like the people I’ve worked with at Wharton and elsewhere, this book will help you *perform better* according to the standards of the most important people in your life, *feel better* in all the domains of your life, and have *greater harmony* among the domains because you will have more resources at your disposal to fit the parts of your life together. You’ll achieve more and more four-way wins because you’ll be a more inspired, effective leader.

October 5, 2007

Learning Total Leadership and producing four-way wins is possible for anyone willing to practice *being real* (acting with authenticity), *being whole* (acting with integrity), and *being innovative* (acting with creativity). Leadership can – indeed must – be learned. It is learned by taking action towards a direction you choose, gaining support, exercising skills, reflecting on your experience, and then coaching others. Each of these steps is outlined in this book. And you can always get better at leadership, much as a master musician is always perfecting the tools of her craft. Right from the beginning, then, and through each successive chapter, I will show you how to practice Total Leadership and so enhance your skills and your impact.

But first let me introduce you to a couple of the seven people – all of whom were students in my course at The Wharton School, ranging from a twentysomething Asian American marketing professional in San Francisco to an over-50 CEO who immigrated from the Middle East to Washington D. C. to start a technology company – you’ll meet throughout the book. These characters will guide you on each step along the journey you’re about to begin.

### **<A> How Total Leadership Helps**

“I like my work,” wrote Jenna Porter at the beginning of a workshop she took in 2005. “It gives me a sense of purpose, an opportunity to encounter and influence people in ways that make me feel good about the world I’m living in. But spending so much energy on my career has made other areas of my life fall short of my expectations.”

A 48-year-old mother of three children, Jenna worked at the time as a manager at a small real-estate consulting firm in Philadelphia. She enjoyed considerable success. And, yet, like many people who pick up this book, she wasn’t satisfied with how things were going in her life. She reflected further:

October 5, 2007

*Work infringes completely on the quantity and quality of the time I spend with my family. I've missed out on too much of my children's lives. And I've allowed other areas of my life to suffer. I'm too busy to read, go hear live music, or do other things I love, and I've only managed to promote my physical health – like walking in the woods – for short periods of time. I can't help thinking that my work suffers from the dissatisfaction I feel elsewhere.*

Jenna had numerous responsibilities beyond work. She had many people who mattered to her and to whom she mattered, starting with her partner of 20 years and their adopted children, who were 17, 13, and 9. But her sense of overwhelming responsibilities and pinched satisfaction had been growing, and was exacerbated by the fact that Jenna's father was dying of pancreatic cancer. She wanted to change her work situation to free up time to care for him with her sister, with whom she had always been close, without sacrificing precious time with her partner and children. In the old days, the only way she knew to achieve some satisfaction in her life at work and in her life away from work was to trade off one area for another, in a chase after some kind of *balance*. But that search – with the demands of employees, kids, partner, sister, and father – seemed more and more futile.

After her four months of practicing Total Leadership, though, Jenna changed. She exchanged her frequent feelings of being distracted and irritable for feelings of being more fully engaged both at work and in her life beyond work. She no longer felt passive. She reduced the internal conflict that had been weighing her down, and began to focus on things that really mattered to her.

Most importantly, Jenna began to think of herself as a leader, in *all* parts of her life. How did Jenna so transform herself in such a short time? She discovered, in a frank conversation with

October 5, 2007

her boss, that he cared for her and her desire to attend to her father. He was also concerned about *her* health. This emboldened her to take steps to reconfigure her work arrangements in ways she had never before considered. She came to see for the first time that because her co-workers depended on her, she could depend on them in ways she hadn't thought of before. Jenna created new freedom for herself at work by delegating to those who not only *could* take on new responsibilities but who *benefited* from doing so, for their own growth and success. She adjusted her schedule so that she could focus on the most important aspects of her job, help her sister care for their ailing father, and find time for taking a few long walks each week. In short, she became a better leader – more real, more whole, and more innovative.

Jenna works fewer hours today than she did in 2005, but she's more productive. Not only do her boss and co-workers benefit, but her family does, too. Her physical and emotional wellbeing has improved. For Jenna, Total Leadership provided a way to create small changes at work (delegating more and spending less time at the office) that produced better performance all the way around – four-way wins. She learned how to work with colleagues and connect with her family and community in new ways, enlisting support by ensuring that others benefited also from changes she was making. She's a new kind of leader.

André Washington, a 33-year-old from Seattle, came to a Total Leadership course with a different set of frustrations. A product manager at a major technology firm, he was seen by higher-level executives as someone with a bright future in the company. At six feet, André projects confidence without being intimidating. He has a balding pate and close-cropped hair. His alert eyes focus intently on audiences large or small. He listens well, and when he speaks, he does so with a voice that conveys authority.

October 5, 2007

*I see myself as introspective and self-aware, and also open to change. I feel a strong pressure to achieve and succeed, especially financially. It's not an overburdening pressure; I welcome it. I feel capable – even, in some ways, destined – to achieve exceptional success, to contribute and to make an impact, particularly within my community.*

*But something is missing. Yes, I'm successful, but I just don't feel as if I've reached my full potential. I like my job, but I sense stagnation creeping in. I'm leaving a lot on the table in terms of both my ability to contribute as well as the quality of my contribution. I'm underperforming, and that cheats me, my family, and other people I care about. I need to make some changes, not just to feel better but to do things that genuinely benefit all the areas of my life.*

At the start of his Total Leadership experience, André wrote about a future that was consistent with values in which he believed strongly but by that time had gone “largely unexpressed.” He set out to share with others this image of his desired future in order to test his ideas and win their support. He started with his wife, who had long wished that André had more time to spend with her and their two rambunctious girls, ages six and two. He also conveyed it to his mother and sister, who were financially and emotionally dependent on him.

Then André tried some experiments that would establish a greater “sense of true purpose.” He took a first step towards realizing his “ultimate career objective” – a chain of up-market salons predominantly serving black women – by working with his wife to research both the market potential and how to raise seed capital. He experimented with using technology to communicate more efficiently with his current work team, which helped him to be more effective in his current job and gave him valuable experience that he might apply when, in the

October 5, 2007

future, he founded the new business with his wife. He began to take swimming lessons, along with his two-year old daughter, which fulfilled a long-held wish, gave him a practical skill, boosted his confidence, and enhanced his relationship with his youngest child.

André's Total Leadership journey brought marked results. "I not only perform better overall, but I feel better," he says, four months after starting out. In using his time more intelligently, he's now a more valuable asset to his current employer. He took the steps towards his new career goal with his wife. Their relationship improved, as did hers with her family and friends far away. He's doing things that make him happier; he's inspired. Perhaps paradoxically, his energy at work is greater now than it was before because he's looking forward through a new lens.

Jenna and André are very different people, of course, yet they are typical of those I meet everyday in classes and workshops. What they have in common is that they are successful by some standards, but want to perform better and do more of the things that matter most to them. They want to be better leaders and have richer lives.

People like Jenna and André – and you – try the Total Leadership program for a variety of reasons. Some feel unfulfilled and unhappy because they're not doing what they love. Some don't feel genuine. Too many of their daily responsibilities and activities are inconsistent with what they value and who they really want to be. They're unfocused and so they lack a sense of purpose, infused with meaning and passion.

Some have a sense of being disconnected; they feel isolated from people who matter to them. The parts of their lives don't seem to fit together into a whole, so they're overwhelmed and pulled in too many directions. They feel stressed and unable to accomplish important tasks on

October 5, 2007

time because they're distracted or overextended. They resent doing what others want, not what they want; or, on the flip side, they feel guilty for not doing enough for others. They despair that people at work don't see them as leaders who contribute to others' success. They crave stronger relationships, built on trust, and yearn for enriched social networks beyond those that now seem narrow. They want to feel more connected, to belong.

Some are in a rut. They want to find something new that taps their creative energy and engages them, but they lack the clarity – and the courage – to do so. They feel as if they're not moving forward. They lack the skills to manage the torrents of information flooding their everyday lives, making it impossible to realize the promise of new technology for greater freedom. They feel out of control and lack the kind of flexibility they need to fit it all in.

Despite such frustrations, many of us feel compelled to make our world better – to lead more effectively in all aspects of our lives. The concrete steps laid out in this book show you how to do this, to tap your energy for creating meaningful change and enjoy the fruits of your own transformation.

### **<A> Total Leadership Yields Real Results**

Total Leadership came to fruition when I was recruited to head up a leadership development program at a Fortune 50 company. We started with 35 high-potential managers from across the globe. They followed all the steps in the Total Leadership program and, in the span of about four months, implemented changes that touched work and the other parts of their lives. Their experiments produced a combined \$5.8 million in cost savings, \$0.7 million in new revenue, and \$0.5 million in productivity gains.<sup>1</sup>

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<sup>1</sup> The Finance Department managers in their respective business units verified these numbers.

October 5, 2007

In addition to the quantifiable dollar results, these business professionals improved their relationships with customers and colleagues, and felt more satisfied with their jobs. They felt more deeply connected to their families and their communities, especially since they had drawn them into the process of change. They reported feeling healthier and less stressed. They were making better use of leisure time. And they were feeling better about the company, and more excited about tying their futures to its future.

They accomplished these results not by instituting lean manufacturing or quality-control programs like *Six Sigma*. They did it by reframing the idea of business leadership, by applying new skills and insights at work, at home, in the community, and within the self.

By now many more people have tested Total Leadership in my classes at the Wharton School and in workshops around the world. They find that, by proceeding through a guided series of exercises and experiences, they can make changes that allow them to focus their time and energy better. Their core values surface, allowing them to transform the way they allocate their attention, skills, and resources. As a result, their daily actions become more closely aligned with their values. They work smarter, with greater focus and commitment. They achieve the results that matter to them most, in *all* areas of their lives.

I have asked hundreds of participants to compare how they assess their satisfaction before and after they've adopted Total Leadership. Their levels of satisfaction increase by an average of 20 percent in their work lives, 28 percent in their home lives, and 31 percent in their community lives. Perhaps most significantly, their satisfaction with their own interior lives – physical, emotional, intellectual, and spiritual – increases by 39 percent. Similarly, they report that they believe their own performance at work, at home, in their communities, and within themselves has improved, respectively, by 9, 15, 12, and 25 percent.



October 5, 2007

Both satisfaction *and* performance get better.

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.

### **<A> Learning the Practice of Total Leadership in this Book**

Through the exercises you'll do and the guidance I'll provide, you will improve your leadership ability and impact by practicing these principles:

**<B> Be Real: Act with Authenticity.** Acting with authenticity gives you the strength that comes from doing what you love, drawing on the resources of your whole life, knowing that you're creating value for your self, your family, your business, your world. Effective leaders articulate a vision – a compelling image of an achievable future – that inspires them and the people around them. Their everyday actions fit with not only their personal values but also with the values of the groups of which they are a part. Through continual observation and reflection they know their priorities, their strengths and weaknesses. They increase commitment to common goals by genuinely talking and listening to the people they care most about. And they hold themselves and others accountable for pursuing valued goals.

In Part I, Chapter 2 brings these principles to life by exploring what it means for you to be real, clarifying what's important by writing about how crucial events in your past have shaped your values and about your aspirations for your life in the future. In Chapter 3, you'll take what

October 5, 2007

I call the four-way view by assessing the relative importance of work, home, community and self; how much you actually focus time and attention to each of these parts of your life; how satisfied you are with them; and how well the goals you pursue in them are aligned with each other. This is the foundation for authenticity and for everything that follows: Knowing what really matters to you.

<B> Be Whole: Act with Integrity. Acting with integrity satisfies the craving for a sense of connection, for coherence in the disparate parts of life, and for the peace of mind that comes from adhering to a consistent code. Effective leaders take responsibility for recognizing and respecting the value of all aspects of life. They align the interests of different people in gaining support for common goals. They maintain the boundaries that enable value to be created at work as well as in other aspects of life. They nurture social networks and partnerships that provide the support needed for achieving meaningful results.

In Part II, on being whole, you'll explore *who* really matters to you. First, in Chapter 4, you'll identify the most important people in your life, and what you expect of them as well as what they expect of you. You'll think through how these performance expectations affect each other, looking perhaps for the first time at these central relationships in your life as an interdependent system, and asking whether this system has integrity; whether and how the pieces fit together as a whole. Then, in Chapter 5, you'll think about how you use different forms of communication to connect with these "key stakeholders," as I call them, and then you'll prepare for and conduct dialogues with each, to verify your assumptions and to see what things look like through their eyes. This is often the most challenging part of the Total Leadership program, and the most rewarding, as you gain new insight about what really matters to your most important people.

October 5, 2007

<B> Be Innovative: Act with Creativity. Acting with creativity allows you to adapt to fit new circumstances, gives you confidence to try new ways of doing things, and keeps you vital. Effective leaders continually re-think the means by which goals are achieved; they keep a results-driven focus while providing maximum flexibility (choice in how, when, and where things get done). They have the courage to experiment with new arrangements and communications tools to better meet the expectations of people who depend on them. They don't rely on face time for getting things done, but use it wisely while taking advantage of the flexibility and control afforded by new media.

<insert figure 1-1 here>

With a new, clearer perspective on what and who matters most, you've set the stage for what is the usually most enjoyable part of the process; Part III, being innovative, in which you'll design and implement smart experiments – based on all that you've learned in the process so far – to produce better results in all parts of your life. As I describe them in Chapter 6, there are nine types of Total Leadership experiments. In taking well-considered action to create meaningful, lasting change, you'll discover in Chapter 7 invaluable lessons about how, as a leader, to bring others along with you in the direction you've chosen by serving their interests as well as your own; by making them win while you win.

In Chapter 8, the conclusion, you'll carefully review what you've done to distill the lessons you've learned. You'll assess the impact of your experiments on your performance and ask what worked, what didn't, and why. You'll take a fresh look at the expectations of your key stakeholders and at your values and aspirations. And you'll see for yourself what these insights mean for what you can do to continue your growth as a successful leader intent on having a rich life.

October 5, 2007

But, before we embark on this journey, let me explain what I mean when I'm talking about leadership, then very briefly review the intellectual and historical roots of Total Leadership and why I think its an approach that makes sense in today's business world.

### **<A> Redefining Leadership – Bringing the Whole Person In**

A common definition is that *leaders mobilize people towards valued goals*.

Total Leadership focuses on valued goals in all domains of life – four-way wins – as opposed to the traditional view of understanding leadership in one domain at a time, in isolation of the others. Valued goals in any one domain are more likely to be achieved to the extent that all four domains – work, home, community, and self – are addressed as an interdependent system. You are more effective as a leader, better able to mobilize people towards a goal, if you view that goal in the context of other goals in other domains. This does not mean that you *must* address multiple domains in order to mobilize people towards valued goals; only that you will be more effective if you do.

And who are those we call leaders? There is growing recognition in leadership theory and practice that (a) the potential for expressing leadership – for doing what leaders do – is not the sole province of managers and executives but is, rather, universal and, furthermore, that (b) groups and organizations benefit – that is, their aims are more likely to be met – when all members feel like leaders, seeing themselves as capable of mobilizing people towards valued goals. Leadership is a limitless resource: The more the better.

Being a leader, therefore, is not the same as being a middle manager or a top executive. Being a leader means inspiring committed action that engages people in taking intelligent steps, in a direction you have chosen, to achieve something that has significant meaning for all relevant

October 5, 2007

parties – to win, in other words. Individuals can do this whether they are at the top, middle, or bottom of an organization or group. And they can do this in businesses, families, friendship networks, communities, and social associations.

This is not to say, of course, that the range of discretion, available resources, and breadth of impact are the same for individual contributors, with no one below them, as for top executives. At different levels a leader's discretion, resources, and impact vary:

<bulleted list>

Individual contributor: me and my world (work, home, and community)

Middle manager: me and my world, including my direct reports

Top executive: me and my world, including my organization

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But four-way wins can happen at any level. The term “leader” refers to any individual who chooses to try to mobilize people towards valued goals. Everyone has the potential to lead, and to do so in all aspects of life. “Leader” in its most important sense means being the agent of your own life, influencing the things you care about most in the world to make it a richer life.

Total Leadership challenges – and changes – the way you think about yourself as a leader. This book teaches a method for enhancing the capacity to be real, to be whole, and to be innovative – the essential qualities of a Total Leader – that is customized to the individual. So, for example, a 54 year-old senior manager's experience in reading it will be very different than a 22 year-old student's. Yet both will learn about what being real, being whole, and being innovative means for them; both will learn how to achieve four-way wins in their own lives.

Like other alumni of the Total Leadership program you will see the connections between every area of your life, knowing that the best rewards come from integrating them rather than

October 5, 2007

trading off between them. And you will perform *better* at work because it fits in a more meaningful way with your family life, your role in society, and your needs for health and fulfillment. As a leader, you'll find new ways to make things better. Leadership in business, after all, isn't about business. It's about life.

### <A> Redefining Work/Life – Individuals Pursuing Four-Way Wins

Total Leadership is about having a richer life, but it is *not* about “work/life balance.” An image of two scales in balance is the wrong metaphor. First, it suggests that we need equal amounts of competing elements to create a constant equilibrium, and for many people, equality in the importance of and attention to the different parts of life makes no sense.<sup>2</sup> Second, it signifies tradeoffs; gaining in one area at the expense of another. Even though it is sometimes unavoidable, thinking about work and the rest of life as a series of tradeoffs is fundamentally counterproductive. When the goal is work/life balance, you're forced to play a zero-sum game.

The quixotic quest for balance restricts many of us. A better metaphor for our quest comes from the jazz quartet: Becoming a Total Leader is analogous to playing richly textured music with the sounds of life's various instruments. Total Leadership is *not* about muting the trumpet so the saxophone can be heard. Unless you seek ways to integrate the four domains of your life and find the potential for each part to help produce success in the others, you cannot then capitalize on synergies in places most of us don't see or hear.

It's certainly true that over the past few decades work/life advocates have produced major gains with social policies and corporate programs designed to make it easier for working men

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<sup>2</sup> This was the main argument Sharon Lobel and I made in our 2003 article, “The Happy Workaholic: A Role Model for Employees,” published in the *Academy of Management Executive*.

October 5, 2007

and women to lead full and productive lives.<sup>3</sup> Unfortunately, though, work/life programs are often viewed as pitting the interests of business against those of other parts of life. We need to drop the slash and look instead to four-way wins. If we pursue four-way wins we clarify from the start that all constituents must gain for any one of them to gain.

Many work/life policies and programs are driven from the top down and standardized, for the sake of equality. But one size can't possibly fit all. Individuals (at all levels) must act to create meaningful change, whether or not supportive policies are in place. Individuals – in their different ways, in their different circumstances – must integrate work with the rest of life. Total Leadership represents a new step in the evolution of the work/life field: It is a systematic method for producing four-way wins that is tailored to fit the lives of individuals.

### **<A> Roots: 20<sup>th</sup> Century Sources for Total Leadership**

Since the dawn of human consciousness, people have been trying to understand the twin interests of this book: how to mobilize people to produce meaningful change and how to live a good and complete life. A survey of source ideas might start with the mythic Gilgamesh and take us through Moses' trials in the desert, the education of Plato's philosopher-king, the transcendentalism of Emerson and Thoreau, and Karl Marx's theses on power and the means of production.

The immediate roots of Total Leadership as a theory were formed more recently, by 20<sup>th</sup>-century scholars who explored such fundamental questions as: What is leadership and why does

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<sup>3</sup> Some of these are described in a book I wrote in 2000 with Jeff Greenhaus, *Work and Family – Allies or Enemies? What Happens When Business Professionals Confront Life Choices* (Oxford University Press).

October 5, 2007

it matter? How does work fit with the rest of life? How do organizations cultivate productive people? How do people and organizations learn and change? Let's review each very briefly.<sup>4</sup>

<B> What Is Leadership and Why Does It Matter? An early thrust in leadership studies focused on traits, arguing that good leaders exhibit certain qualities like initiative, optimism, confidence, persistence, self-awareness, a willingness to make paramount the needs of others, a sense of purpose, the ability to encourage others, the ability to delegate, and an understanding of others' points of view. Researchers focused on how to match different leadership styles to fit the demands of different situations. In the 1990's, theories of emotional and social intelligence emerged as researchers sought models of leadership that encompassed the personal: Leadership studies began to focus on the person within the leader and the value of connecting with the basic humanity of others.

What is it that leaders do that's so important? They inspire commitment to produce results that matter to the collective, whether through the "path-goal" model of leadership, in which a leader clears the path toward the goal of the group by meeting the needs of subordinates, or through the experimental model, in which leaders bring people together to improve a group, organization, or society.<sup>5</sup>

The "human potential movement" of the 1960's, with its emphasis on empowering the individual, challenged the notion of the leader as one man on high exhorting the troops below. Leadership is no longer just about people at the top of the pyramid. In the last four decades, new approaches have increasingly focused on values that run deeper than one's performance at work.

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<sup>4</sup> See the appendix, *Further Readings*, for more of the research underpinnings of Total Leadership.

<sup>5</sup> Franklin D. Roosevelt articulated this form of leadership when he said: "The country demands bold, persistent experimentation. It is common sense to take a method and try it: If it fails, admit it frankly and try another."



October 5, 2007

<B> How Does Work Fit with the Rest of Life? While research on leadership was evolving, organizational psychologists and sociologists were re-thinking the different roles we fill and how they affect each other. In the 1960's, scholars<sup>6</sup> began to apply role theory and systems analysis to understanding organizations and the lives of the people in them. Other researchers in the '70s wrote about the connections between work and family life in society and in organizations.<sup>7</sup> The field of "work/family" developed, as researchers focused attention on child-rearing as an issue for business and children were re-imagined as "the unseen stakeholders at work."<sup>8</sup>

In the last two decades this field – now called "work/life" – has expanded to include researchers not only from child development and organizational psychology but also from labor economics and law, business strategy, cultural anthropology, public policy, family systems, and international management. Researchers have developed new models for understanding how people and organizations manage the dynamic tensions among different roles in life. The focus until very recently, however, has been on models that presume conflict between work and the rest of life. Increasingly, we are learning about how we must not view any particular part of life in isolation but, rather, as part of an interdependent system of roles with potential for both mutual enrichment and depletion.

<B> How Do Organizations Cultivate Productive People? Another body of ideas evolved to reverse the industrial trend towards de-humanized and de-humanizing work that

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<sup>6</sup> Most influential were Daniel Katz and Robert Kahn, who wrote the field-defining, *The Social Psychology of Organizations*.

<sup>7</sup> The prime movers were Rosabeth Moss Kanter and Lotte Bailyn.

<sup>8</sup> Friedman and Greenhaus, *op. cit.*

October 5, 2007

resulted from the assembly line and bureaucratic organization structures. Business leaders came to realize that the economic model of the worker as a mere extension of the machine was destructive – and it reduced motivation and productivity. By the 1960s, people in all fields were discovering new means for the expression of individual initiative and talent in the service of collective ends. The fields of human resources and organization development grew, focused on improving conditions at work in order to increase both job *and* life satisfaction. Current practices such as workplace flexibility reflect theories that emerged then about how to design work so that it makes sense for the individual and the organization.

The 1990's saw a growing number of researchers study what's now called "human capital" – the value individuals bring to business enterprises; not only technical skills, but intangibles like passion and teamwork. The idea that investment in people means investing in "whole people" has gained currency. Analyses of the new worker increasingly focus on both work and other parts of life, and on fresh conceptions of what "good work" means. Authors rooted in spiritual traditions have contributed by emphasizing the importance of meaningfulness in work and organization life.

<B> How Do People and Organizations Learn and Change? Thought on the nature of leadership and the pursuit of happiness inside and outside of work has been profoundly shaped by scientists of the mind – from Sigmund Freud to Carl Rogers – and by researchers who began to apply ideas about psychology and the capacity for personal growth to leaders in organizations. John Gardner wrote eloquently about what he learned from his experiences as an executive in business and government, emphasizing how the lifelong pursuit of self-knowledge is *the* leadership imperative, for it is the basis of self-confidence.

October 5, 2007

Others advanced useful models to show how knowledge gleaned from experience can produce personal change that in turn strengthens individuals aiming to affect organizational renewal. Scholars and practitioners have designed tools to systematically promote intentional change and therefore enhance leadership in organizations through a combination of real-world challenges, assessment, and social support (coaches who help extract meaningful lessons).<sup>9</sup>

Much has been learned about change in human systems from authors writing about the forces of resistance and the dynamics of organization culture. Organization theorists<sup>10</sup> advanced the idea of “small wins” as a means for creating large-scale change. Management gurus like Peter Drucker argued that “an innovation, to be effective, has to be simple and it has to be focused. Effective innovations start small.” More recently, managers have been exhorted<sup>11</sup> to adopt an experimenter’s scientific point of view, to equip themselves with the skills needed to engineer change.

### **<A> Total Leadership in the 21<sup>st</sup> Century**

Total Leadership grows directly from these roots and responds to particular features of our present moment, the first years of a new millennium. To briefly note the most critical:

**<B> Social change.** The single-earner father and stay-at-home mother have been replaced by diverse models of “the standard home,” demanding a radical revision in the expectations for time devoted to work, by men and women. Gender equity, while not yet achieved, is gaining ground in all spheres of society, creating new expectations and

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<sup>9</sup> See, as prime examples, Noel Tichy’s series of works on leadership development.

<sup>10</sup> Led by Karl Weick.

<sup>11</sup> By scholars Jeff Pfeffer and Bob Sutton, who appeal for evidence-based management.

October 5, 2007

opportunities. In the wake of recent corporate scandals, the status of business is low and citizens demand greater corporate accountability and ethical action. New public policies oblige business executives to find firmer moral ground and to avoid the temptations of greed.

<B> Demands of a new workforce. People want to do work that has a positive impact on a world in which conflict seems pervasive. The best companies to work for are those in which employees work hard while having fun with people they see as their friends. Yet loyalty to a single organization is gone.

<B> Technological shifts. The digital revolution is forcing everyone to learn how to exploit new communication tools that promise freedom (allowing us not to be bound to a particular time or place), but often lead to a new kind of slavery (24/7 connectivity). New media require that *we* – as leaders of our lives – choose where, when and how to get things done, to manage the boundaries between different parts of life. This sets us apart from all prior generations, whose work routines were determined by the turning of the seasons and the rising and setting of the sun.

<B> Changes in organizations and markets. The torrid pace of change is compelling everyone in business to adapt to new situations, all the time. Ever-increasing demand for better productivity stresses and fragments our lives, causing health problems and burnout. At the same time, businesses are competing in the “war for talent” as labor shortages continue in critical sectors of the economy. Flatter organization structures mean a greater sense of responsibility for all, while globalization and the increasingly diverse pool of employees require new approaches to motivating people from different backgrounds.

**<A> How to Use This Book**

October 5, 2007

Total Leadership draws on these sources and responds to the demands of today's world. But it starts and ends with the individual, with *you*, in the context of your whole life and the relationships that matter most. Social structures and management practices shape the contours of what's possible in our everyday lives. The most powerful changes, though, are driven locally, by people who believe in themselves and who know how to get the support they need to make new things happen.

It takes leadership to drive change and make it so.

You've got to choose to lead, no matter what your position, no matter what the stage of your career, no matter what your life circumstances, no matter how much you are being buffeted by changing conditions. If you're going to make a difference, thinking of yourself as a leader will make it more likely that your legacy – not your fantasy, but the real impact of your life, today and in the long run – turns out to be the one you really want.

People are attracted to the Total Leadership method because they want to solve certain problems, but by going through its process they usually discover solutions to problems they didn't even know they had. This book will take you through realistic steps so that you can become the leader you want to be.

I'm not going to tell you how to live your life and I will make no judgments about lifestyles or work preferences or politics. The Total Leadership experience requires only that *you* take a realistic look at the big picture of your life, and then use tools designed to help you lead more effectively. You'll decide on what changes you want to make and how you want to make them. You will be doing some serious introspection. But you'll also be reaching out to others. You'll have intensive, productive conversations with people in your inner circle. Because it involves other people, this program builds in accountability that makes changes stick.

October 5, 2007

Total Leadership participants report significant improvements in their performance as well as a sense of harmony among the once competing domains of their lives. This is the result of people working smarter, using technology more effectively, and bringing more focus and passion to tasks at hand. When you as a leader are more engaged, so are the people around you. Total Leadership succeeds not only because you change but because – through more intelligent choices and informed actions – the people around you change, too.

While you may be tempted to skip around in the book, there is a well-honed logic to the process, and I encourage you to go through it in order, in its entirety. The assessments and exercises are organized systematically and are best completed in sequence. Take your time and be thoughtful about your responses, as they set the stage for future exercises and actions.

If you are interested in a deeper exploration of the research underlying the Total Leadership approach, the *Further Reading* appendix will familiarize you with the best relevant literature and research. And if you want tips on how to implement these ideas in a group or company, read the appendix on *Scoring Four-Way Wins with Total Leadership in Your Organization*.

**<B> How to Use the Exercises.** The exercises here will change how you think and act. I've tried to make the instructions straightforward so that you'll find them doable. Except in a few instances, I don't expect you to write things down in this book, so find a place to keep the things you write, whether it's in a hard-copy notebook or a digital file. You might even want to make audio or video recordings instead of literally writing.

The investment you're making in your growth as a leader takes time. A useful time frame for reading this book and doing the exercises – some of which will take place in minutes, others

October 5, 2007

hours, days, and still others weeks – is about four months, start to finish. But you control the pace. This investment will be just the beginning of a new way for you to grow as a leader.

<B> How to Create a Coaching Network. While it is possible on your own to apply the basic principles of Total Leadership, you'll get more from it if you find companions in the process. Completing this program with others on your side is smart because it prevents your resolve from waning when no one's looking. Other people push you to do what you say you'll do, think more deeply, and see things differently to sustain real change. And you learn more by helping others with what they're trying to make happen.

Consider enlisting someone you know as your coach. A coach can provide another vantage point to help you refine what you learn through the early exercises, and then, later, to encourage intelligent risk-taking in your experiments. A coach can help you to interpret your results, to crystallize the lessons you'll take away. He or she can also enhance your confidence by providing emotional support, and can give you specific ideas for achieving your goals.

The simplest approach is to find one other person to be both your coach and a client whom you'll coach. But better is to form a trio – a small network of friends, family, or colleagues. Let's say you've got Ali, Barb, and Charles. Ali coaches Barb, Barb coaches Charles, and Charles coaches Ali. This way, when you're coaching you're really focused on the other person, and vice versa. Coaching doesn't have to be complicated. It involves reading and commenting on what your client writes and talking with him about his actions. I'll let you know when, as a client, it's a good time to speak to your coach and, as a coach, to your client. I'll also give you suggestions for questions that will be useful for you to ask your client. See also Appendix A, *Your Total Leadership Coaching Network*.

October 5, 2007

<B> How to Use the Website. You're not the only one wrestling with the challenges of becoming the leader you want to be and integrating work and the rest of life. I've created an online network to serve as a gathering point for a community of people dedicated to supporting each other's efforts to produce meaningful, sustainable change. At *totalleadership.net* you will have access to others who have taken the Total Leadership journey, and who are eager to serve as coaches, share ideas, and promote innovation. You can invite the important people in your life to go to this site to provide their feedback to you, all in one place. You'll also find resources there, such as further readings, links to related sites, and blogs on topics of interest.

### **<A> Getting Started: Your Goals**

People who have gone through the Total Leadership program, like Jenna and André, report that they're living closer to the lives they want to lead, seeing their work as producing value not only for them, but for others, and so they feel more connected and have a greater sense of purpose.

The Total Leadership process helps you develop your capacity for choosing the best direction. And while everyone takes the Total Leadership course for a different reason, most are eager for some sort of constructive change. Now, find a convenient place (notebook, electronic file, blog, audio or video recording – whatever suits you) to write briefly about your initial thoughts on why you're reading this book. Use the following exercise as a guide. Stating your goals explicitly will help you customize your experience throughout this book and will make it more likely that you reach them.

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### **Exercise 1.1: Your Goals For The Total Leadership Program**



October 5, 2007

In a paragraph or two, describe what led you to read this book and what you hope to get out of it.

Take a few moments to let your responses surface, then write your response in whatever place you've chosen to record your work for Total Leadership.

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This initial exercise is both a starting point and a reference point. Assessing your goals establishes a baseline, which will make it easier to see how you've changed – how your performance has improved and what you've learned about yourself as a leader – as a result of the work you will do throughout this book.

Yet your initial reasons for reading this book might shift over time. This happens often. Goals change. This is actually a good thing, because it shows that you're thinking about what's important and that you're adapting as new opportunities arise and as you see things from new points of view.

Now let's move on to learning about what it means to be real.