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# What kind of leadership do we need now?



# A new kind of leadership

- Mobilize people towards a *personal* leadership vision
- Focus on results in all domains of life and harmony among them
- Influence at all levels and in all domains of life
- Demonstrate authenticity, integrity, creativity

**Leadership in business isn't just about business. It's about life.**



# The four-way view

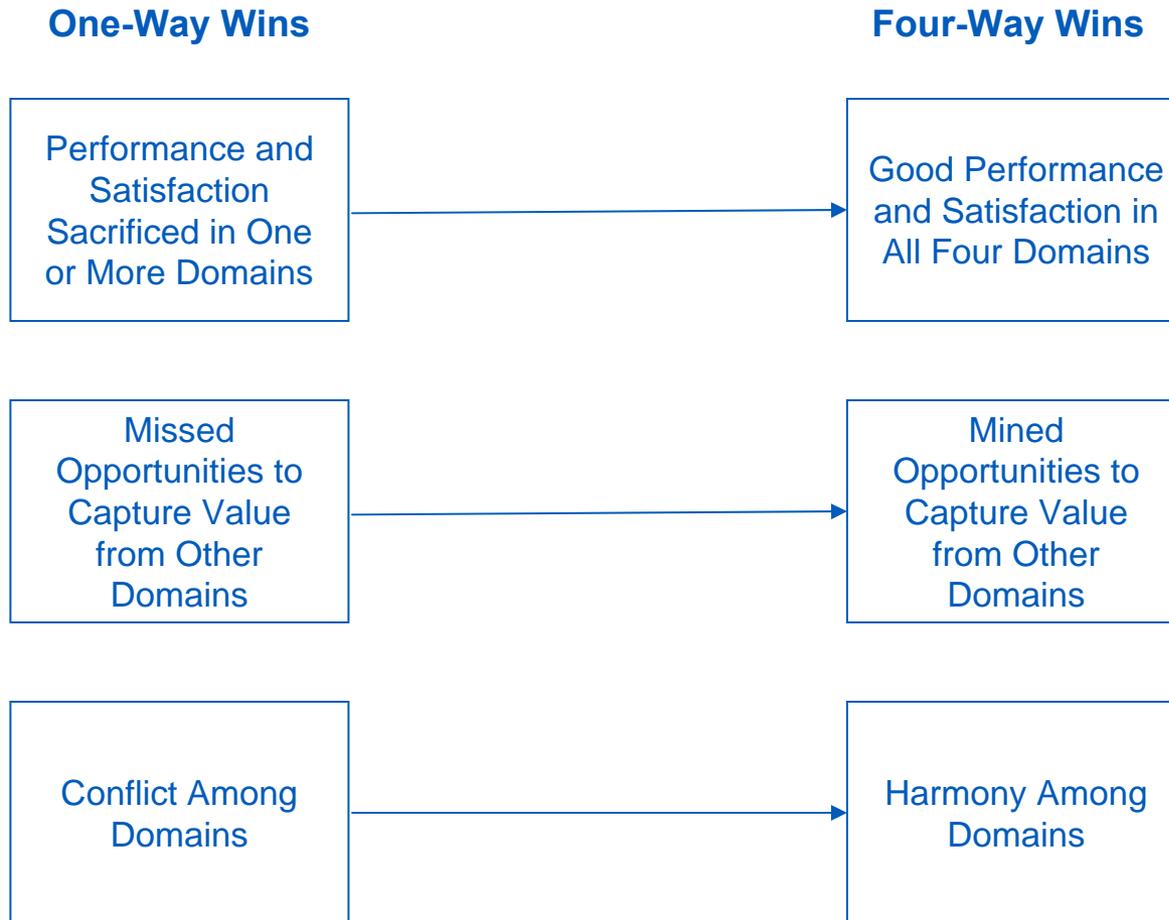
Assess importance, focus, satisfaction and performance in each domain

	Importance	Focus	Satisfaction 1=not at all ...10=fully	Performance 1=poor ...10=excellent
<b>Work / Career</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Home / Family</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Community / Society</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Self: Mind, Body, Spirit</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Overall</b>	100 %	100 %	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10



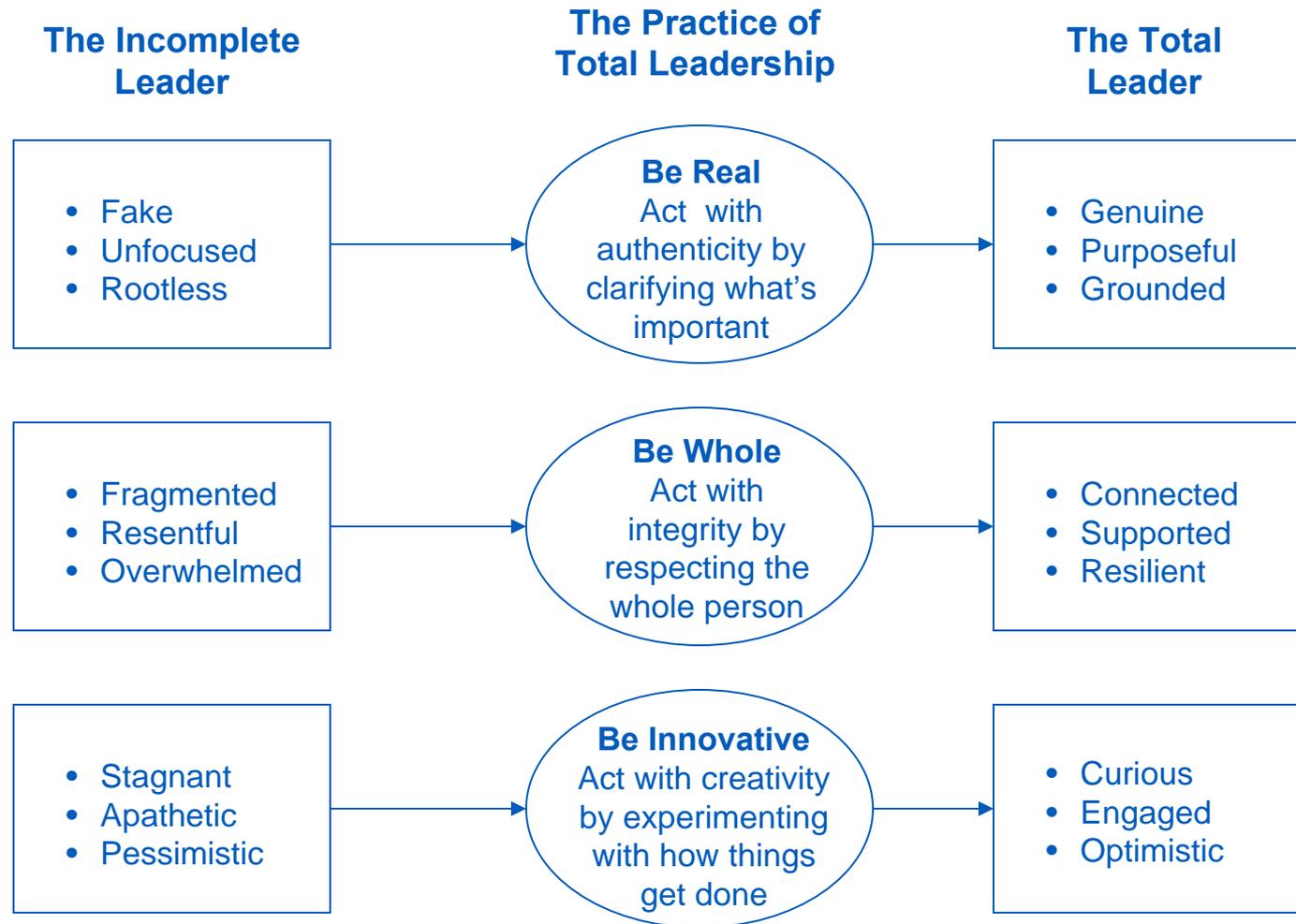
# From one-way to four-way wins—purpose of Total Leadership

Improving performance by integrating work, home, community, and self.





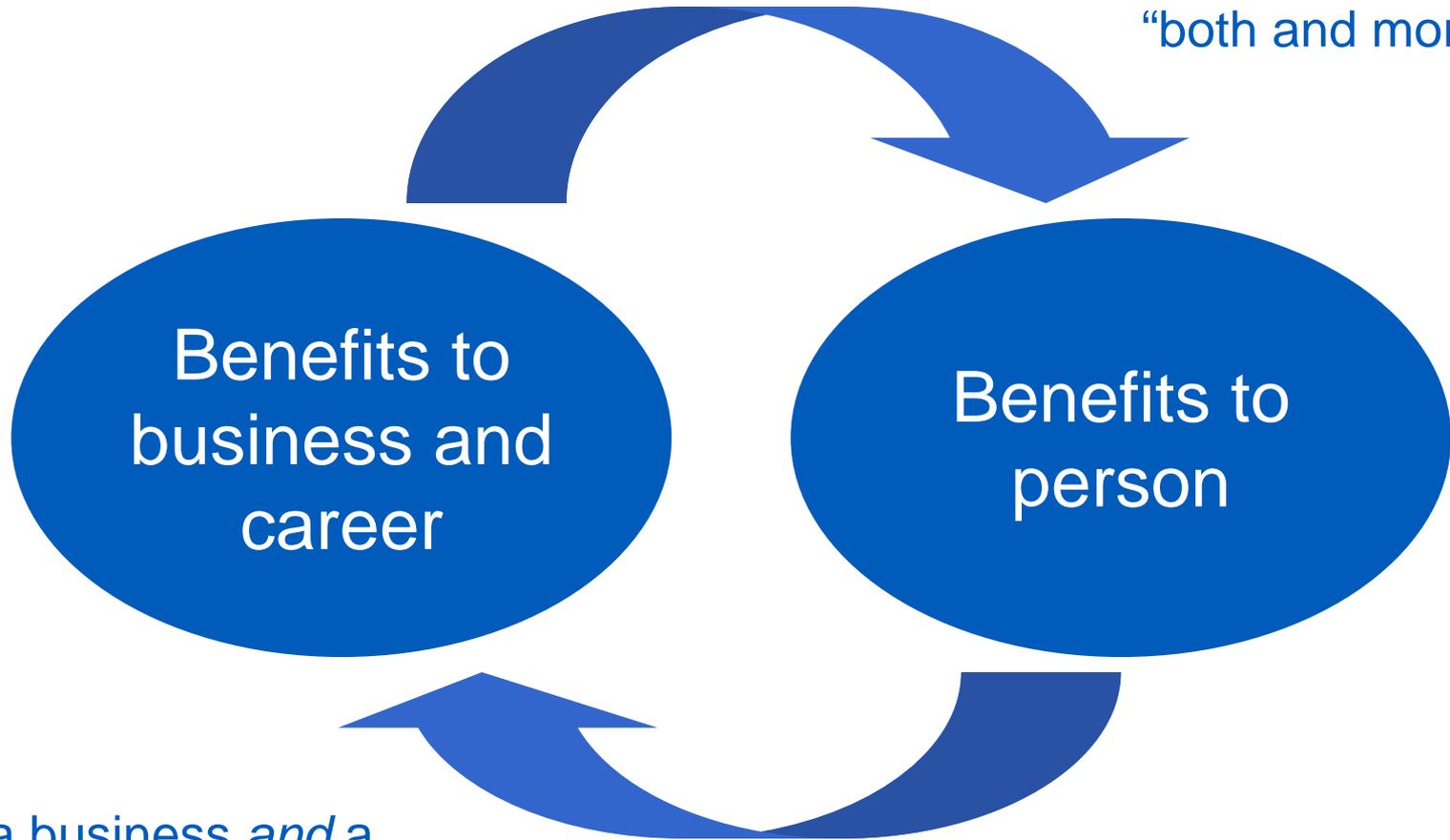
# The practice of Total Leadership





# Mutual gains for performance and satisfaction in all domains

Not “either/or” but  
“both and more”



Both a business *and* a personal imperative.



# Measurable, sustainable behavior change that drives business results and personal growth

## Business results

- Increased attraction/retention of talent
- Productivity gains and cost reductions
- Enhanced engagement and resilience
- Greater focus on results that matter
- Greater commitment to organization
- Improved leadership skills
- Increased confidence and competence in creating sustainable change
- Stronger connections in networks
- Better reputation via community impact

## Personal results

- Fewer conflict-ridden tradeoffs
- Greater sense of control
- Improved health and wellness
- Lower stress, more energy
- More satisfied with:
  - personal growth
  - job/career
  - family



## Results: recent findings (N>300)

	Importance (%)		Attention (%)		Δ Satisfaction (%) Pre to Post	Δ Performance (%) Pre to Post
	Pre	Post	Pre	Post		
<b>Work / Career</b>	34	32	56	44	21	8
<b>Home / Family</b>	34	34	23	28	27	14
<b>Community / Society</b>	12	14	7	11	31	11
<b>Self: mind, body, spirit</b>	20	20	14	17	39	22
	What's important doesn't change much over four months.		But focus of time and energy shifts from Work to other domains...		...as satisfaction increases in all domains, especially Self...	...and performance increases in all domains, too.



# Results: improved leadership skills



	Pre	Post	% Change	
1. Aligns actions with what's important by focusing on what matters most.	3.4	4.2	+24%	
2. Cultivates awareness of true leadership priorities in all domains.	3.8	4.4	+16%	
3. Genuinely conveys a true leadership story – past, present, and future.	3.4	4.0	+18%	<b>Real</b>
4. Passionately articulates a clear leadership vision.	3.1	4.1	+35%	<b>+21%</b>
5. Pursues accountability for meeting valued goals with metrics.	3.9	4.3	+11%	
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6. Builds networks of trust by caring about and contributing to others.	3.8	4.3	+13%	
7. Communicates to clarify and negotiate expectations.	3.3	4.0	+22%	
8. Ethically influences others to generate support in all domains.	3.9	4.2	+8%	<b>Whole</b>
9. Transfers assets and skills across domains.	3.7	4.3	+17%	<b>+16%</b>
10. Manages boundaries and smooth transitions between domains.	3.2	3.8	+21%	
<hr/>				
11. Questions assumptions about current methods	4.2	4.5	+7%	
12. Encourages flexibility in means while focusing on results.	3.8	4.2	+10%	
13. Courageously embraces change.	4.0	4.5	+10%	<b>Innovative</b>
14. Fosters a learning environment through smart trial-and-error.	3.7	4.1	+13%	<b>+12%</b>
15. Seeks creative solutions to resolving conflict to meet goals in all parts of life.	3.6	4.3	+19%	



## Be real: act with authenticity by clarifying what's important



Effective leaders define and articulate a vision that embraces the diverse values and lifestyles of all employees. Their everyday actions fit with not only their personal values but also with the core values of the business.

Through continual observation and reflection they know their priorities, their strengths and weaknesses. They strive to increase commitment to shared goals through genuine dialogue with key stakeholders, telling their story to the people about whom they care most, in all parts of life.

They hold themselves and others accountable for pursuing valued goals.



## **Be whole: act with integrity by respecting the whole person**



Leaders take responsibility for respecting the value of all aspects of their lives; at work, at home, in the community, and in themselves.

They align the interests of different stakeholders in gaining support for collective goals as well as set, maintain, and respect the boundaries that enable value to be created at work and in other aspects of their lives.

They invest in social capital to nurture networks and partnerships that provide the support needed for achieving results that matter.



## Be innovative: act with creativity by experimenting



Effective leaders continually re-think the means by which work gets done in ways that force a results-driven focus and provide maximum flexibility with choice in how, when, and where things get done.

They have the courage and openness to experiment with new work methods and communications tools to better meet performance expectations.

They reduce reliance on traditional work methods, such as face time and co-location of resources, while using them more wisely to build trust when needed and, at the same time, taking advantage of the flexibility afforded by new media.



# Game plan for your experiment



- Basic idea for your experiment
- Assistance, advice or additional information you will need
- Obstacles and assets
- How this is innovative, for you



# Scorecard for your experiment—goals and metrics



	<b>Goal</b> Intended impact in all domains	<b>Results Metrics</b> How you will know if goal is achieved	<b>Action</b> Steps to implement experiment
<b>Work/Career</b>			
<b>Home/Family</b>			
<b>Community/ Society</b>			
<b>Self</b>			





# Total Leadership experiments for producing four-way wins



## 1. Tracking and Reflecting

Keeping record of activity, thoughts, and feelings (and in some cases distributing it to friends, family) to assess progress on personal and professional goals, thereby increasing self-awareness and maintaining priorities which, in turn, serves to clarify what's important.

## 2. Planning and Organizing

Taking new actions designed to better use time and prepare and plan for the future by, for example, using a new technology or tool for organizing, creating “to do” lists that involve all life domains, or engaging in a new form of career or family planning.

## 3. Rejuvenating and Restoring

Attending to body, mind, and spirit so that the tasks of living and working are undertaken with renewed power, focus, and commitment. For many participants, a regular program of exercise becomes an important point of focus for their leadership experiments.



## 4. Appreciating and Caring

Having fun with people (e.g., by doing things that are typically outside of work with co-workers), caring for others, and appreciating relationships as a way of bonding at a basic human level to respect the whole person which, in turn, increases trust and, further, the capacity to experiment with new work methods.

## 5. Focusing and Concentrating

Trying to be physically and/or psychologically present when needed to pay attention to stakeholders who matter most. Sometimes this means saying “no” to opportunities or obligations. This type include attempts to better respect important people encountered in different life roles, and the need be accessible to attend to them and to important tasks/activities.

## 6. Revealing and Engaging

Sharing more of your self with others—and listening—they can better support both your values and the steps you want to take towards realizing your leadership vision. Leaders build and maintain connections to people who matter in all domains, and by enhancing communication about different aspects of life you demonstrate respect for the whole person.



## 7. Time-shifting and Re-placing

Working remotely or during different hours to increase flexibility and thus better fit community, family, and self activities while increasing efficiencies. Because they require changes in work methods, these experiments include participants questioning traditional assumptions and trying new means for achieving valued goals.

## 8. Delegating and Developing

Re-allocating tasks in ways that increase trust, free up time, and develop skills in self and others. The aim is to be working smarter by reducing and/or eliminating low-priority activities.

## 9. Exploring and Venturing

Taking steps towards a starting new job, career, or other activity that better aligns your work, family, community and/or self domains with your core values and aspirations.



How will your experiments  
result in your being a better  
leader and having a richer life?



# Be a better leader, have a richer life



- Leaders create sustainable change to improve performance in all parts of life
- Aim to score four-way wins
- Principles for action:
  - Be real: act with authenticity by clarifying what's important
  - Be whole: act with integrity by respecting the whole person
  - Be innovative: act with creativity by continually experimenting