

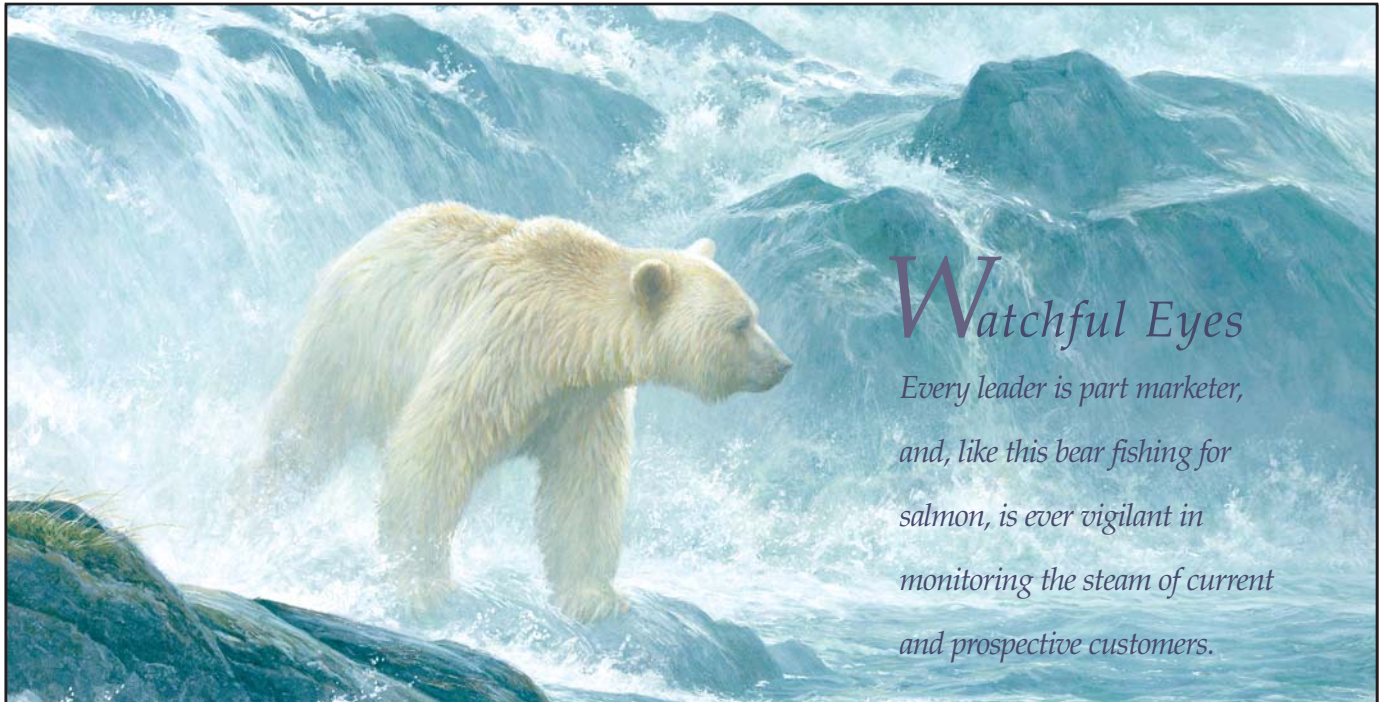
# LEADERSHIP Excellence™



THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY

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## Watchful Eyes

*Every leader is part marketer, and, like this bear fishing for salmon, is ever vigilant in monitoring the stream of current and prospective customers.*

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# Leaders of the Year

*These men are the musketeers of marketing.*



by Ken Shelton

**T**HANK YOU FOR RESPONDING to my personal invitation last month to nominate a *Leader of the Year*. We received several nominations for our annual recognition.

In the December issue of *Leadership Excellence*, we invited you to nominate your favorite leaders, based on six criteria: 1) Performed exceptionally well in a leadership role throughout 2006; 2) Inspired great performance from colleagues and co-workers and cultivated healthy relationships; 3) Displayed courage and wisdom in facing adversity, problems, and decisions; 4) Registered impressive results for the year and set the stage for sustained results; 5) Is acknowledged within the organization and industry as a person of vision, passion, purpose, direction, and integrity; and 6) Created a culture and standard of excellence.

Based on these criteria and the strong nominations we received from leadership consultant Dave Ulrich and executive coach Marshall Goldsmith, we are recognizing three CEOs as our 2006 Leaders of the Year.



G. Richard Wagoner, Jr.

**1. Rick Wagoner, CEO of General Motors.** In his nomination, Dave Ulrich writes: It's always hard to pick just one leader for such recognition, but I think that a strong candidate, albeit a counter-intuitive choice, is Rick Wagoner, CEO of General Motors. No leader has had a tougher year than Rick. He has cut \$8 billion in structural costs at GM, and weathered a tough board. He has the deep affection of his employees, dealers, and suppliers. He is an incredibly value-based leader. I realize that Rick would be a bold choice since GM continues to have problems."

We agree with Dave—that the leader of the year should be someone who faced much adversity. Although embattled, Wagoner notes that GM is still the world's largest automaker and the global industry sales leader for 75 years. Says Rick, "We are focused intently on turning around GM's North American business and returning the company to profitability as soon as possible. We are systematically and aggressively implementing a four-point turnaround plan, and we are making real progress. Our goal is to structure GM for sustained profitability and growth" (see p. 4).



Brian C. Walker

**2. Brian C. Walker, CEO of Herman Miller.** In nominating Brian Walker, CEO of Herman Miller, Dave Ulrich writes: "I greatly admire Brian. This past year Herman Miller swept the awards at the annual Neocon convention. They won Best of Show in three categories. Moreover, they have helped reinvent the industry again and again."

Says Brian, "Our people and the designers we work with are concerned with larger issues of humanity and equality and bettering the world we work in. What arrives on the truck is furniture. What went into the truck was an amalgam of what we believe in: innovation, design, operational excellence, smart application of technology, and social responsibility."



Ed Zander

**3. Ed Zander, CEO of Motorola.** In his nomination, Marshall Goldsmith writes: "Ed has done a great job of turning around a company that was not doing well, increasing market share, and increasing shareholder value in an incredibly turbulent and rapidly changing high-tech market. He has focused on the importance of values, principled leadership, and building positive relationships. He has broken down silos and built new synergy. He has the courage to tackle tough issues with people and non-performance. He encourages participation, and yet acknowledges that leaders have to make tough decisions."

"Ed has also brought the 'cool' back to Motorola and set the stage for continued growth. He has also expanded the international reach and positioned Motorola in developing markets. Moreover, Ed is personally involved in Motorola's leadership development and consistently reaches out to communicate, listen, involve people, and build loyalty."

When leaders identify and articulate goals, announce these goals, and involve co-workers in helping them improve, positive and measurable change is likely to occur.

We've decided to feature one leader every month during 2007 in *Leadership Excellence*. Again, your nominations are welcome. Email me at kens@eep.com. Include your 100-word tribute and your leader's contact information.

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*Ken Shelton*

Editor since 1984

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#### Contributing Editors:

Chip Bell, Dianna Booher, Kevin Cashman, Jim Loehr, Norm Smallwood, Joel Barker, Joseph Grenny, Jim Kouzes

#### Executive Excellence Publishing:

Ken Shelton, Editor-in-Chief, CEO  
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# Spiral into Control

*It's the path to consistency.*



by John Haime

WE OFTEN HEAR GOLF announcers say "If he can control his emotions today, he can win this tournament." However, they never explain how you and I might control our emotions to perform at a higher level.

I challenge you to visit a professional golf event and tell me which players will succeed and which players will pack their bags and head home after the 36-hole cut. Then, visit a CEO conference and tell me which ones are leading successful companies and which ones are not making the cut.

Unless the golfers or leaders are under pressure in a dynamic environment, you can't separate the contenders from the pretenders. The separation occurs when the heat is turned up, when results really matter, when the performers are pushed to their limits; at that point you can determine whether they can be consistent and sustainable performers.

The ability to manage emotions under pressure separates elite performers from average ones.

## Emotional Competency

Let's look at a few examples.

- **Phil Mickelson** competed for years before winning a major championship. Why? He's very talented physically. The only real knock against Phil was that his seat-of-the-pants style hindered him from winning the majors. Before the 2004 season, he and his coaches assessed exactly what they needed to do to get to the next level. The risk-taking, stubborn Mickelson was replaced by the self-aware, flexible Phil managing his game to maximize strengths.

- The popular **John Daly** has won major championships, but his inability to consistently manage his emotions in big events keeps him from winning more. While Daly has the talent, his lack of self-awareness and emotional management has kept him down.

- Emotional intelligence in leadership is no different. **Bill George**, CEO of

Medtronic, stayed at the top of the leaderboard for 12 years when the company's sales soared from \$740 million to \$7 billion. He credits self-awareness. In fact, he insists that leadership training include teaching about human behavior.

- **Michael Eisner**. Profits exploded in the Walt Disney company when he took the reins. But the company struggled to maintain growth and keep shareholders happy. Many point to Eisner as the cause of the problems. He avoids assessment by surrounding himself with associates who fail to criticize his actions or choices—thus restricting his growth.

## Lessons from the Links

Here are seven ideas to put you on the path to sustainable high performance:

1. **Assess your emotional intelligence.** Understanding where you might be strong and where you might need work is a good first step.

2. **Build a great plan and stay the course.** A plan is crucial to consistent development. Keep your eye on the big picture, periodically revisit the plan, and make adjustments.

3. **Enhance self-awareness through practice.** Ask yourself: Do I clearly see how my emotions impact my performance? Do I understand my tendencies, strengths, and limits, especially in stressful situations?

4. **Create reasonable expectations.** This goes for yourself and for others based on an analysis of capabilities and experience. Expectations are emotional traps, setting you up for frustration.

5. **Concentrate your energy and emotion on things you can control and influence:** your attitude, expectations, decisions, equipment, plan, and strategy. Focusing on things you have no control over leads to frustration.

6. **Reserve judgment on yourself and others on every result.** In stressful situations, give yourself a few seconds before reacting. Choose your response after a quick evaluation of the situation.

7. **Build confidence at every opportunity.** Fear can paralyze performance. Self-awareness and more time in the positive, emotional spiral will help you deal with it and move past it.

Be prepared and maximize your performance when the pressure arrives. Those who control their emotions win. LE



*John Haime is president of LearningLinks Inc. and a former World Tournament professional golfer. Call 613-296-6636 or visit [www.learninglinks.org](http://www.learninglinks.org).*

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