

# Jim Clemmer's *Leader Letter*



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## APRIL 2012, ISSUE 109

### *Ninth Anniversary Issue*

April 2003 I published the first issue of *The Leader Letter*. As I compiled my last month's [blogs](#) into this issue, culture and organization development pops out as a core theme. Since anniversaries call out for looking back on our journey, this anniversary issue's theme sent me looking at the roots of the Organization Development (OD) field.

One of the early OD works was a 640-page text book written by Newton Margulies and Anthony P. Raia, entitled *Organizational Development: Values, Process, and Technology*. On page three they outline these core values of Organization Development:



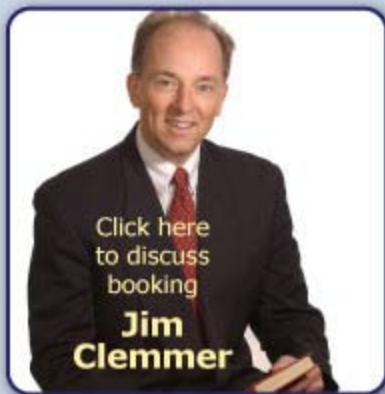
1. "Providing opportunities for people to function as human beings rather than as resources in the productive process.
2. Providing opportunities for each organization member, as well as for the organization itself, to develop to his full potential.
3. Seeking to increase the effectiveness of the organization in terms of all of its goals.
4. Attempting to create an environment in which it is possible to find exciting and challenging work.
5. Providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment.
6. Treating each human being as a person with a complex set of needs, all of which are important in his work and in his life."

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[www.jimclemmer.com](http://www.jimclemmer.com)

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McGraw-Hill published *Organization Development* in 1972. Looking back today on the 40th anniversary of this book, the six core values of leadership, culture, and organization development are incredibly timeless. They're perhaps even more relevant in today's high tech, hyper-connected organizations running flat out at hyper speed.

How would your team or organizational members rate the effectiveness or your OD efforts against these developmental aspirations? This could be a powerful six point checklist to assess your progress.

This issue provides you with leadership checklists, research on healthy workplaces, and the links between culture and safety. We also examine how systems and processes must support leadership behaviors and whether there is a place for ego in effective leadership.

May this be a time of reflection on your journey and renewal of your personal, team, and organization development efforts.

## FOR THE HEALTH OF IT: THE BOTTOM LINE ON HEALTHY WORKPLACES

We'd expect that healthy employees in healthy workplaces create healthy bottom lines. What may be unexpected is just how big the impact is. We'd expect that work-related stress is also considered a big problem. Did you expect it to be far more critical than smoking or high blood pressure?



Consider these research findings:

- Employees with four lifestyle risk factors are absent over 50% more often than those without risk factors, and cost two to three times more in health costs.
- Employers pay an extra \$488/year for every sedentary employee.
- 97% of respondents agreed that employee health is directly related to corporate success.
- Canadian employers consider work-related stress to be the most important health risk facing the employees in their organizations (56% of respondents), followed closely by smoking (35%), mental health issues (35%), and high blood pressure (35%).
- Stressed employees elevate absence costs by 19%, disability

costs by 30%, and turnover costs by 40%.

- Organizations with highly effective workplace wellness programs have performed over 55% higher than their industry peers.
- A meta-analysis on workplace wellness programs from Harvard researchers found that medical costs fall by about \$3.27 for every dollar spent on wellness programs and that absenteeism costs fall by about \$2.73 for every dollar spent.

These conclusions come from a recent article on "The Business Case for Wellness Programs" written by Your WorkPlace editor Karen Richardson.

The Your WorkPlace 2012 Conference, in Toronto April 18th, that Vera Asanin and I are kicking off, co-hosting, and closing together is taking shape very well. [Click here](#) to check out the program. Presentations, panels, and discussions include:

- The Changing Workplace Today
- Leading @ the Speed of Change
- Supporting Mental Health is a Sound Business Decision
- Taking Care of Self
- Managing Employer Brand
- Foster Engagement
- Social Media is Here to Stay
- Thriving Workplaces
- Breaking Down Silos
- Building Exceptional Workplaces on a Budget, and
- The High-Performance Balance

[Click here](#) to also watch Simon Sinek's 18 minute TEDx video on "How Great Leaders Inspire." Simon will be delivering a keynote on "Start with Why" based on his bestselling book by that title.

Attendees will receive a copy of my latest book, [Growing @ the Speed of Change](#) with registration. And as part of our partnership with Your WorkPlace, The CLEMMER Group is offering a \$100 discount on registration (discount code CLM100). [Click here](#) to register and be sure to use discount code: CLM100 to save \$100!

We'll help you to give 'em health!



## USE THIS 10 POINT CHECKLIST FOR A LEADERSHIP CHECK UP

As we've been preparing for [this year's only open/public Leading @ the Speed of Change workshop](#), I've been reflecting on the key leadership points that have emerged from working with thousands of supervisors, managers, and executives over the past year.



Use this checklist as a "time out" to reflect on your leadership strengths and gaps.

1. When faced with wrenching changes, setbacks, and difficulties do you generally Lead, Follow, or Wallow? What would your team say? How do you **know**?
2. What percent of your time are you now spending on **Technical** (applying your expertise and solving technical problems), **Management** (administration, e-mail, financial, systems, or processes), and **Leadership** (personal growth, coaching, team leadership, building team/organizational culture) issues? What percent of your time would you like to spend in each area?
3. When you reflect on why you're not spending as much time Leading as you'd like to, are you mostly looking out the window at external factors (my boss, e-mail overload, and meetings fill my agenda) or looking in the mirror (stuck in reactive mode, my "soft skills" are weak, and I don't feel in control of my time)?
4. How clear and compelling could your team answer these core questions: Where are we going? What do we believe in? Why do we exist?
5. Do you and your team focus mainly on issues you directly control? Do you continuously look for ways to increase your ability to influence change up, down, or across your organization? Or do you spend lots of time in "Pity City" frustrated by the economic factors, world events, politicians, external megatrends, systems, processes, and many other issues you don't control?
6. Do you foster a transparent and open team culture with very few moose-on-the-table issues that everyone avoids talking about? How approachable does your team think you are? How do you **really** know?
7. What percentage of your team or organizational members are highly engaged, moderately engaged, and disengaged? Do you know why people are not highly engaged? What are you doing to highly engage everyone?

8. Do most of your team or organizational members feel a deep sense of purpose and pride in their team/organization and in their work that motivates them toward peak performance?
9. Are you seen as a competent manager who gets things done mostly by directing and controlling or primarily a coach who teaches and facilitates your team to grow, develop, and take ownership of what needs to be done?
10. Do you actively practice servant leadership and constantly seek to understand what's de-motivating people and involve them in finding ways to reduce, overcome, or work around the barriers and energy drainers?

How are you doing? Which are your greatest strengths? How could you use those strengths to move your leadership from ordinary to extraordinary? Do you have any fatal flaws that need to be addressed? You can also use this checklist with your management team to discuss your collective performance.

I'll be covering these points in my two-day [Leading @ the Speed of Change workshop on June 5 and 6](#) in my hometown of Kitchener, Ontario (just 45 minutes from the Toronto airport). Click on the title for more information and to register. *Leading @ the Speed of Change* is by far my most popular [keynote presentation](#) or [workshop](#) topic. These are always highly customized for each conference, association, or in-house organization that I work with. This is the only open or public version of this workshop we'll be running in 2012.

I'll also be covering these points in a one day *Leading @ the Speed of Change* public or open workshop in Winnipeg on May 29 sponsored by QNET. Click on the link to download a brochure or [click here for full details and to register](#).

If you'd like to explore a customized half, one, or two-day in-house version of this or my other [workshops](#) send me an e-mail at [Jim.Clemmer@Clemmer.net](mailto:Jim.Clemmer@Clemmer.net) or call me directly at (519) 748-5968.

## RESEARCH ON LEADERSHIP AND CULTURE DEVELOPMENT FOR HIGHER HEALTH AND SAFETY

As registrations come in for our May 23 complimentary (no charge) webcast on [Leadership and Culture for Higher Health and Safety](#) I am continuing to look for research linking the "soft skills" of leadership and culture with safety performance. Most safety programs are focused on "hard" or tangible systems and processes like regulations, training, audits, risk



assessments, compliance, incident analysis, and the like. Those are critical elements in moving toward zero workplace injuries.

The focus of this webcast -- and my research -- is on the underlying intangible or much less visible factors of values, perceptions, attitudes, boss and peer behaviors. These psychosocial factors have a huge and hidden impact on safety performance. Here's some of the research I've found so far:

- In an article entitled, "How Corporate Culture Affects Safety Performance" in *Professional Safety* magazine, safety researcher Judith Erickson reports on her three-year study of the issue:

"the key ingredient to high safety performance is the company's culture or management philosophy ... the pivotal finding from the research is that the way in which employees are treated is the factor most significantly related to the level of safety performance ... it was the most predictive factor in the level of safety performance. Research from disciplines such as human resources, occupational psychology, and business supports this finding."

- In a LinkedIn discussion group on "Safety is About Culture," Judith Erickson explains further:

"A company that cares about its employees will care about their safety. Therefore, the emphasis should be on corporate, or organizational, culture and not on safety culture ... focusing on just the safety program is once again treating safety in isolation, as if it's not part of the organization ... it's the organization that should be assessed and evaluated, not safety."

- The Gallup organization reports on a meta-analysis of 198,000 employees in eight thousand business units:

"Employees who strongly agreed that they had a chance to do what they do best every day claimed fewer sick days, filed fewer workers' compensation claims, and had fewer accidents while on the job."

- In a blog post on patient safety in our healthcare systems, Steve Harden comments on a study which found that only 47% of "staff feel free to question the decisions or actions of those with more authority." He notes, "The data tells us that if any hierarchy is present in the interaction, over 50% of staff will not speak up. This is a serious patient safety issue."

Do you know of other similar studies and research on how leadership and culture affects safety? Please send any links or references you may have to me at [Jim.Clemmer@Clemmer.net](mailto:Jim.Clemmer@Clemmer.net).

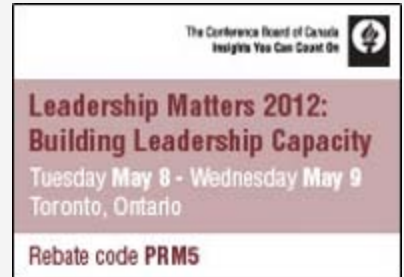
## LEADERSHIP MATTERS: WE MUST BUILD CAPACITY

Study after study shows we have a critical leadership vacuum. Only a minority of people rate their leaders highly. Trust, morale, and engagement levels are at all time lows. Many people are planning to leave and find a new job as the economy improves and jobs become more plentiful.

Younger generations are entering our workplaces with much less tolerance for poor leadership than their parents. They expect work-life balance, to be valued, treated as adults, and persuaded -- not just told -- why they should improve, change, or perform at higher levels (they are Generation Why).

These timely issues are being addressed by the Conference Board of Canada's powerful conference [Leadership Matters 2012: Building Leadership Capacity](#). This two-day event is in Toronto on May 8 and 9, 2012 and features a powerful line-up of Canada's top senior executives, renowned thought leaders, and leading practitioners outlining and illustrating the vital skills and approaches so critical in mastering today's organizational challenges. It's a rare opportunity for highly concentrated leadership development.

Given my decades long work with the good people at The Conference Board we've put together a special rate for you to attend. You can save \$455 by entering The CLEMMER Group rebate code PRM5 when you register. View the full list of speakers and agenda [here](#). [Register now!](#) Enter The CLEMMER Group rebate code PRM5 to save \$455. For more information contact Tracie Jones at [jones@conferenceboard.ca](mailto:jones@conferenceboard.ca) or 613-526-3090 x 286.



## TOP REASONS CULTURAL TRANSFORMATIONS FAIL

Our *Linked 2 Leadership* group on LinkedIn (connect with me at <http://ca.linkedin.com/in/jimclemmer>) is having a lively and insightful discussion on the question, "What are the top reasons why cultural transformations fail?" Since the failure rate of organizational change efforts like



health and safety, quality, productivity, innovation, customer service, morale/engagement, teamwork, or public sector renewal is around 70%, this is a critical question. The discussion is timely since I am currently pulling together research on [Leadership and Culture Development for Higher Health and Safety](#) for our (no charge) webcast on May 23.

There are a few dozen thoughtful observations and shared experiences getting at the root causes of the problem. Very rightfully a number of comments focus on managers' leadership behaviors:

- "Culture was imposed rather than engaging a critical mass in building the new culture."
- "Those calling for a cultural change do not really, really understand the culture in the first place. Nor do they understand their part in perpetuating the existing culture."
- " ... studies show that upper management is only aware of about 4% of all the problems in the workplace while those on the bottom rung are aware of 100%."
- "A huge factor is engaging managers and frontline workers before changes are implemented. The frontlines know what is working and what isn't; get their perspective and making them a part of the change."
- "Culture is most strongly influenced by the behavior of the people at the top -- if their behavior is not in line with the new culture, it will never succeed."
- " ... organizations want the benefits of culture change without the pain of behavioral change."
- "If top management wants a highly motivated, highly committed, fully engaged, values-based workforce capable of beating their competition and having very high morale, they need to meet the five basic needs of their people; to be heard, respected, competent, autonomous, and having an overriding sense of purpose."
- "It is fairly common to hear leaders talk about their population of employees as change resistant. Why not turn the conversation back around to focus on them and ask, 'What is it that you, as leaders, have failed to communicate to your organization that would help them understand and feel good about whatever is next?'"

We strongly agree with this focus on leadership behavior. "Leadership Lip Service: Behaviors Undefined and Underdeveloped" is the first and most critical of the Fatal Five Failure Factors our research uncovered in putting together our [Leading a Peak Performance Culture](#) webcast summarizing our [workshops](#), [management team retreats](#), and consulting services on this topic.



But the *Linked 2 Leadership* discussion is lopsided and incomplete. It's only focusing on the "soft skills" or leadership side of culture change. Our experience is [BOTH leadership and management are needed](#). It isn't either/or. We often see organizations focus too heavily on one or the other and become part of that 70% failure rate for these efforts.

Focusing on the "soft" side of culture, such as purposeful connections to the heart, an energizing vision, engaging through core values, or strengthening leadership behaviors are vital. But if they are not backed up by realigning operational processes and shifting key support systems you end up with highly motivated people who come to feel manipulated and powerless against "the bureaucracy."

It's in the operating/horizontal processes and support systems (IT, measurements, org structure and HR policies like compensation, and what gets people hired, fired, and promoted) that senior management's true values of trust, teamwork, engagement, customer focus, safety, and other espoused values become rhetoric or reality.

What are your perspectives and experiences? Please join the discussion and add your comments to the bottom of this post.

### **FREE WEBCAST: LEADERSHIP AND CULTURE DEVELOPMENT FOR HIGHER HEALTH AND SAFETY**

Safety is a leadership and culture issue. There are very few strictly "safety problems." But there are many leadership and organization effectiveness problems that show up in accidents, sickness, and other symptoms of organizational failure. Like incompetent doctors, ineffective managers sicken, hurt, or kill people.



Join me for a rare and powerful 60 minute [webcast](#) on May 23 @ 3:00 (EDT) that challenges popular safety programs and shows how to provide the leadership that aligns processes and people for healthier, safer, and more effective organizations. [Register for this free webcast now!](#)

## CREATING SUSTAINED PERFORMANCE THROUGH THRIVING WORKPLACES

University of Michigan management and organization professor, Gretchen Spreitzer and Georgetown University assistant business professor, Christine Porath published a very practical article in the January-February issue of *Harvard Business Review*. "Creating Sustainable Performance" surveyed 1,200 white and blue-collar employees in several studies over seven years across a swath of industries.



They concluded that a better word to describe happy or satisfied employees was "thriving." The researchers found that:

"people who fit our description of thriving demonstrated 16% better overall performance (as reported by their managers) and 125% less burnout (self-reported) than their peers. They were 32% more committed to the organization and 46% more satisfied with their jobs. They also missed much less work and reported significantly fewer doctor visits, which meant health care savings and less lost time for the company."

Spreitzer and Porath broke thriving into two main components: Vitality -- the sense of being alive, passionate, and excited; and Learning -- gaining new knowledge, skills, and status as an expert. The two in combination proved to be especially powerful. For example, people high in both vitality and learning were 21% more effective as leaders than those with just high energy. And those with high energy and low learning had 54% worse health than those with both.

The article provides the leadership lessons from their research for both our personal thriving and leading others to thrive. Their suggestions for individual thriving are:

1. Take a Break - schedule a walk, a lunch in the park, watching a funny video or take a nap.
2. Craft Your Own Work to Be Meaningful - watch for opportunities to connect to a deeper sense of purpose.
3. Look for Opportunities to Innovate and Learn - break out of the status quo and look for new ideas and approaches.
4. Invest in Relationships That Energize You - seek out people that help you thrive and minimize interaction with those who deplete your energy.

5. Recognize That Thriving Can Spill Over Outside the Office - when you're energized at work you can take that into your personal life and vice versa.

In "Creating Sustainable Performance" the main focus is leadership approaches with illustrative examples from a variety of companies to help others thrive. "The good news is that -- without heroic measures or major financial investments -- leaders and managers can jump-start a culture that encourages employees to thrive." Their research shows this comes from four main mechanisms:

1. Providing Decision-Making Discretion  
Employees at every level are energized by the ability to make decisions that affect their work. Empowering them in this way gives them a greater sense of control, more say in how things get done, and more opportunities for learning.
2. Sharing Information  
Doing your job in an information vacuum is tedious and uninspiring; there's no reason to look for innovative solutions if you can't see the larger impact. People can contribute more effectively when they understand how their work fits with the organization's mission and strategy.
3. Minimizing Incivility  
... half of employees who had experienced uncivil behavior at work intentionally decreased their efforts. More than a third deliberately decreased the quality of their work. Two-thirds spent a lot of time avoiding the offender, and about the same number said their performance had declined.
4. Offering Performance Feedback  
Feedback creates opportunities for learning and the energy so critical for a culture of thriving. By resolving feelings of uncertainty, feedback keeps people's work-related activities focused on personal and organizational goals. The quicker and more direct the feedback, the more useful it is.

The findings of this research align extremely well with our agenda for [The Changing Workplace: Are You Ready?](#) on April 18 in Toronto. Thriving in our own work and creating thriving workplaces is a focal point for our line up of experts and panelists. As conference leader, I'll open and close the Conference while connecting the critical leadership dots throughout the day. You can find more information and register [here](#). Attendees will receive a copy of my latest book, [Growing @ the Speed of Change](#) with registration. And as part of our partnership with Your WorkPlace, The CLEMMER Group is offering a \$100 discount on registration (discount code CLM100). [Click here](#) to register and be sure to use discount code: CLM100 to save \$100!

## STUDY SHOWS POWER OF LEADERSHIP BEHAVIORS SUPPORTED BY MANAGEMENT SYSTEMS AND PROCESSES

A new study was recently published by the global management consulting firm, Boston Consulting Group (BCG). In partnership with 12 worldwide management organizations like The Conference Board, American Management Association, the Chartered Management Institute and others in Europe, Asia, and other countries, the survey sought input from 1,600 senior executives on 20 organizational capabilities. This framework covers six core areas: Structural Design, Roles and Collaboration Mechanisms, Processes and Tools, Leadership, People and Engagement, and Culture and Change.

The study correlated revenues and profit margins with the companies organizational practices:

"The correlations showed that all 20 types of organizational capabilities have an impact on overall performance -- though clearly some have much more influence than others. 'There's a definite bias toward behavioral factors -- in particular, leadership, employee engagement, and cross-functional collaboration,' said research leader Fabrice Roghe, a Duesseldorf-based partner at BCG. 'But the best performance comes when those traits are backed by structural capabilities, such as a strong organization design and rigorous business processes and controls.'

Christopher Kinsella, Acting Chief Executive of Chartered Management Institute, said, 'This research confirms the importance of strong leadership, high employee engagement, and a collaborative approach to work within an organization -- all of which depend on key leadership behaviors.'

Respondents were also asked what they felt were the key organizational capabilities needed for the future. 77% saw behavioral themes as very or extremely important. More than 80% believed change and flexibility would become more critical. And 82% listed "employee motivation" increasing in importance with 83% topping the list with "leadership performance."

The "soft skills" of leadership and culture are clearly critical. But -- as we've found time and again in our work -- these researchers "found a significant correlation between structural and behavioral capabilities." They concluded that "structural levers" like management processes and systems were most effective when they followed and supported effective leadership behaviors.

This is not the common practice of many executives. Way too often executives will use organizational restructuring (often including mergers and acquisitions), implementing new systems -- especially technology, tightening policies and procedures, or introduce programs like Lean/Six Sigma, safety, or cost cutting to drive organizational change. "Change management" is then used to bulldoze these efforts down through the organization and overcome "resistance to change."

This heartless, heavy-handed, and top-down approach is what's creating our growing morale mess. It's disempowering and disengaging frontline people at the very time we desperately need their hearts, minds, and energies to build more flexible and adaptive organizations. As the study found: "far from becoming more engaged at work, employees increasingly indicate that they feel discontented and less comfortable in their workplaces."

So what's the way forward? What capabilities must be built and actions taken?

"A new approach to organizational performance is required. Our findings point to three priorities that, when assessed and appropriately acted upon, will produce significant gains in performance: bringing behaviors to the fore; aligning and improving people practices; and ensuring that the company's structure (which would include processes and systems) is aligned with its business strategy."

## IS THERE A PLACE FOR EGO IN EFFECTIVE LEADERSHIP?

A few months ago I posted a blog on ["What's Your Me/We Ratio?"](#) based on a salient observation made by Donald Cooper in his newsletter about managers' use of "I" and "my," rather than "we" and "our." They seem to live by the American pop music star Madonna's creed: *"everyone is entitled to my opinion."* Me-centric managers aren't inspiring team builders and don't create highly engaged teams.



This promoted a stimulating observation and question from reader Donna Coulter-Grace:

*"I couldn't agree more. Leading at a higher level requires courage and humility and I believe neither is created by the ego. In my own experience, I have yet to see a single situation where an ego-focused perspective has resulted in a*

*positive outcome. Ego is an attempt to increase the position of the self and it seems to me that having it as a driving force would, by default, have a detrimental impact on others. I'd be interested in hearing your perspective on whether you see a place for ego in effective leadership."*

-- Donna Coulter-Grace

This got me thinking about our layers and types of ego. Unless we've reached a highly advanced state of enlightenment, we all have egos.

A healthy ego is often part of healthy pride we have in our work, our team, or our organization. It's a prime driver of excellence and accomplishment. A leader with a healthy ego feels a deep sense of satisfaction in the accomplishments of the team or organization he or she is leading. Their ego is stroked by coaching, developing, and building others and watching them grow.

A leader with an unhealthy ego is self-centered and feels diminished by the accomplishments of others. He or she must always be center stage in the spotlight and have others defer to his or her authority. He or she wants to own "my people" and works to build dependence and a parent-child relationship. This unhealthy ego drives the leader to seek all credit for team or organization accomplishments and to appoint blame to others for all failures.

English author, John Ruskin, once observed that when we're wrapped up in ourselves we make a pretty small package. What size of a package are you? If your peers and people reporting to you could anonymously vote on the paragraph that describes you best, which one would win? How do you know? Do you have the courage to find out?

#### ***Further Reading:***

- ["The Mirror or Window: Finding the Courage to Stretch Our Comfort Zone"](#)
- ["Hypocrisy and Egotism: Me-Deep in Fooling Myself"](#)

### **FURTHER YOUR LEADERSHIP DEVELOPMENT**

On June 5 and 6, I'll be running my only public workshop of 2012 in my hometown of Kitchener, Ontario (less than an hour drive from the Toronto airport). We'll address many personal, team, and organization leadership skills such as:



- How we personally deal with change and help others - as Leaders, Followers, or Wallowers.
- Balancing management (processes) and leadership (people).
- Identifying key team and organization improvement gaps and developing improvement plans.
- Clarifying personal focus, priorities, and development strategies.
- Assessing, leveraging, and addressing our leadership strengths and lesser strengths.
- Aligning and improving ourselves to develop the leadership paths that will take us, our teams, and our organizations where we want to go.

This provocative, intense, reflective, and humor-filled two-day workshop is based on the key lessons of leadership condensed from our work with thousands of managers, and the research and writing of my books.

[Click here](#) for more information and to register.

## TWEET READING: RECOMMENDED ONLINE RESOURCES

This section summarizes last month's LinkedIn Updates and Twitter Tweets sent about online articles or blog posts that I've flagged as worth reading. These are usually posted on weekends when I am doing much of my reading for research, learning, or leisure.



My original tweet commenting on the article precedes each title and descriptor from the original source:

An extensive article with examples and thoughtful reader comments on an issue crying out for managers to stop wallowing and start leading!

["Stop Email Overload"](#) - Amy Gallo  
<http://blogs.hbr.org>

*"You can regain control over your email, and reduce its insidious effects on your productivity, by looking at the root causes of the problem and then following a few straightforward rules."*

Strong leaders bring out the best in people and leverage strengths to overcome weaknesses and build balanced teams.

["Strengths-Based Goal Setting"](#) - Jim Asplund and Nikki Blacksmith, *Gallup Management Journal*  
<http://gmj.gallup.com/home.aspx>

*"A strengths-based goal-setting process clarifies what*

*the organization means by success and whether each employee is achieving it. Employees who intentionally apply their strengths to their work increase the odds of their success."*

ZF's massive 360 surveys database based on their 16 well-researched leadership competencies yield further evidence-based leadership insights.

"[Are Women Better Leaders than Men?](#)" - Jack Zenger and Joseph Folkman  
<http://blogs.hbr.org>

*"At every level, more women were rated by their peers, their bosses, their direct reports, and their other associates as better overall leaders than their male counterparts -- and the higher the level, the wider that gap grows... "*

## **READ THE LEADER LETTER IN TWICE WEEKLY INSTALLMENTS**

The items in each month's issue of *The Leader Letter* are first published in my twice weekly [blog](#) during the previous month.



If you read each blog post (or issue of *The Leader Letter*) as it's published over twelve months you'll have read the equivalent of one of my books. And you'll pick up a few practical leadership tips that help you use time more strategically and tame your E-Beast!

## **FEEDBACK AND FOLLOW-UP**

I am always delighted to hear from readers of *The Leader Letter* with feedback, reflections, suggestions, or differing points of view. Nobody is ever identified in *The Leader Letter* without their permission. I am also happy to explore customized, in-house adaptations of any of my material for your team or organization. Drop me an e-mail at [Jim.Clemmer@Clemmer.net](mailto:Jim.Clemmer@Clemmer.net) or connect with me on [LinkedIn](#), [Twitter](#), [FaceBook](#), or my [blog](#)!

**Keep learning, laughing, loving, and leading - living life just for the L of it!!**

Jim





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