

Jim Clemmer's *Leader Letter*



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AUGUST 2012, ISSUE 113

Another exciting and inspiring Olympic games has come to a close. The Olympic flame has been extinguished until it will be relit four years from now in Rio de Janeiro. Chris Brasher, a British athlete, sports journalist and co-founder of the London Marathon once observed, ***"There is something in the Olympics, indefinable, springing from the soul that must be preserved."***



It was a wonderful coincidence that Scott Schweyer and I were at the Zenger Folkman Extraordinary Leadership Summit during the final week of the Olympics. And for additional inspiration it was held at the beautiful Sundance Resort on the slopes of Mount Timpanogos in Utah's Wasatch Range not far from Salt Lake City. American actor, Robert Redford, acquired the area in 1969 and established a year-round resort. He named it after the movie role he had just played alongside Paul Newman in *Butch Cassidy and the Sundance Kid* released that same year. Just over a decade later Redford established the Sundance Film Festival.

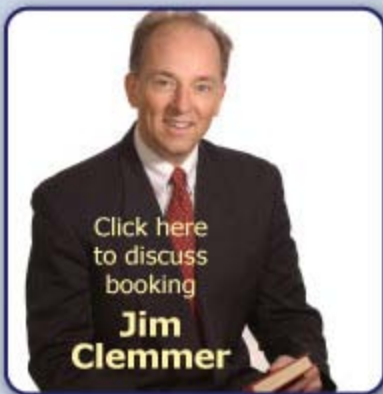
What a powerful combination! We were feeling nature's spirit in the mountains of Utah, with the history of all the film makers who'd passed through Sundance telling their

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stories of human spirit, while catching glimpses and updates of the Olympic spirit, as we learned about the latest leadership research in building and engaging workplace spirit.

This is almost an inaugural issue: it marks the beginning of our new partnership with Utah-based Zenger Folkman. The lead story outlines this new era for The CLEMMER Group with the five main reasons we made this big and exciting move.

This issue is also the beginning of our introduction of some of Zenger Folkman's very deep research. This begins a series of such blog posts: "Are Women Better Leaders Than Men?" is an intriguing example of Zenger Folkman mining their massive leadership database for innovative new insights into the nature of extraordinary leadership and exceptional performance. We'll also highlight Zenger Folkman research and writing on getting employee buy-in to productivity standards, setting and reaching stretch goals, and the ongoing nonsense about generational differences.

Zenger Folkman produces a series of regular complimentary (no charge) webcasts. They are not archived so you need to catch them live. We'll feature some of them in *The Leader Letter* such as "Six Elements for Creating a Coaching Culture" coming on August 22. But to get more advance notice, you need to sign up to get my [blog](#) posts by email.

Mark your calendars now for September 20th when Jack Zenger and I will be delivering an [inaugural webcast](#) on Zenger Folkman's "Extraordinary Strength-Based Leadership Development System."

At the Leadership Summit we learned more about this month's release of Zenger Folkman's latest ground breaking book, ***How to Be Exceptional: Drive Leadership Success by Magnifying Your Strengths***. In this issue you learn more about it and read a special first chapter with video clips explaining key concepts.

Performance management has been a highly debated topic for decades. "Are Performance Appraisals an Evil that Must Be Destroyed?" provides a couple of thoughtful reader perspectives.

In the spirit of the Olympics and exceptional leadership, we wrap up this issue with inspiration and insights on Performance Excellence. To quote a famous Olympic sports announcer gaffe from years ago; *"If history repeats itself, I should think we can expect the same thing again."*

A NEW ERA BEGINS: OUR STRATEGIC PARTNERSHIP WITH ZENGER FOLKMAN

We've just finalized a Strategic Partnership with Zenger Folkman (www.zengerfolkman.com). After so many years of successful partnering with Jack Zenger at his previous company (he headed up Zenger Miller when I was a partner in The Achieve Group), I am quite excited to be working with him and his colleagues again. Their foundation program is a strengths-based leadership development system based on their bestselling [The Extraordinary Leader](#) book.



Zenger Folkman has a new book coming out this month that reports on their incredible success with strengths-based leadership, further advances its approaches, and provides lots of practical leadership tips and techniques. It's entitled, *How to Be Exceptional*.

Since founding The CLEMMER Group in 1994, this is the first time we've ever formed a strategic partnership like this. It's a big step in our company's growth and development. There are many reasons we decided to partner with Zenger Folkman. Here are the top five:

1. Jack Zenger -- I was co-founder of The Achieve Group and began working with Jack in partnership with Zenger Miller in 1981. He became a role model, inspiration, and mentor. He's one of my leadership development heroes! Two years after Zenger Miller purchased Achieve in 1991, Jack and I wrote the first draft of a book on "strategic organization change." With Zenger Miller/Achieve going through rapid changes that took Jack and I in different directions, the book was never finished.

As I've gotten to know Joe Folkman and others at Zenger Folkman over the past few months, I've been very impressed by the high quality and high values team he, Jack, and Bob Sherwin (he was CFO at Zenger Miller) have put together. [Click here](#) to meet the key Zenger Folkman leaders.

2. Strengths-Based Leadership Development -- Zenger Folkman is on the leading edge of this exciting and pivotal movement. I've long been a follower and written quite a bit about the burgeoning new field of Positive Psychology in my blogs and latest book, [Growing @ the Speed of Change](#). A strengths-based approach is rooted in optimism and builds a positive can-do culture.

Zenger Folkman has a solid database of research proving that working on strengths is twice as effective as working on weaknesses (unless there's a Fatal Flaw that needs immediate attention). You can read more

about this in *Developing Strengths or Weaknesses: Overcoming the Lure of the Wrong Choice* in the Articles/White Papers section of the [Zenger Folkman Resource Center](#).

3. Research/Evidence-Based Leadership Development -- search Amazon for books with "leadership" in their title and you'll now find over 81,000! How many other books are about leadership but don't have that word in the title? Google "leadership books" and you'll get over 1.1 million hits! There are a slew of theories, opinions, arcane thesis papers, inspirational quotations, training programs, frameworks, and approaches to leadership.

What's been sorely lacking is an integrated model that combines both "hard" management and "soft" leadership built on a base of solid research. Zenger Folkman's "tent model" and competencies built from their massive database on what sharply separates top and bottom-performing leaders provides that. Read *Leadership Under the Microscope* in the Articles/White Papers section of the [Zenger Folkman Resource Center](#) for an introductory overview.

4. Coaching and Inspiring Skills/Philosophies -- two years ago I read and reviewed Jack Zenger's book, [*The Extraordinary Coach: How the Best Leaders Help Others Grow*](#). In over three decades of work in this field I've read a lot of material -- and written quite a bit -- on coaching, growing, and developing others. As Peter Drucker so strenuously argued for over 60 years, developing people is the essence of leadership. I absolutely loved *The Extraordinary Coach*. It's a unique combination of solid research, relevant and illustrative examples, with lots of practical how-to applications. Nothing else comes close.

This spring I read and reviewed [*The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate*](#). It's another gem. The book uniquely and powerfully pulls together Zenger Folkman's research on what the most inspiring leaders actually do, insightful examples, short, pithy, bite-sized sections in simple and very readable language, and how-to, practical steps to move you from inspiration to application.

5. A Powerful Fit with Our Culture/Leadership Development -- Zenger Folkman's programs and services perfectly extends and expands the work we're doing with our Clients. Their philosophies, research, and methods synchronize and reinforce the frameworks and approaches we've evolved over the past 18 years.

Zenger Folkman has a [treasure trove](#) of research, white papers, books, articles, videos, and webcasts. My future blogs will bring much of this material to you.

In 2007 Jack, Joe, and Bob decided to grow from the small consultant practice they built over the past five years. In 2010 and 2011 they joined the ranks of the Top 20 Leadership Training Companies. And they've only just begun. We're now delighted to be "on the grow" together!

ARE WOMEN BETTER LEADERS THAN MEN?

This spring I blogged about the firestorm of debate Jack Zenger and Joe Folkman ignited with their March *Harvard Business Review* blog post, "Are Women Better Leaders than Men?" Their research was based on a recent survey of 7,280 leaders. The study reinforced some long held beliefs and uncovered a few surprises in the gender debate.



See "[New Study Shows Women Do It Better Than Men](#)" for my original blog post. Since publishing that blog with links to mainstream publications who have been writing about Zenger Folkman's work, the media interest continues. See, for example, "[Queen Bees, Mentors, and the Female Boss Problem](#)" in *BusinessWeek*.

Jack Zenger and Joe Folkman produced a very insightful webcast on this topic last month that was very well attended and added new research, a deeper understanding of what's going on and why, and how organizations should be more effectively building on the strength of their women leaders.

I wrote a blog post on this webcast back in early July. If you're reading this too late and missed the July 26 webcast go to my [blog](#) and **subscribe to get my blog posts by e-mail!** You'll then be notified of all upcoming Zenger Folkman blogs - and other events/notices well before they are published the next month in *The Leader Letter*.

LEADERSHIP, NOT GENERATIONAL DIFFERENCES IS THE REAL ISSUE

So far this year my blog posts with the biggest reader response concerns the nonsense we keep hearing about generational differences. My first post was "[We Need Less Generational Nonsense and More Leadership](#)". Last month I posted a follow up blog on "[More on Less Generational Nonsense](#)".



In response to that last blog, Rande Matteson, PhD, posted these observations:

"Although we can find examples from all demographics, overall, the nation is suffering from a serious job perspective. No doubt we have great talent, however, we can't beat folks up either and we sadly have the wrong people in management and "leadership" positions.

If what all the experts including John Challenger reports are that 80% of our workforce is looking for employment and they want to leave a bad boss, we might say the remaining 20% may be those managers ...

It is time for folks to wake up and understand the value of all human capital if you expect the organization to succeed."

Rande hit the core issue; we do have the wrong people in management roles. Part of this pervasive problem is an abysmal -- or non-existent -- promotion process that has much less rigor than making a small capital acquisition in most organizations. Little thought or research typically goes into identifying and developing competencies that demarcate poor, ordinary, and extraordinary leadership skills.

People who quit and leave expose just the tiny tip of this very big disengagement iceberg. The huge and hidden problem is the majority of people who quit and stay! It is time for executives to wake up if we're going to raise innovation, productivity, service, and quality levels to grow our economy.

Once again Jack Zenger and Joe Folkman bring solid research and balanced perspectives to a misunderstood leadership issue. Writing in *Training* magazine they clearly counter the misperceptions that:

"The "Me" generation is selfish, more concerned than older workers about the flexibility the job offers or the ability for the job to support their social life and their personal goals. We think of them as entitled and not as willing to yield to the needs of the organization as their parents and grandparents were."

Jack and Joe report on their research drawing from an extensive database on leadership practices to conclude:

- Gen Y leaders are every bit as focused on driving for results as their older counterparts.
- Likewise, they're equally focused on meeting the needs of the organization.
- They exhibit cooperation.

- They welcome collaboration.
- They are enthusiastic.
- They are inspiring.
- They are willing to innovate and to improve on ideas.
- They are generally good at resolving conflict.
- They have a desire to market programs, and also a desire and a willingness to market themselves, as opposed to feeling like their work should speak for itself.

The biggest surprise of all? They welcome feedback. In fact, they actively seek it. Not only do they seek feedback from their superiors, they seek it from their co-workers and from their employees as well.

Our Gen Y leaders score better than their older counterparts (ranking 60 percent or higher) on all of these fronts.

Go to "[Managing the "Me" Generation: It may not mean what you think](#)" to read their insightful article.

Younger workers are more mobile and less willing to work for a weak leader. We need much less excusing and accusing and much more leadership -- for all generations.

ARE PERFORMANCE APPRAISALS AN EVIL THAT MUST BE DESTROYED?

As a leadership geek my idea of weekend relaxation is cruising Internet sites for research, insights, and perspectives on culture and leadership development. I'll often post these to my LinkedIn profile which also links to [Twitter](#) and my [Facebook](#) profile. If you're not already connected to me on [LinkedIn](#) please go to <http://ca.linkedin.com/in/jimclemmer> and send me an invitation to connect with a note that you're a blog reader.



One July weekend I came across this provocative piece on the *Forbes* leadership site:

["The Performance Appraisal: A Workplace Evil That Must Be Destroyed..."](#)
www.forbes.com

"Here are 4 reasons why the annual performance review -- as it's traditionally practiced -- is an evil, toxic ritual that must be abolished."

I added this comment to my posting: *Most performance appraisals are weakness-focused. Effective performance development is built on a strength-based coaching foundation.*

Almost immediately these two thoughtful comments were posted in response:

[Stephen G. Largy](#): "Excellent article, but here's the hitch. What's not measured is not managed. The problem is not with the 'concept' of annual feedback, it's with the process. Begin to approach the 'annual' performance review as the culmination of ONGOING feedback on the employee's ONGOING contribution toward professional, team, and company goals AND tie that to the employee's ONGOING professional development. The problem is both employee and employer harbor the PERCEPTION that they don't have time for this. The result? Articles such as this. The article is true, because we make it true."

[David Kennedy](#): "In an environment that is NOT undergoing rapid change I agree that strength focused reviews can be used effectively. However when change is occurring on a regular basis, it is important to understand all the capabilities positive or negative of an employee. The ability to change job functions of an individual successfully is crucial to the success of the manager. The other day, Steve Ballmer was being critiqued on the 'life boat' exercise that his company, Microsoft, uses to evaluate each team's performance. I agreed that evaluations that use negative criteria may be harsh, companies must be in a constant state of flux to survive in the 21st century."

Stephen is right on; performance discussions should be part of an ongoing process. I also agree with David that both positive and negative performance capabilities need to be addressed -- especially during rapid change.

The research on performance coaches in the 90th percentile shows they look for what's strong and positive that can be leveraged to move performance from good to great. They don't ignore problems or deficiencies -- especially if they're "fatal flaws." But their ultimate motivation for "performance management" isn't weakness focused. They look to help individuals and teams get better through strength-based approaches -- including how to counterbalance weaknesses with strengths.

You can find a reader example of using performance discussions as development opportunities at "[Building on Strengths: Coaching, Developing, and Retaining High Performers](#)".

HOW TO GET EMPLOYEE BUY-IN TO PRODUCTIVITY STANDARDS

Just after we announced our new relationship with Zenger Folkman (see the lead story "*A New Era Begins: Our Strategic Partnership with Zenger Folkman*") a reader sent me an e-mail inquiry that directly hit an issue Zenger Folkman has researched:



"Do you have any suggestions on how to promote and get buy in from employees regarding productivity standards? Any suggestions or resources you could give would be appreciated."

Getting employee buy-in to productivity standards is a core leadership skill around building employee commitment. Joe Folkman has written an excellent white paper on "*Top 9 Leadership Behaviors that Drive Employee Commitment*" full of practical tips dealing directly with this vital leadership issue.

Joe's paper draws from Zenger Folkman's extensive research database on leadership competencies separating extraordinary, ordinary, and ineffective leaders:

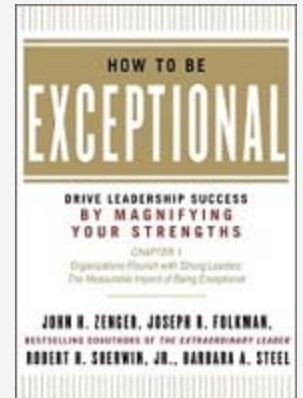
"By collecting the combined dataset of these leadership behaviors and the levels of employee satisfaction/commitment, it became possible to isolate the top leadership behaviors that were most influential in creating a satisfied employee who is highly committed. By identifying a few critical dimensions, leaders can more easily focus on the actions that will have the greatest impact on business results.

After examining the myriad of factors that influence employee satisfaction and commitment, one has consistently been shown to provide the most impact: the leadership effectiveness of employees' immediate manager ... the best leaders have employees at the 75th percentile of satisfaction/commitment while the worst leaders have employees at the 26th percentile."

You can download Joe's practical white paper in the Articles/White Paper section of Zenger Folkman's [Leadership Resource Center](#). Access is free once you've registered. It addresses this question and will help you to read, lead, and succeed!

HOW TO BE EXCEPTIONAL: PREVIEW THE GROUND-BREAKING NEW BOOK

I've just read an advance copy of Zenger Folkman's new book, ***How to Be Exceptional: Drive Leadership Success by Magnifying Your Strengths***. It's an outstanding -- it really is exceptional -- leadership book co-authored by four of Zenger Folkman's top executives.



In upcoming [blogs](#) I'll review and draw from *How to Be Exceptional*. Last week Scott Schweyer and I attended Zenger Folkman's Leadership Summit at Robert Redford's Sundance Resort in Utah. During this very busy week we finalized our certification for delivering Zenger Folkman's highly acclaimed ***Extraordinary Leadership*** strength-based leadership development system, learned about related Zenger Folkman leadership programs and services, and learned from Clients presenting their case studies.

I am now working with Jack Zenger to prepare for a September 20 [webcast](#) introducing The CLEMMER Group and Zenger Folkman's new partnership, an overview of Zenger Folkman's Extraordinary Strength-Based Leadership Development System, and what makes it so unique and effective.

You can now download and read ***Chapter 1: Organizations Flourish with Strong Leaders*** of *How to Be Exceptional*. [Click here](#) to access it. Here's what's covered in this introductory chapter that's also embedded with brief video clips of Jack Zenger and Joe Folkman explaining key concepts:

- Organizations need strong leaders at all levels.
- Great leaders attract and weak leaders repel talented people.
- Top leaders pull out the best in people while poor leaders stifle and constrain commitment and performance.
- ***The*** key determinate of employee engagement is the leadership skills of his or her immediate boss.
- Senior executives set the high or low ceiling for leadership effectiveness that cascades through middle managers to frontline supervisors.
- The four key factors that reduce the leadership effectiveness gap between organizational levels.
- How strong leaders build highly committed teams.
- The measureable and dramatic impact of leadership effectiveness on sales, employee engagement/satisfaction/commitment, customer satisfaction, and the bottom line.

How to Be Exceptional goes on to document a revolutionary approach to leadership development. Instead of focusing on weaknesses and how to overcome them, it focuses on strengths - and how to build them.

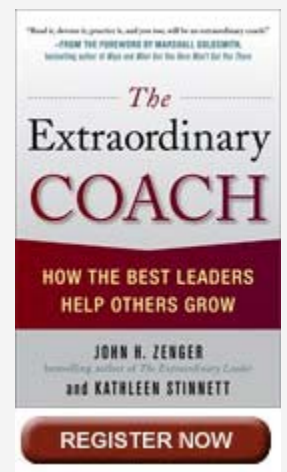
Drawing from their extensive research, the award-winning authors prove that for every leadership competency developed, there are several significant related behaviors that enhance leadership effectiveness.

This very practical book helps readers learn how to pinpoint their leadership strengths and choose the right development target. They'll learn how to apply Zenger Folkman's revolutionary "cross-training" method to grow their leadership competencies into the top 90th percentile.

Key lessons and research insights from *How to Be Exceptional* will be one of the topics Jack Zenger and I will cover during our free [inaugural webcast](#) on September 20th at 1:00PM EDT on Zenger Folkman's "Extraordinary Strengths-based Leadership Development System." Don't miss it! Registration and details are [here](#).

WEBCAST ON *SIX ELEMENTS FOR CREATING A COACHING CULTURE: HOW THE BEST LEADERS HELP OTHERS GROW!*

A key reason The CLEMMER Group has partnered with Zenger Folkman is their research-based and highly practical leadership development systems. An outstanding example of that is in their book, [The Extraordinary Coach: How the Best Leaders Help Others Grow](#). Two years ago I reviewed the book and declared it the best on this vital leadership skill by a very long shot. It's a unique combination of solid research, relevant and illustrative examples, with lots of practical how-to applications. Nothing else comes close.



On August 22 you should not miss the book's authors Jack Zenger and Kathleen Stinnett's encore webcast "***Six Elements for Creating a Coaching Culture: How the Best Leaders Help Others Grow!***"

If you're a senior manager or HR/Learning and Development professional you should organize group sessions for everyone in a leadership role in your organization. You could follow this

with application discussions on the concepts that will be covered.

[Click here](#) to register. This webcast will not be archived and available for viewing later. So don't miss it.

THREE STEPS TO SETTING AND REACHING STRETCH GOALS

Zenger Folkman's research shows that moving our leadership performance from ordinary to extraordinary doesn't require the sort of herculean effort needed to reach the Olympic medal podium. It doesn't take split-second timing or years of intensive training across all aspects of our performance to become an extraordinary leader. We can build exceptional leadership by identifying and leveraging one or two strengths.



While moving leadership performance from good to great is much more attainable than an Olympic medal, it does involve setting stretch goals. A Zenger Folkman whitepaper entitled, "**From BHAGs to SMART Goals: What Makes a Stretch Goal**" provides practical tips and techniques in a three step process. You access it at the [Zenger Folkman Leadership Resource Center](#). Access is free once you've registered.

Few of us will ever stretch far enough to put an Olympic medal around our neck. But Zenger Folkman's research clearly shows that extraordinary leadership is a stretch that's highly attainable for most of us by using a strength-based leadership development system.

This week we're learning much more about Zenger Folkman's ground breaking new book, **How to Be Exceptional: Drive Leadership Success by Magnifying Your Strengths**. You can now download and read **Chapter 1: Organizations Flourish with Strong Leaders**. This special introductory chapter is embedded with brief video clips of Jack Zenger and Joe Folkman explaining key concepts. [Click here](#) to access it.

THOUGHTS THAT MAKE YOU GO HMMM ON ... PERFORMANCE EXCELLENCE

Insights and inspiration as I attend Zenger Folkman's Extraordinary Leadership Summit this week in Utah and the world watches the London Olympics:



"The highest reward for man's toil is not what he 'gets for it,' but what he 'becomes by it'."

- John Ruskin, 19th century English social thinker, philanthropist, artist, and writer

We were surprised, shocked really, to discover the type of leadership required for turning a good company into a great one. Compared to high-profile leaders with big personalities who make headlines and become celebrities, the good-to-great leaders seem to have come from Mars. Self-effacing, quiet, reserved, even shy -- these leaders are a paradoxical blend of personal humility and professional will. They are more like Lincoln and Socrates than Patton or Caesar.

- *Good to Great*, Jim Collins, Harper Business, New York, 2001, page 12-14.

"More men have become great through practice than by nature."

- Democritus, Ancient Greek philosopher often called "the father of modern science"

"We sense a dangerous disease infecting our modern culture and eroding hope: an increasingly prevalent view that greatness owes more to circumstance, even luck, than to action and discipline -- that what happens to us matters more than what we do. In games of chance, like a lottery or roulette, this view seems plausible. But taken as an entire philosophy, applied more broadly to human endeavor, it's a deeply debilitating life perspective, one that we can't imagine wanting to teach young people."

- Jim Collins and Morten Hansen, *Great by Choice: Uncertainty, Chaos, and Luck - Why Some Thrive Despite Them All*

"Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit."

- Aristotle, Greek philosopher, student of Plato, and teacher of Alexander the Great

"The difference between try and triumph is a little umph."

- Unknown

"Leaders who are motivated to improve their emotional intelligence can do so if they're given the right information, guidance, and support. The information they need is a candid assessment of their strengths and limitations from people who know them well and whose opinions they trust. The guidance they need is a specific developmental plan that uses naturally occurring workplace encounters as the laboratory for learning. The support they need is someone to talk to as they practice how to handle different situations, what to do when they've blown it, and how to learn from those setbacks. If leaders cultivate these resources and practice continually, they can develop specific emotional intelligence skills -- skills that will last for years."

- Daniel Goleman, author, psychologist, science journalist, and co-chair of the Consortium for Research on Emotional Intelligence in Organizations based at Rutgers University

"Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal."

- Vince Lombardi, as head coach of the Green Bay Packers he led the team to three straight league championships and five in seven years, including winning the first two Super Bowls following the 1966 and 1967 NFL seasons.

This week we're learning much more about Zenger Folkman's ground breaking new book ***How to Be Exceptional: Drive Leadership Success by Magnifying Your Strengths***. You can now download and read ***Chapter 1: Organizations Flourish with Strong Leaders***. This special introductory chapter is embedded with brief video clips of Jack Zenger and Joe Folkman explaining key concepts. [Click here](#) to access it.

TWEET READING: RECOMMENDED ONLINE RESOURCES

This section summarizes last month's LinkedIn Updates and Twitter Tweets 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:

Way too many people lead and participate in highly wasteful meetings because they don't seem to realize meetings can be so much better.

["3 Ways To Make Meetings Much Less Boring And Much More Useful"](#)

www.forbes.com

"I hate bad meetings. It's partly due to my fundamental impatience and partly to my experience of how productive and -- yes -- fun a good meeting can be."

Most performance appraisals are weakness focused. Effective performance development is built on a strength-based coaching foundation.

["The Performance Appraisal: A Workplace Evil That Must Be Destroyed..."](#)

www.forbes.com

"Here are 4 reasons why the annual performance review -- as it's traditionally practiced -- is an evil, toxic ritual that must be abolished."

Organizations run engagement surveys and tinker with programs when they should be investing in leadership development at all levels.

["How Damaging Is a Bad Boss, Exactly?"](#) -- Jack Zenger and Joseph Folkman

blogs.hbr.org

"What's the one factor that most affects how satisfied, engaged, and committed you are at work? All of our research over the years points to one answer -- and that's the answer to the question: 'Who is your immediate supervisor?'"

UK research is very similar to studies in North America showing the need for managers to get 360 multi-rater feedback on their leadership.

["The management gap"](#)

www.management-issues.com

"Eight out of ten managers believe that their staff are satisfied or very satisfied with the way they are managed. But fewer than six out of 10 employees (58 per cent) would agree."

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 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!!



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The CLEMMER Group
10 Pioneer Drive, Suite 105, Kitchener ON N2P 2A4
Phone: (519) 748-1044 ~ Fax: (519) 748-5813
E-mail: service@clemmer.net
<http://www.jimclemmer.com>