Jim Clemmer's Leader Letter

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September is the start of another new school year in the Northern Hemisphere. Perhaps you or people close to you are entering a new phase of academic life this month. It's often a time of stress and excitement, anticipation and trepidation, or of endings and new beginnings.

Our education systems are tiered with steps and stages that lead to diplomas, degrees, or credentials. Once we've finished climbing the academic ladder and are stamped with our qualifications, there's a tendency to put our learning phase behind us and head "out to the real world" of work.

As our working years slip by, many former students silently sink into the trap of confusing years of experience with years of stretching, growing, and developing. Busyness is often a part of the problem. We're so actively "on the go" that we don't invest the time to keep ourselves "on the grow."

This issue focuses on learning, education, and development — both our own and others. You can also go to Personal Growth and Continuous Improvement for a large selection of short articles.

Now's a great time for reflecting on our personal, team, and organizational learning habits. Ask yourself these questions: Are you a leader on the grow and have you made constant improvement a way of life?

THE WHY GENERATION: ENGAGE TODAY'S WORKERS AS CHANGE PARTNERS OR WATCH THEM TURN OFF CUSTOMERS

There's lots of talk these days about effectively leading Generation X, Y and other demographic groups in today's workplace. While each group has varying needs and interests, a very common need is understanding *why* team or organization changes are needed.

Parents and teachers from "The Boomer Generation" spent more time than their parents ever did explaining *why* and engaging kids in understanding the reasons for learning, actions, or activities. Many family decisions that were once made autocratically by the parents of previous generations, now involve the kids as we try to give them a say in outcomes.

So many workplaces wrestling with succession planning and generational changes are filling with people who need to understand *why* changes are

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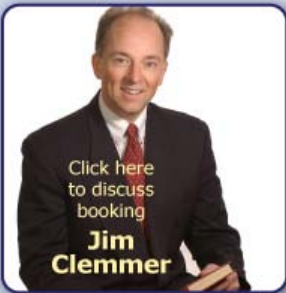
needed before they'll buy-in and take action to support what needs to be done. This increasing need for better education and communication is especially strong when trying to increase levels of customer service. Whether frontline servers provide extra degrees of care, concern, and helpful service attitude when dealing with customers adjusting to changing products, programs, or services, depends heavily on the server's understanding and support for the change.

It's amazing how many organizations will spend megabucks and megahours planning and executing powerful, slick campaigns aimed at their external customers. Many will then turn around and spend ten bucks and two hours bringing the people on board who ultimately decide whether those external advertising messages are fact or fiction. Blown moments of truth (contact or touch points with a customer and organizational staff) can quickly scuttle thousands or millions of dollars of external marketing and public relations. A few sour experiences with disconnected and uncaring frontline service staff will deflate customers' perception of value much faster than customer service, marketing, sales, or public relations departments can pump it back up again.

Here are key objectives of effective education and communications practices:

- Build a compelling case and cause for change/improvement with clear and consistent messages.
- Bring everyone into the big picture around the need for internal or external service/quality improvement.
- Strengthen ownership/commitment for serving *our* customers and improving *our* team or organization.
- Improve communication/feedback flows up, down, and across the team or organization.
- Create a more transparent and open culture.
- Use face-to-face communication as much as possible supplemented by electronic messages. You can manage with e-mail, but it's a very poor leadership tool.
- Develop a strong conduit for continuous organizational learning.
- Increase trust levels.

If you're leading change and improvement efforts do you have high ratings on these eight points? What scores would servers and others on your team rate you? If ratings are mediocre or low, do you know *why*?

IMPROVING CUSTOMER SERVICE: AVOID THESE COMMON PITFALLS AND TRAPS TO EDUCATION AND COMMUNICATION

In *The Why Generation* (published in this issue) I argue for investing more time and effort into helping today's younger generations of workers to understand and buy-in to change by understanding why they are needed in the programs, products, or services they support or provide. Strong and continuous education and communications is critical.

If you're leading efforts to improve your teams internal or external service/quality levels, here are seven common pitfalls and traps to your vital education and communication efforts:

Mixed Messages - internal and external marketing must be tied together. Frontline staff need to hear the same message your customers are hearing. Too often servers are the last to hear about the wonderful service/quality they're being committed to provide.

Not Walking Your Talk - you and your management team must *behave* in a manner consistent with the messages being broadcast to everyone. You do the strongest internal marketing (or blocking) of the true value and priority of service/quality with your tiny, seemingly insignificant *daily actions*. Nothing else will convince (or turn off) today's younger generations of workers than perceived hypocrisy.

Stale and Stalling - managers trying to build higher service/quality cultures are often frustrated with how long it takes to get the message through to those who make or break the effort. Too often – just as managers are getting tired of repeating the same messages – people on the front line are beginning to think, "Just maybe, quite possibly, they might be serious this time." The watchwords are consistency and repetition, repetition, repetition.

Educated But Unskilled - you can give people plenty of education, information, inspiration, and awareness, but if servers and support staff don't have the skills to improve service/quality they will become frustrated and disengaged. Awareness and empowerment are useless without enablement. Everyone needs to know *how to* make improvements.

Bypassing Team Leaders - you can get frontline teams excited and committed to improving service/quality but their enthusiasm will be short-lived if their supervisor or team leader isn't first brought on board and given the skills to introduce, support, coach and lead the team's efforts. Very few service errors come from lack of motivation. Most of them are a result of the system, process, structure, or practices. These are controlled by management.

Once (or Maybe Twice) is Enough - you can't repeat your core service/quality messages too often or in too many ways. As one manager put it, "I've learned that just because you think it, write it, or say it doesn't mean employees hear it or believe it." A CEO adds her experience; "I vastly underestimated the job. On the first go-round, all I got were glassy-eyed stares, open mouths, and sometimes passionate disagreement...establishing our new brand took a year, and even then it was not a lasting vaccination. It required booster shots". Just like continuous improvement, education and communication is never finished.

THOUGHTS THAT MAKE YOU GO HMMM ON… EDUCATION AND COMMUNICATION TO THE "WHY GENERATION"

Failing to understand, believe, and share a sense of urgency for why higher levels of customer service – or other organizational transformations are needed – is a major reason the failure rate for change and renewal efforts hovers around 60 – 75%. Today's younger generations of workers have an even higher need to buy-in to the reason for changes.

If you don't give today's workers a compelling "why," they'll mentally check-out and leave. Or – in these times of job shortages – they'll emotionally check-out and stay. This disengagement leads to change resistance, absenteeism, and lower customer service levels.

Here's some research and useful perspectives on this critical Education and Communication challenge:

> **"One out of every two employees feels that they do not receive the information they need to do their job well. As a result, employees feel frustrated and the quality of the organization's products and services suffer."**

- Bruce L. Katcher, President, Discovery Surveys, based on results from Employee Opinion Surveys conducted for more than 80 organizations and over 60,000 employees

"You cannot simply layer (electronic) communication tools on top of a fundamentally flawed, low-trust communication culture... the key to better relationships, better businesses, and better lives is not more communication, but better communication... open dialogue among partners that builds stronger, more trustworthy, and more productive relationships... better communication helps partners focus more efficiently on the vital, few priorities for which they can truly improve the value provided to their customers and to each other. It helps partners understand the big picture and coordinate actions... it builds trust by ensuring that information received is reliable, and that information shared will be used to build a better relationship..."
- Frederick F. Reichheld, *Loyalty Rules! How Today's Leaders Build Lasting Relationships*

"You have to spend time and effort to communicate why change is necessary. If you can put that into a culture that knows change is inevitable and an opportunity, not a threat, then I think you have the potential to have a company that can grow to a very large size."
- Fred Smith, founder, chairman, president, and CEO of FedEx

"...if employees do not care about or understand their company's brands, they will ultimately weaken their organizations... first, companies need to market to employees at times when the company is experiencing a fundamental challenge or change, times when employees are seeking direction and are relatively receptive to new initiatives. Second, companies must link their internal and external marketing campaigns; employees should hear the same messages that are being sent to the marketplace. And third, internal branding campaigns should bring the brand alive for employees, creating an emotional connection to the company that transcends any one experience. Internal campaigns should introduce and explain the brand messages in new and attention-grabbing ways and then reinforce those messages by weaving them into the fabric of the company."
- Colin Mitchell, "Selling the Brand Inside," *Harvard Business Review*

"Companies that are highly effective communicators had 47 percent higher total returns to shareholders over the last five years compared with firms that are the least effective communicators... keeping employees engaged correlates to an average 26 percent higher productivity rate, and the highly engaged employees miss fewer days of work and are three times as likely as their less-engaged peers to exceed performance expectations."
- "Capitalizing on Effective Communication: How Courage, Innovation, and Discipline Drive Business Results in Challenging Times", Towers Watson 2009/2010 Communication ROI Report

BOOK REVIEW: *FEEDING YOUR LEADERSHIP PIPELINE*

Are many of your key managers and executives well into their fifties or beyond? Are you concerned about developing your organization's next generation of leaders? Is succession planning a growing issue as you look ahead a few years? Could lack of "leadership bench strength" constrain your organization's growth?

A key element in top performing organization's enduring success is growing talent internally through leadership development programs. But most organizations have put very little time and effort into a structured leadership development program. That's been especially true during the last two years of economic turmoil.

If your organization is one of the many without a leadership development program, time is running out. Many of your key leaders are getting ready to leave and move on to their next phase of life (fewer are outright retiring these days.) Now is the time to grow your next generation of leaders.

Dan Tobin's new book, *Feeding Your Leadership Pipeline,* is a very timely and highly practical guide. Dan pulls together his extensive leadership development experience into a concise, engaging, and extremely helpful how-to format. His examples, charts, sidebars, checklists, and writing style make this gem a rare book that's both entertaining and a highly useful reference manual.

In his *Introduction* Dan writes, "the focus of this book is not on best practices, which may be only marginally relevant to the small to mid-sized company, but on *excellent practices* from many companies, large and small, and on approaches to help companies of all sizes develop their next generation of leaders." He organizes the book around his Leadership Development Program (LDP) model. Its four main components are
1. Education sessions,
2. Experiential and action learning,
3. Individual development plans and guidance, and
4. Mentoring, coaching, and reinforcement.

One of the very helpful features of *Feeding Your Leadership Pipeline* is how Dan pulls together a variety of fairly well known assessment, feedback, planning, and other leadership development tools into an integrated system. I was hired by Dan a few years ago to deliver leadership education sessions when he was running a global Leadership Development Program for a high tech company. I was impressed then by the structured program he'd put together. But it wasn't until he asked me to review the manuscript for this new book that I came to appreciate the full extent of his approach and expertise. Now is the time to develop your organization's leadership. *Feeding Your Leadership Pipeline* provides a crisp and practical blueprint to structure your program.

ARE YOU A HIGH POTENTIAL? SHOULD YOU TELL OTHERS IF THEY ARE?

The first chapter of Dan Tobin's new book on building a leadership development program (see book review in this issue) deals with identifying your organization's high-potential talent. Once high potential people are identified, the next question often is whether to tell those rising stars that they've been flagged as such and will be developed further.

In their June 2010 *Harvard Business Review* article "Are You a High Potential?" Douglas A. Ready, Jay A. Conger, and Linda A. Hill report on their 15 – 20 years of experience and recent survey of high-potential programs in 45 companies. They've found "a growing trend toward transparency... Executives are tired of exit interviews in which promising employees say, 'If I had known you had plans for me and were serious about following through, I would have stayed.'"

But telling people they're seen as rising leaders with high potential raises their expectations. If organizations don't follow through with training and developmental opportunities there's a high risk these key people will feel they're being manipulated as a retention ploy. "Either approach has risks: If you don't make the list public, you might lose your best performers; if you opt for transparency, you'll heighten the expectation of action."

In her HBR blog post, Are "High-Potential" Programs an Anachronism, Tammy Erickson provides a contrary point of view that today's fast changing organizations require a rethinking of our approaches to succession planning and leadership development. "We need to recognize that individuals have the potential to grow in multiple dimensions – and not all paths do or should lead 'up'... all this competitive ranking and rating falls flat with many X'ers and Y's. It's not even that they don't like it – they don't get it. It doesn't seem relevant. For many, it assumes a set of career goals and a path to get there that they don't necessarily share."

We find that effective succession planning and leadership development is tightly interwoven with an organization's culture and executive team development. Earlier this year, I gave a presentation to HR executives on this. You can view my slides on Integrating Succession Planning, Culture Change, and Executive Team Development.

If you're not responsible for succession planning or leadership development across your organization, a more related issue is whether you're considered high potential talent. Here's what the authors of "Are You a High Potential?" discovered are the core characteristics of high potentials:

- **Deliver Strong Results – Credibly** – making your numbers must be balanced with building trust and confidence among your colleagues and influencing a wide array of stakeholders.
- **Master New Types of Expertise** – this often means transitioning from technical expertise to leading teams, developing others, and strengthening your persuasion skills and ability to influence.
- **Recognize That Behavior Counts** – your performance and results first get you noticed but whether you're now becoming a role model and teacher becomes vital to whether you're seen as a rising future leader.

The authors go on to explain that four "X Factors of High Potentials" are drive to excel, catalytic learning ability, enterprising spirit, and dynamic sensors.

What path are you on? Whether you aspire to rise to higher levels of leadership in your organization or just keep yourself growing, these characteristics and factors are excellent checkpoints for personal development.

TWEET READING: RECOMMENDED ONLINE RESOURCES

This new section is a summary of 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 once (sometimes twice) per weekend when I am doing much of my reading for research, learning, or leisure.

If you're on LinkedIn, please send me an invitation to connect at http://ca.linkedin.com/in/jimclemmer. You can sign up for my Twitter updates at http://twitter.com/JimClemmer. My LinkedIn Updates and Tweets are synchronized with each other. There is usually one every business day. Three of the week's Updates/Tweets are one of my three times per week Improvement Points. The other two weekly Updates/Tweets feature my twice weekly blog posts. These posts are then compiled into *The Leader Letter* the next month.

The following Tweets/Updates start with my "micro blog" commentary followed by the article/blog title. If you're connected to the Internet, you can click on the title to go directly to the article or blog post.

> *An insightful twist on work-life balance. Working hard can be a very positive thing if we're doing work with a deep personal purpose.*
> "Don't Regret Working Too Hard"

> *Excellent summary of the timeless leadership principles in Drucker's work. On the shoulders of this giant we were able to see further.*
> "Peter Drucker: The Father of Management Theory"

> *Science is proving that we become what we think about or focus on most. When we change our thinking we change our brain.*
> "The Brain: Changing the adult mind through the power of plasticity"

> *Excellent blog post on Servant Leadership and Leading rather than Following or Wallowing when dealing with bureaucracy.*
> "Do You Have Their Backs? Or Just Your Own?"

> *An excellent reminder of the Power of Personal Purpose and being really clear about what matters most so we don't postpone living.*
> "John Maxwell: Living a Useful Life "

> *Good example of* Bolt-On Programs or Built-In Culture Change *as shown in our chart outlining these key differences in strategy and behavior.*
> "Who's to blame at BP? The board"

BUILDING HEALTHY WORKPLACES: LEARNING FROM GOOD AND BAD EXAMPLES (LIKE KING HENRY VIII)

How healthy is your workplace? Are you helping to energize or enervate the people you work with? With constant change and the relentless pressures of today's 24/7 work world, stress is taking a heavy toll. A national opinion poll by the American Psychological Association found that *"two-thirds of both men and women say work has a significant impact on their stress level, and one in four has called in sick or taken a "mental health day" as a result of work stress. Also a significant concern for employers, job stress is estimated to cost U.S. industry $300 billion a year in absenteeism, diminished productivity, employee turnover and direct medical, legal and insurance fees."*

The Psychologically Healthy Workplace Program is a collaborative effort between the American Psychological Association and the APA Practice Organization, *"designed to educate the employer community about the link between employee health and well-being and organizational performance."* The organization's researchers have identified five core elements of a psychologically healthy workplace:

- Employee Involvement
- Work-Life Balance
- Employee Growth and Development
- Health and Safety
- Employee Recognition

Go to [Psychologically Healthy Workplace Program](#) for more insights and information. Click on the banner ad in the bottom right corner (featuring the Toronto Police Service) for a PDF download full of inspirational examples from the 2010 Psychologically Healthy Workplace Award winners.

Canada's National Quality Institute (NQI) is also focused on helping to build healthier workplaces. NQI's VP of Educational Services, Adam Stoehr, recently posted a humorous blog reflecting on his visit to Hampton Court in England:

"When King Henry VIII ruled England (between 1509 and 1547) he spent a lot of his time at this Palace. King Henry wasn't exactly known for his 'healthy workplace' practices. He ruled with absolute power, perhaps the last English monarch to do so. I spent two days exploring the Palace and reading a lot about the King. Three themes emerged about his 'Anti-Healthy Workplace' leadership style:

- *He killed people that disagreed with him*
- *He changed the rules a lot*
- *He spent lots of money unnecessarily*

These themes are the Anti-Healthy Workplace or 'Sickly Workplace'. The following is how not to act if you want happy engaged employees."

See [King Henry VIII ruled the Anti-Healthy Workplace](#) for Adam's full blog post. It's a fun bit of "historical friction" (pun intended) teaching us what not to do in making our workplaces healthier!

TEAM TALK: NINE REASONS MANY GROUPS AREN'T TEAMS

Growing appreciation for the power of teams and teamwork has created an explosion in team talk. But many so-called teams aren't teams. Most are organizational units, committees, or task forces that have been grouped together.

The team problem generally starts at the top. Many management groups leading a corporation, division, department, or branch often has team in its title. Too often group behaviors are riddled with silos, turf protection, and individual accountability. Conflicts often simmer just below facades of political correctness and civility. Potshots and "zingers" between group members surface at meetings wrapped in destructive humor. Moose-on-the-table issues or fundamental differences are politely painted over (lathering lip stick on the moose) and talked about in the hallways after the meeting.

A recent post *Five Common Team Building Pitfalls and Traps* identified problems many teams get themselves into and touched on a few of their causes. At the bottom of that post, reader Brock Criger, added some of his experience.

Here's a broader list of root causes on why many groups aren't teams:

1. Lack of <u>shared</u> vision and objectives.
2. Ineffective meeting/decision processes.
3. Infrequent/ineffective meetings/communication.
4. Unclear expectations of each other.
5. Fuzzy roles and goals.
6. Misaligned structure/systems/processes.
7. Priority overload and tyranny of the urgent.
8. Operations-improvement imbalance.
9. Weak feedback and learning loops.

Get your team members to each anonymously identify which three they think are holding back your team from being even more effective. You need to create a safe environment to ensure you're getting honest answers. You could post this list and ask each member to write down their three choices by number on a piece of paper and hand it in. Or you could post this list on a survey service like www.surveymonkey.com and have each team member complete it.

12 STEPS TO BUILDING HIGHLY EFFECTIVE TEAMS

Strong leaders – whether in appointed roles or taking leadership action – build highly effective teams. *Where teams have been effectively organized and led*, the list of team outcomes are dramatic improvements in productivity, customer service, quality, process management, innovation, cost effectiveness, job satisfaction, morale, and financial performance.

The above piece looked at *Nine Reasons Many Groups Aren't Teams*. Now we'll look at the flip side. Many elements contribute to highly effective teams. We've boiled them down to these 12 components:

1. Where are we going (our vision)?
2. How will we work together (our values)?
3. Why do we exist (our purpose)?
4. Whom do we serve?
5. What is expected of us?
6. What are our performance gaps?
7. What are our goals and priorities?
8. What's our implementation/improvement plan?
9. What skills/processes do we need to develop?
10. What support is available?
11. How will we track our performance?
12. How/when will we review, assess, celebrate, and refocus?

Highly effective teams regularly invest time in stepping back from working **in** the team to working **on** the team. That's key to avoiding The Acceleration Trap that ensnares so many teams in a frantic cycle of ever-faster activities bringing fewer results.

Use this Team Effectiveness Framework to foster Courageous Conversations and guide plans for continuous team development. You could work your way through the full framework during an offsite team development retreat. Or you can take each step at a time in a series of ongoing development sessions spaced over 12 regular intervals.

In today's crazy busy organization, teams rarely become highly effective without concentrated and strategic team development work. When will you begin?

TEAM BUILDING TIPS AND TECHNIQUES

Here are further approaches to strengthen your team – as a leader or as a member:

a. Be careful of team building exercises that promote "teaminess" as an end in itself. Lasting teamwork comes from getting everyone focused on the issues outlined in the team effectiveness framework in 12 Steps to Building Highly Effective Teams.
b. Build a series of small wins. Celebrate and recognize all team progress to build energy for continued efforts.
c. Use the 85/15 Rule to look at teamwork issues. Research continually shows that "people problems" or poor team dynamics are most often (85 - 95%) symptoms of deeper problems with structure, systems, or processes.
d. Make sure group leaders and members are given the processes and skills to become true teams.
e. If you lead a management team, before you seek to improve "their teamwork," look at your own team. Is your team a role model? How do you know?
f. How's your own team leadership behavior under pressure? Do you revert back to command and control? Is that sending inconsistent signals to your organization? How do we know?
g. Effective teams meet frequently. Are you meeting often enough? Have you checked in with your team on this question lately? Are your meetings purposeful and focused or have they fallen into the ruts of routine?
h. Well run, productive, effective meetings take less time. Do all your meetings have:
    • Clear agendas with timeframes, objectives, and desired outcomes for each agenda item?
    • Flexibility to add or delete agenda items/issues?
    • Clarity about whether decisions/actions for each agenda item will be by command, consultation, or consensus?
    • Ground rules everyone agrees to and follows?
    • Skilled leaders that know how to keep things on track and focused?
    • An atmosphere of openness and trust?
    • Processes for dealing constructively with conflict and disagreements?
    • Clear action plans and next steps for each agenda item?
    • Documentation and communication follow through for this team and beyond?
    • Regular evaluations of effectiveness?
i. Wrap up your meetings with a short team reflection and learning session. This can be as simple as asking everyone, "What went especially well today?" "What could we do to make our next meeting even more effective?" Or it could be asking what should we keep doing, stop doing, and start doing/do more to strengthen our team?

For more on meeting effectiveness see "Deciding How to Decide: Three Levels of Effective Team Decision Making," "Nine Simple Steps to Make All Your Meetings More Effective," and "Twelve Ground Rules to Keep Meetings and Conference Calls on Topic and Productive" in the April issue of *The Leader Letter*.

THE FACEBOOK FACTOR

We've integrated a lot of the main site and blog into Facebook to make it easy for folks to share and comment on our content and articles.

If you're on Facebook, please take a second to join the Jim Clemmer page.

It's quick and easy. You will also see Improvement Points, blog postings, *The Leader Letter* and any videos that are posted to YouTube in your Facebook news feed as soon as they are published.

It's another way for you to access all my content where and when it's most convenient to you. Click here.

COMPLIMENTARY MONTHLY PODCAST OF *FIRING ON ALL CYLINDERS* EXCERPTS NOW AVAILABLE (NO CHARGE)

Just after *Firing on All Cylinders: The Service/Quality System for High-Powered Corporate Performance* was published (now over 100,000 copies sold), I recorded an audio series reading excerpts from the book. We are now making these freely available in a weekly podcast series. CLICK HERE to access the installments as they are posted. We'll be posting all 10 segments over the next 10 weeks. On this page you can sign up to be notified whenever the next segment is available.

You can learn more about this series and look at an overview of the audio on the *Firing on all Cylinders* audio CD web site page.

READ IT HERE OR HOT OFF MY BLOG

The items in each month's issue of *The Leader Letter* are first published in my blog (updated twice per week) the previous month. You can wait to read it all together each month in *The Leader Letter* or you can read each item as a blog post and have them sent directly to you hot off my computer by signing up at http://www.jimclemmer.com/blog/. Just enter your e-mail address in the upper left corner box under "Sign up for E-mail Blog Notification."

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Improvement Points is a no-charge service to bring timely and inspirational quotes from my articles to subscribers three times a week. Built around our new topic index, Improvement Points are crafted to help you become a better leader of yourself, your team and your organization. Each Improvement Point links directly to a full article on our web site. If you'd like to read more about the point being made in that day's Improvement Point, you simply click on the "Read the full article now" link below each IP. Many subscribers circulate especially relevant Improvement Points articles to their team, Clients, or colleagues for further discussion or action.

Here are the three most popular Improvement Points we sent out in August:

"When asked why he wasn't getting results with his countless tries to successfully develop the light bulb, Thomas Edison replied, "Results? Why, man, I've gotten a lot of results. I know several thousand things that won't work.""
- from Jim Clemmer's article, "Innovation and Learning Through Successful Failures"
[Read the full article now!](#)

"What gets people really excited about their jobs? What inspires the passion and commitment that translates into exceptional performance? It isn't a process of management controls. It's a leadership function that instills in people an emotional stake in what they do."
- from Jim Clemmer's article, "Emotional Empowerment Builds Commitment"
[Read the full article now!](#)

"Results are the outcome: They can't be managed any more than we can turn back time. We can't manage results, we can only manage the causes of those results. Organization improvement starts by identifying and measuring the vital areas that have the biggest impact on results. If we're driving through the rear view mirror of bottom line results, we won't see the swamp until we're sinking in it."
- from Jim Clemmer's article, "Organizational Measurement and Feedback Pathways and Pitfalls (Part 1 of 2)"
[Read the full article now!](#)

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.

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

Jim

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

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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