



# Uncovering the Leader Within: *How to Find Your True North*

# Patrick Sweeney

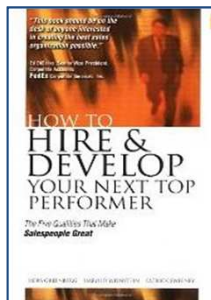
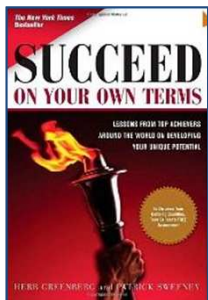


Patrick Sweeney is the President of Caliper, an internationally recognized talent management consulting firm.

A best-selling author and inspiring speaker, he shows executives how to identify the potential of individuals and develop top performers.

Along with Caliper's founder and CEO Herb Greenberg, Ph.D., Patrick is the co-author of the New York Times Best Seller *Succeed on Your Own Terms* and *How to Hire & Develop Your Next Top Performer*.

He has spoken at international conferences on: How Leaders Surround Themselves With Top Performers; Coaching for Success; Developing Your Dream Team; How Women are Redefining Leadership; The Psychology of the Sports Champion; and Succeeding on Your Own Terms.



# Cyndi Sax



Cyndi Sax is the Senior Vice President of Client Services at Caliper. In this position, she helps clients maximize the value that Caliper brings to their hiring and employee development processes by acting as leader of Caliper's Client Relations, Learning and Development, and Project Management teams.

As part of her work with Caliper, Cyndi has partnered with national and global organizations including Johnson & Johnson, Wal-Mart, and Caterpillar.

She has served as a guest speaker to corporations and associations on a variety of management issues, including Women Leaders and How to Succeed on Your Own Terms, and she has designed and delivered workshops in her areas of expertise.

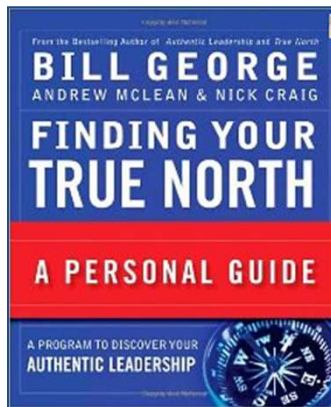
# Nick Craig



Nick Craig is the President of the Authentic Leadership Institute. Nick is also the co-author of “Finding Your True North” with Bill George of the Harvard Business School.

Nick has designed and delivered leadership programs across the globe for many Fortune 500 companies, including GE, Siemens, and Unilever. In addition, he delivers programs at The Wharton School, University of Pennsylvania for a number of senior executive programs.

Beyond his involvement with Bill George, Nick has worked with Michael Beer, Director Emeritus of Harvard Business School’s Organizational Change Practice, helping top teams have honest dialogues that drive strategic implementation. He has also worked with MIT’s Sloan School to develop their Leadership Center and executive coaching program based on the Distributed Leadership Model.

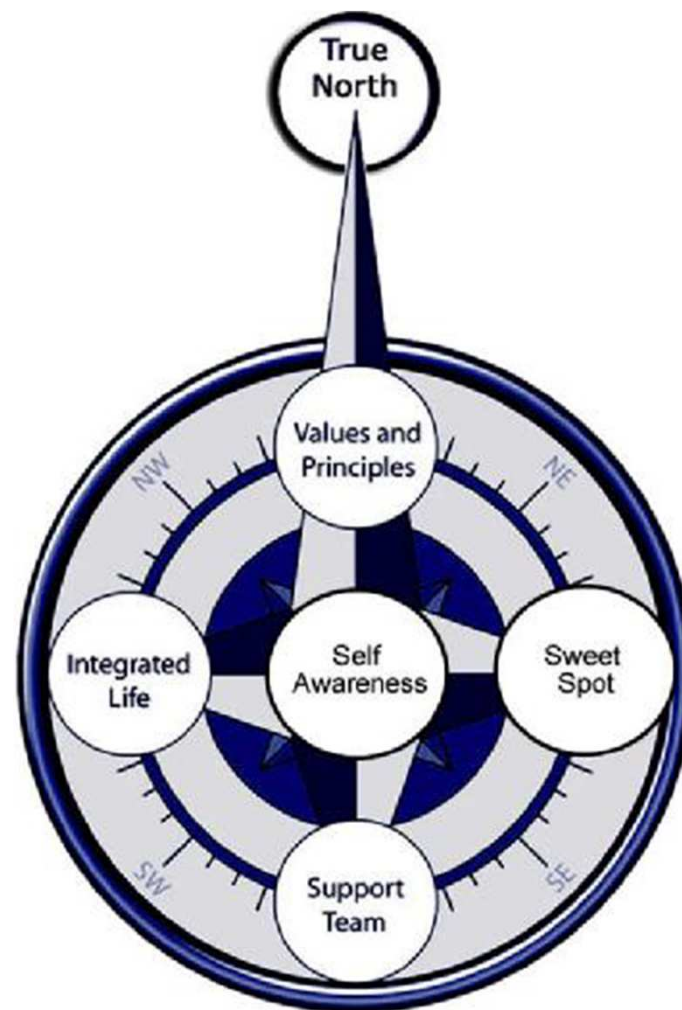


# Agenda

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- Overview of Authentic Leadership
- Uncovering Your Crucible Stories
- Discovering Your Sweet Spot of Authentic Leadership
- Leadership and Personality – How Do They Relate?
- Your Purpose as an Authentic Leader





# Two Minutes

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- Two minutes can often test leadership.
- Decisiveness and intuition can make all the difference.
- The consequences of some leadership decisions are enormous.





- **2001**

- **Ken Lay**                      **Enron**
- **Bernie Ebbers**              **WorldCom**
- **Dennis Kozlowski**        **Tyco**

- **Today**

- **Richard Fuld**                **Lehman Brothers**
- **John Thain**                 **Merrill Lynch**
- **Daniel Mudd**               **Fannie May**
- **Heinrich Von Pierer**      **Siemens**

# How We Define Authentic Leaders

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Oxford Dictionary: Authentic = known to be real and genuine and not a copy

- Clear and unique expression of leadership by being true to oneself.
- Motivated by a larger purpose versus ego.
- Demonstrates high integrity by making sound decisions independent of political expediency.
- Results-driven in a way that creates sustained value.

# A Sampling of Participants

## Professional CEOs

- Dick Kovacevich – Wells Fargo
- Anne Mulcahy – Xerox
- Dan Vasella – Novartis
- Kevin Sharer – Amgen
- Ann Fudge – Young & Rubicam
- Marilyn Nelson – Carlson
- John Smale – P&G
- Roy Vagelos – Merck
- John Whitehead – Goldman Sachs
- Andrea Jung – Avon
- Brenda Barnes – Sara Lee

## Leadership Scholars

- Warren Bennis – University of Southern California
- David Gergen – Harvard Kennedy School

## Entrepreneurs - CEOs

- Howard Schultz – Starbucks
- Charles Schwab – Schwab
- Donna Dubinsky – Palm
- Narayana Murthy – Infosys
- Jon Huntsman – Huntsman
- David Kelley – IDEO

## Social Entrepreneurs

- Wendy Kopp – Teach for America
- Nancy Barry – Women’s World Banking
- Steve Rothschild – Twin Cities Rise!
- Ellen Breyer – Hazelden

# What We Know About How Executives Develop

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- Courses 10%
- Key People 20%
- Job Assignments 70%

... of the 70%, only 25% counts...

Hardships are the 25% that get you the 70%.

# The Challenge

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- Experience by itself guarantees nothing...
- It is how you interpret, learn, and adjust based on the experience that separates world-class leaders from the rest.

# The Caliper Profile

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- In-depth personality assessment that uncovers strengths and motivators.
- Opens up communication between the leader and the consultant.
- Consultant can help the leader fill in gaps and develop skills.



Consultants provide objective, third-party feedback that allows for effective development.

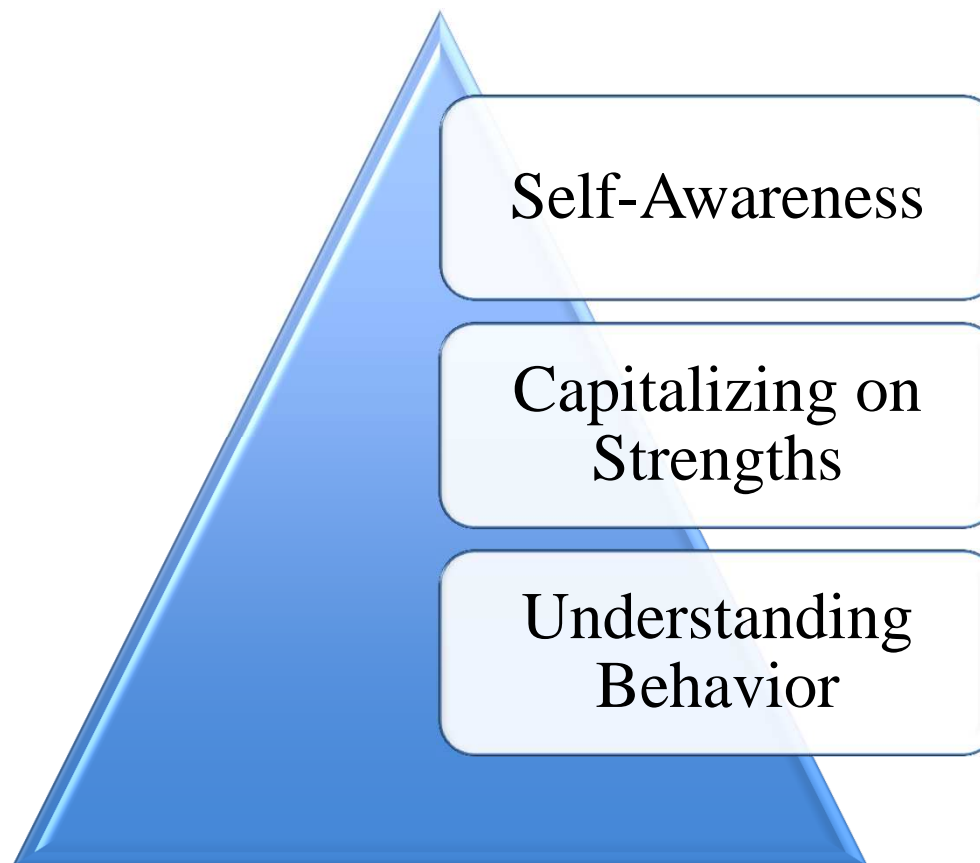
# The Coaching Relationship

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- Feedback is honest.
- A level of trust enables the leader to be open to the feedback and make action plans.
- The coach provides a fresh perspective.

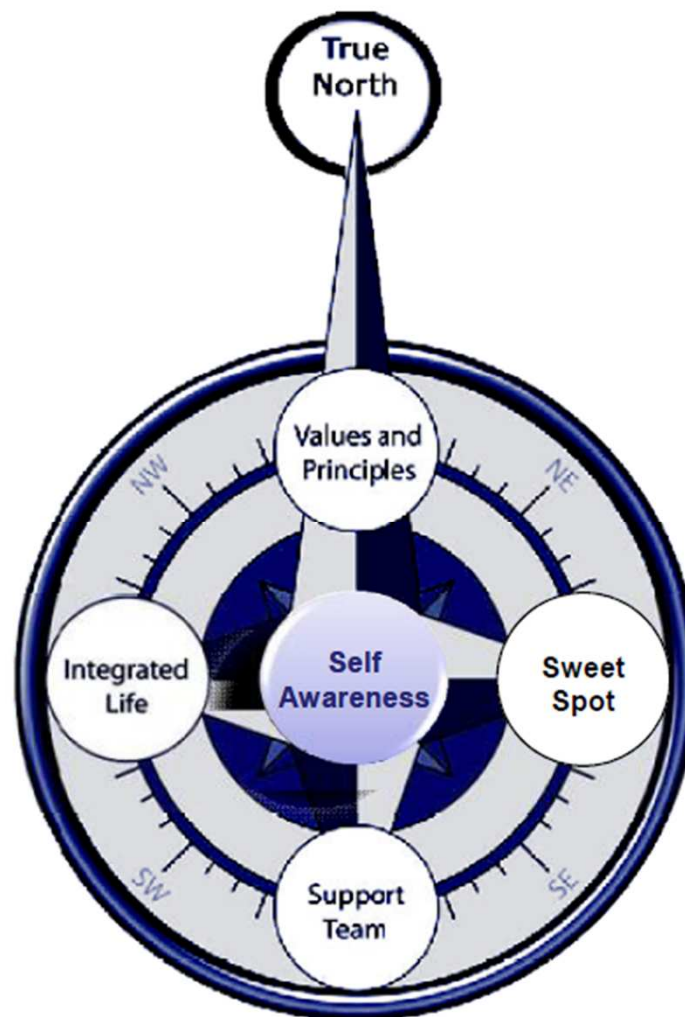


# Authenticity



Are you getting the results you want by showing up that way?



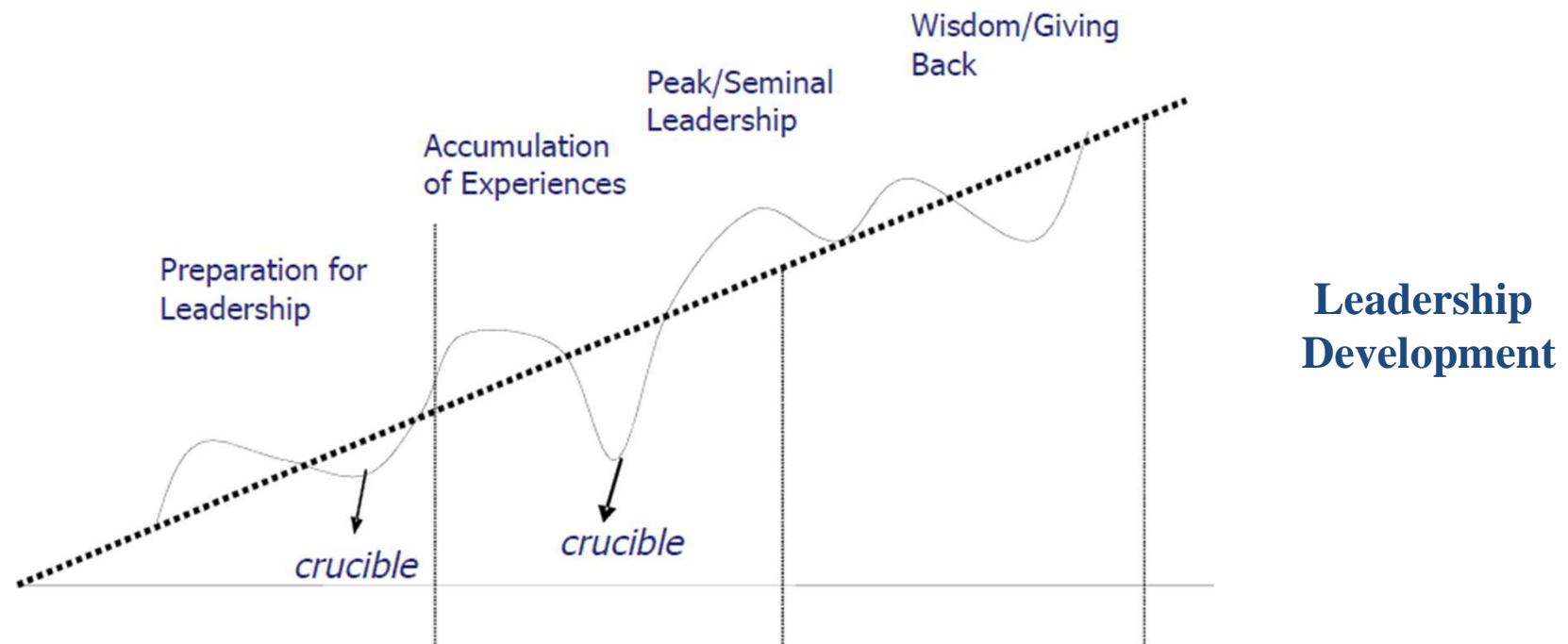


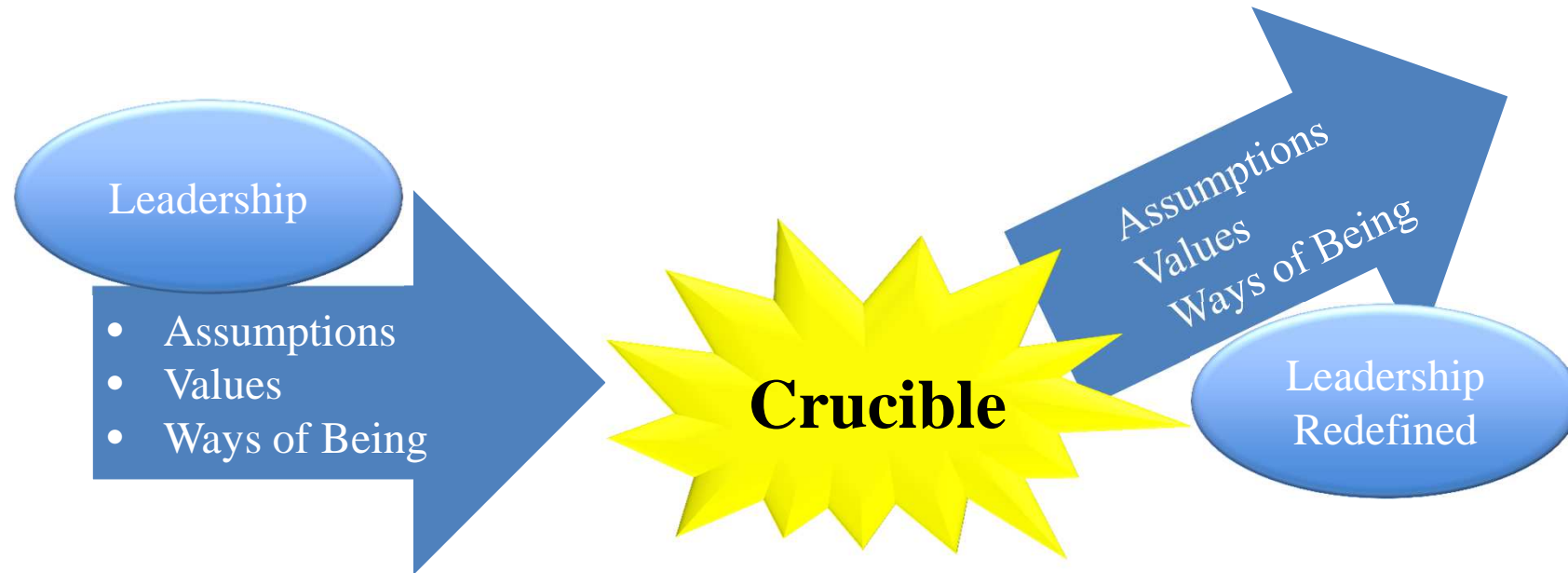
# The Research: The Leader's Story

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- Every leader has a unique story that inspires their leadership — a story they are constantly reframing.
- Their stories define them better than any set of characteristics, traits, styles, or other artificially imposed construct.

# The Leadership Journey



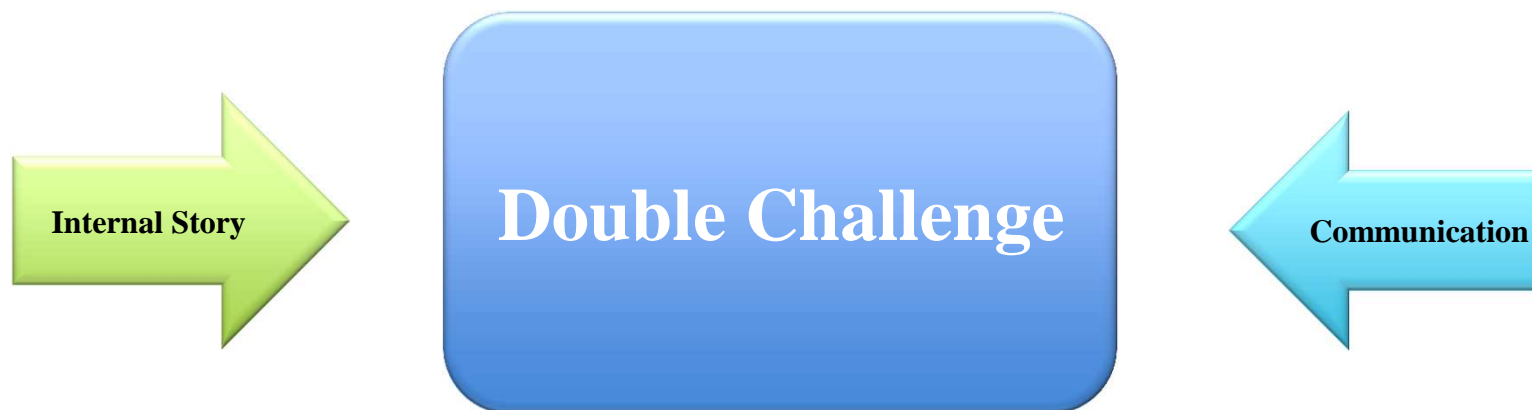




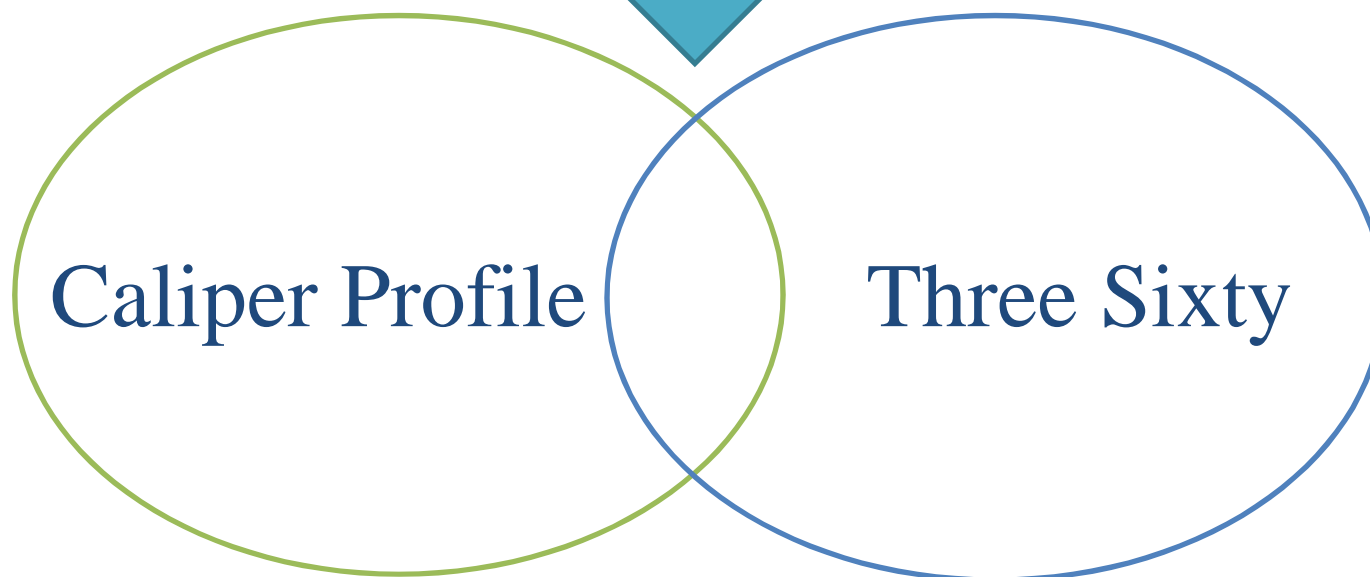
What keeps working when nothing else is working?







# Development



# Three Sixty

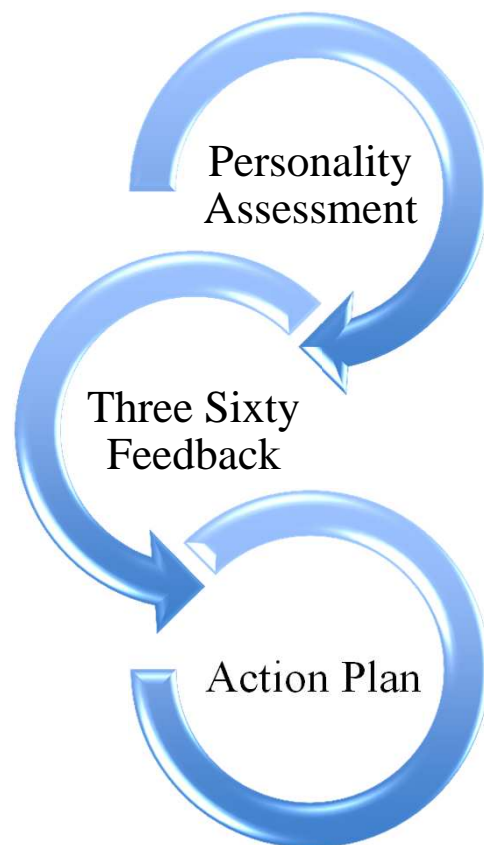
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- Organizations must make preparations before the Three Sixty process.
- Those involved must be on the same page.
- Goals should be clear and communicated.

# The Coach

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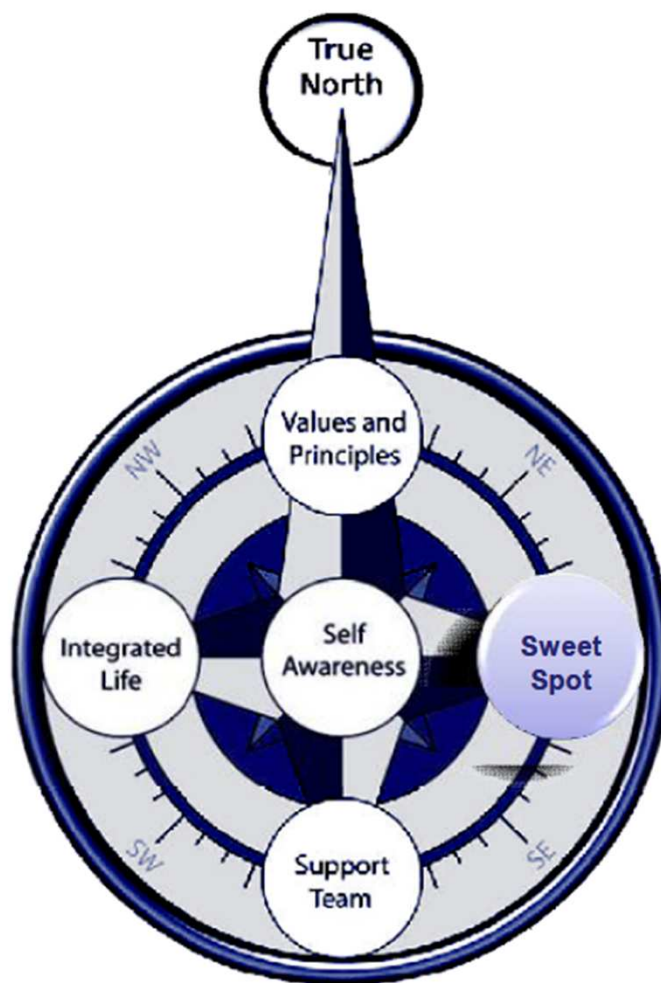
- Interprets the data.
- Extracts appropriate learnings.
- Creates measurable action plans.



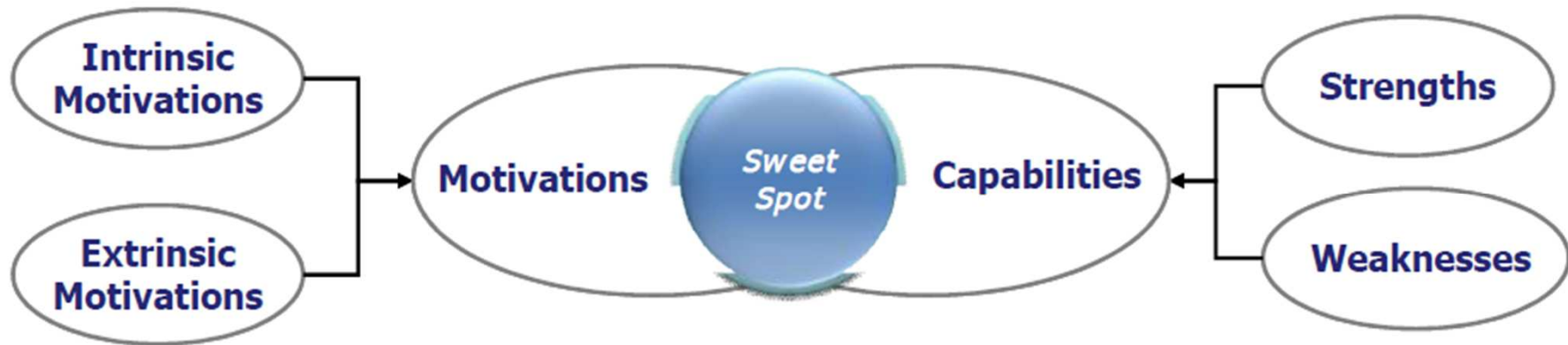


“The task of leadership is to create an alignment of strengths, making our weaknesses irrelevant.”

– *Peter Drucker*



# The Sweet Spot





# Power of Intrinsic Motivations

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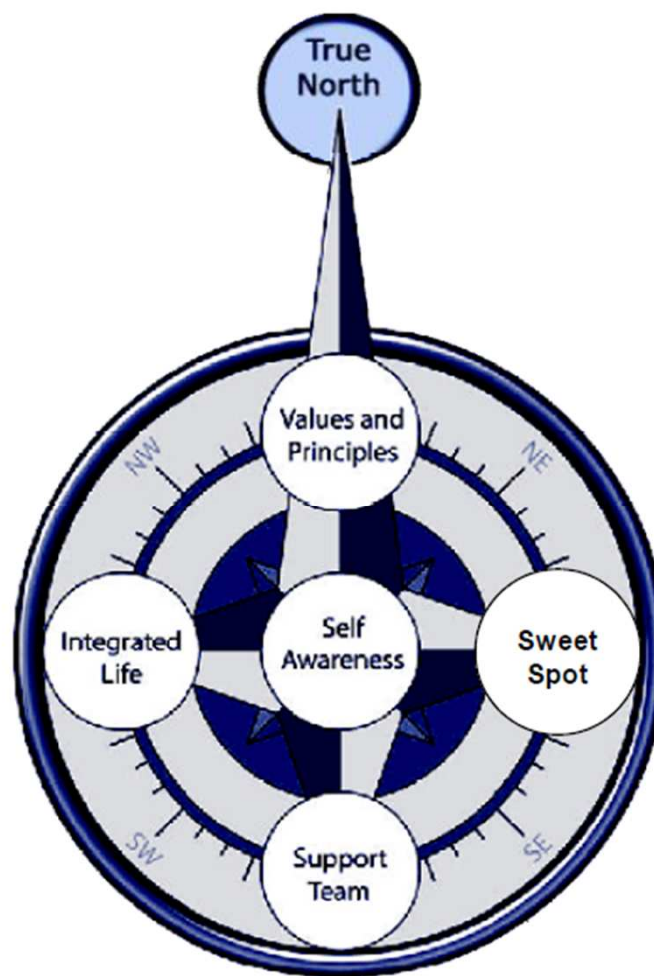
March 30, 2009, *New York Times*

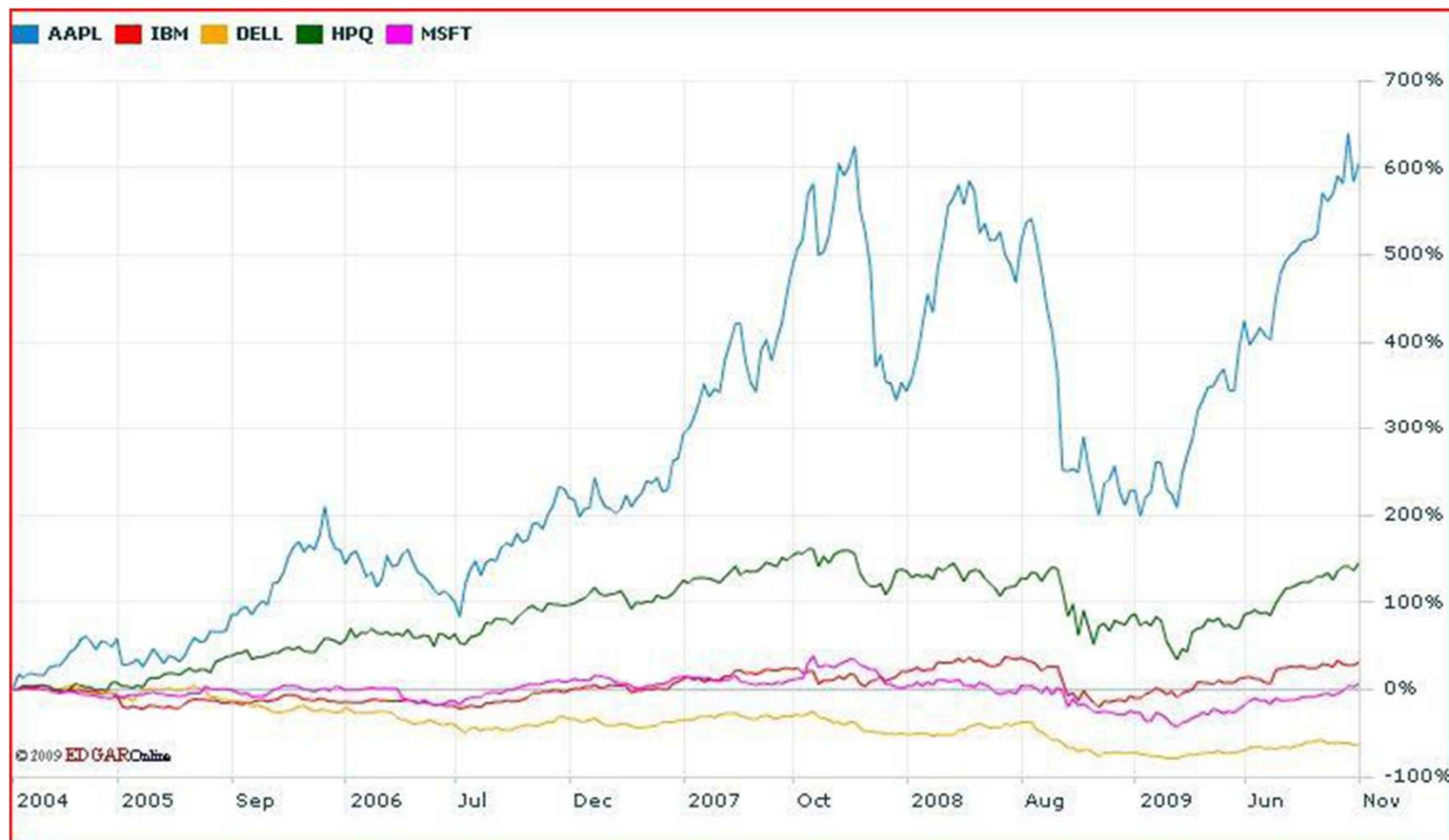
Microsoft Encarta Dies After Long Battle with Wikipedia

- Salary of average resource at Encarta \$100,000
- Salary of average resource at Wikipedia \$000,000

“Intrinsic motivation, how creative a person feels when working on a project, is the strongest and most pervasive driver.”

– *Professor Lakhani, MIT*





# Putting Leadership Back Into Strategy - HBR 2008

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- Apple's purpose and resulting strategy in the 1990's had become "To produce high-end differentiated personal computers."
  - Share price 10-year low
  - Market share 3%
  
- Steve Jobs returns as CEO and re-instates original purpose: "A passionate design company that believes technology can change the world."
  - iPod (Music Industry Transformation)
  - iPhone (Cell Phone Industry Transformation)
  - Retailing (Retailing Transformation)
  - iPad (Publishing Industry Transformation)

*Why such a big impact?*

# Purposeful Leadership

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- To become a True North leader, it is essential you first answer the question, “Leadership for what purpose?”
  - If you lack purpose and direction in leading, why would anyone want to follow you?
- Without a real sense of purpose, leaders are at the mercy of their egos.
- There is no way you can adopt someone else’s purpose and still be an authentic leader.

# Your Purpose Is Not Your Ego

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- What makes a good purpose? A true purpose will feel as if it has you or moves through you as a leader.
- It is bigger than your ego or personality.
- A powerful purpose will be one that is humbling to say. You will know it in your gut. More importantly, so will everyone else.

# Challenges of Leadership

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- When things are going well, “everyone” wants to be your best friend.
- When things are not going well, they run the other way.
- As you move up...
  - the “Truth” is subjective.
  - an innocent “thinking out loud” discussion can have long-term negative implications.
  - your colleagues must at some level “compete” with you for limited job opportunities.

# The Key to Being an Authentic Leader

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- People who ...
  - will tell you the humble truth.
  - do not need/want anything from you.
  - are more committed to who you can be than keeping you the way you have been in the past.
- Your Personal Board of Directors!



# Successful Leaders

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- Know their strengths.
- Develop their strengths.
- Utilize their strengths to the fullest when dealing with a difficult situation.



Turn your strengths into world-class strengths through development.

# Knowing the Truth

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- The sooner you become self-aware, the sooner you can address the issues.
- Weaknesses can become assets.
- Your role should allow you to maximize your strengths.
- Create successful teams by complementing one another's strengths and capabilities.

# Executive Coaching

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- Outside consultants help leaders maximize strengths and build action plans for development.
- Development is a journey, not a destination.
- Development tools, such as personality assessments and Three Sixties, allow for honest conversations.



Thank you for joining us!



For more information on Nick Craig  
or his book, *Finding Your True North*, visit

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



**For information on Caliper's approach  
to leadership development, visit**

**[www.calipercorp.com](http://www.calipercorp.com)**

**or e-mail**

**[info@calipercorp.com](mailto:info@calipercorp.com)**