Services to support leaders one at a time, or more.
“Great leaders build companies. Poor leaders unwittingly dismantle. It’s possible to become a great leader.”

The Living As A Leader Team
About this e-Guide.

As we talk with leaders within organizations about the topic of leadership, we are very often asked to paint a picture of a variety of things. And, it’s different for everyone. It may be related to our philosophy on leadership, the ROI of leadership, the services we offer, exactly HOW we help leaders and companies, or what others have to say about us. So, in response, we’ve created this e-Guide as a reference.

Now...here’s the thing! We do not intend for you to read this whole thing. Instead, take a look at the table of contents, and simply click on what you’d like to learn more about. Throughout the e-Guide, you will find links to additional detail...where you would like more.

ENJOY!
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Part 1

In Search of Great Leadership
Leadership is a Developed Skill
The Need to Lead
In Search of Great Leadership

Every day, a star employee is promoted into a leadership role. An assumption is made that this high-performing individual contributor will naturally be a great leader. Quite the contrary. Most star employees have difficulty leading others, because they don’t understand why others can’t just do it….the way they have always done it. Doing and leading are very different skills. The results also differ.

Conversely, many organizations have employees who have spent a long time in leadership roles. They are established leaders. And, yet, just like the newly promoted leader, they often struggle in the leadership aspects of their jobs.

When the star performer or the long-time leader is unable to lead others effectively, what can a company do about it?

Employees who know their managers as “people” are more likely to be engaged. (BlessingWhite Employee Engagement Report, 2013)
Increasingly, organizations are searching for answers to this question because they recognize the collateral damage – negative culture, reduced morale and productivity, loss of good employees – caused by ineffective leadership.

Ultimately, a leader is judged on business results. Yet, too often, results are lacking.
The Financial Value of Developing Good Leaders

A 2012 Towers Watson Global Workforce Study survey of more than 32,000 workers showed that only 35% are highly engaged . . . and there is a direct link between a leader’s effectiveness and employee engagement, as well as a direct association between engagement and results.

When employee engagement is high, companies enjoy higher productivity, fewer accidents, higher retention, greater customer satisfaction and increased profitability. That’s because, among many other reasons, engaged employees are committed, loyal and willing to do whatever they can to serve the business and its customers.

Having effective leaders throughout your organization does two things – it helps you increase profits and productivity, and it helps you reduce waste and cost.
There is much research that points to the ROI of high employee engagement and the financial value of having effective leaders. You can read more on those topics here:

*Good Leaders Are Good Business: The Financial Value of Developing Leaders Throughout Your Organization*

*Higher Employee Engagement Benefits Your Bottom Line.*

65% of U.S. workers say they’d rather have a better boss than better pay

(McQuaid Bosses Survey, 2012)
To achieve the results desired by an organization, a leader must know how to effectively balance workforce accountability with workforce inspiration. Accountability involves managing employee performance. Inspiration involves listening, providing encouragement and facilitating interaction among employees.

To be effective at inspiring others and making them accountable, leaders must possess a certain skill set grounded in proven principles of people leadership. This pertains to leaders at all levels: team leaders, supervisors, managers, senior leaders and executives. Most leaders inherently are better with accountability or inspiration; few are able to achieve the right balance without further skill development.
Leadership is a Developed Skill

We are not born to lead. We’re born with the ability to lead, and the level of this ability is not the same for everyone (as you have probably noticed). When you see a strong leader in action, you’re likely witnessing a person who has developed and honed skills over time.

Leadership is a lifelong journey, and regardless of tenure, leaders must carefully plan and execute skills and strategies for the best result.

Developing and coaching leaders to effect positive changes within an organization begins with helping them understand basic human behavior. Leaders need to be aware of the predictable challenges they face as they work with people.

We often ask leaders to tell us what they want to get better at as a leader. Very often the answer is: How to motivate my people. Yet when it comes to motivation, leaders are among the worst judges of what really motivates employees.

“True leadership is not something you learn once; it is an ever-evolving pattern of skills, talents and abilities that you craft and seek to perfect over a lifetime. Your leadership journey will never be finished. You are a wondrous work in progress.”

Sheila Murray Bethel, Ph.D, from ‘A New Breed of Leader’
Nearly 50 years of studies show that leaders and their workers rank motivational factors very differently. You can read more on this subject in our white paper What Really Motivates Employees (Hint: It Isn’t Money)

We believe in equipping established leaders and high achievers promoted into leadership roles with the skill set to lead intentionally or to “lead by design.” When your leaders are given time and support to design the type of leader they want to be (and the type of leadership they want to provide), they position themselves – and your company – for success.

Over the past 20 years, we’ve worked with thousands of leaders across varied industries and have observed firsthand the impact of strong and weak leadership on employees and organizational results. Unfortunately, in our experience, truly great leaders are in short supply. Many executives have told us that their experiences mirror ours: When asked to name some great leaders in their own careers, most can produce only one or two names.

69% of human resources directors have claimed finding people with the right leadership skills as their major concern

Richmond Events
Don’t assume people will just naturally grow into their roles as leaders.

What can you do to improve your leaders? As you look to hire and promote your stars for leadership roles, we encourage you to assess leadership potential. Don’t assume people will just naturally grow into their roles as leaders. The risk in collateral damage caused by ineffective leadership is not worth it.

Also, invest in your leaders. Help your rising stars recognize what skills are needed to take the reins of leadership, and give your established leaders the opportunity to hone their skill sets. The positive change in employees, culture and productivity can be dramatic.
The Need to Lead

The Need to Lead, a Living As A Leader position paper, highlights the leadership void in companies today and the ramifications of not having strong leaders.

Are you aware of the leadership crisis in our country? We’ve all read the shocking headlines on the demise of once-revered companies driven into the ground through dramatic lapses in leadership. On a less visible front, and at a level where leaders interact with employees one to one every day, the news is also not good. It is here that ineffective leadership is sending significant negative repercussions throughout departments and organizations, and having the kind of negative effect on corporate bottom lines that may surprise you.

You can read more about this topic in The Need to Lead, found in our Knowledge Portal.
Part 2
What We Do
History
We Are a Different Kind of Leadership Development Firm

Living As A Leader exists to support the development of leaders at all levels, from the high performer who has just been promoted, to middle managers, senior leaders and, perhaps most importantly, members of the executive team.

Using a unique combination of training + coaching + success assurances, we develop people into effective, productive leaders. Whatever level your leaders are at, we offer services and support that will help these leaders become confident and intentional as they work with their employees. To achieve the results you seek, we employ either a progressive development approach or customized services to fit any situation.
Companies invite us to work with them because we develop leaders whose impact is noticeable, positive and lifelong. Our talented team of facilitators and coaches focuses on making a positive impact on others, one leader at a time.

Our services:

• Individual leadership development

• Corporate leadership development systems

• Custom services
Leadership Philosophies

Much of what we do in our work begins with an understanding of fundamental human behavior. We help leaders recognize what inherently challenges them in their overall effectiveness. Observing leaders who struggle repeatedly with a number of basic bad habits, we see over and over again that these poor habits are, pure and simple, not intentional. For this reason, we strongly advocate “intentional” leadership.

In all of the work we do with leaders, we encourage them to:

• Be Kind
• Be Humble
• Be Tolerant
• Be Productive
• Be Accountable
• ....and Serve Others

These principles form the cornerstone of our philosophy on supporting leaders.
To become familiar with more of our beliefs on leadership development, please read Our Beliefs and Philosophies. It gives you our take on:

• How to define a leader
• The traits of effective leadership
• Rarity of great leadership
• Whether leaders are natural-born
• The importance of leadership development
History

Aleta Norris and Nancy Lewis founded Impact Consulting Group LLC in 1996 as a broad-services training and consulting firm. Their objective: Make a positive difference in the lives of people within organizations and positively impact the bottom lines of organizations served.

In 2002, Aleta and Nancy narrowed their focus on leadership and co-founded the Living As A Leader division. Living As A Leader exists to support the development of leaders at all levels.

Aleta Norris (l) and Nancy Lewis (r), partners, Living As A Leader
Part 3

How We Can Help

• Individual Leadership Development
• Corporate Leadership Development Systems
• Custom Services

Services to support leaders one at a time, or more.
How We Can Help

Welcome to leadership development. It’s a rewarding process.

To achieve the results you seek, we employ 1) comprehensive leadership development for individuals and organizations or 2) a variety of custom services beyond classic training and coaching to support leaders at all levels.

Individual Leadership Development

Open Enrollment Leadership Development Series

Our signature service, the Open Enrollment Leadership Development Series, is a comprehensive, steady-progress-over-time approach that equips leaders with depth and breadth of skill and knowledge. We apply a unique combination of training, coaching and success assurances over the span of 12 months.
Leaders who successfully complete the Series will be workplace-ready – intentional and confident with the choices they make, instinctively knowing what to say and what to do.

If this sounds right for your leaders, you can learn more by reading our fact sheet.

**Leadership coaching**
A strong coach is a key component for success, no matter what stage leaders are at in their careers. Our coaches provide one-on-one, individualized support, in combination with practical application and accountability. Learn more about our framework for leadership coaching.

**e-Learning**
Are you a leader committed to further developing your skills? You can subscribe to our Leadership Brief for monthly articles, white papers, and other leadership resources. View resources.
Corporate Leadership Development Systems

Would you like several (or all) of your leaders to develop their skills at the same time, creating an aligned, consistent leadership culture? Learn how we can develop them in-house through our Leadership Development System, an efficient process that expands the time frame for learning from 12 months to three years.

Leadership Development System

Do you want to specifically target your senior leadership team? Find out how our Executive Team Development System can strengthen the effectiveness and cohesiveness of your leaders.

Executive Team Development System
Custom Services

We tailor support to fit your leaders and your organization. The breadth and depth of services are as wide and as deep as you need. Our most common requests:

1. Process Dialogue
2. 360-Degree Feedback
3. Custom Coaching
4. Performance Management Systems
5. Keynote Speaking
6. DISC Profile

You can find out more about each of these services [here].

“The two most common refrains we hear from leaders are ‘I don’t know what to say’ and ‘I don’t know what to do.’”

– The Living As A Leader team
Part 4

Learn More About Living As A Leader
Our Clients
Our Team
Testimonials
Learn More About Living As A Leader.

Our clients.

We have been blessed over the years with the privilege of helping leaders learn the skills necessary for effective leadership. Their willingness to improve, and their impact on those they lead, has a positive effect on company productivity and personal growth. Companies of all sizes and across a variety of industries have turned to us for help in developing their leaders. Some of those companies are listed here:

Advanced Waste Services, Inc.
Association of Equipment Manufacturers
American Transmission Control
Astronautics Corporation
Badger Meter, Inc.
Birchwood Foods
Bostik, Inc.
Bradley Corporation
Bradshaw Medical, Inc.
Brady Corporation
Brookdale Senior Living
Busch Precision, Inc.
Burgess- Norton Mfg Co
Carlson Tool & Manufacturing Corporation
City of Pewaukee
Cousins Submarines, Inc.
Derse
EUA
Great-West Retirement Services
Gustave A. Larson Company
Harley-Davidson Motor Company
Helwig Carbon Products, Inc.
InPro Corporation
InSinkerator, Inc.
Kenosha Area Business Alliance
Kenall Manufacturing Company
Ladish Company, Inc.
Lakeside Manufacturing
Linden Grove Healthcare
LMI Packaging Solutions
Materion Corporation
Maysteel Corporation
Medical College of Wisconsin
Metalcraft of Mayville
Metal-Era, Inc.
Milwaukee Center for Independence
Monster, Inc.
Natural Resource Technology
Nippon Sharyo USA Group
North Shore Bank
Ocean Spray Cranberries, Inc.
Palermo’s Pizza
Pieper Electric, Inc.
Rexnord Corporation
River Run Computers
Robert W. Baird & Co.
Shiloh Industries
Signicast Investment Castings
Spacesaver Corporation
Steel King Industries, Inc.
Stewart-Peterson, Inc.
Stratford Homes
Super Steel, LLC
Tax Airfreight, Inc.
The Novo Group
The Oilgear Company
TJ Hale
Town Bank
Uline
Valmont Irrigation, Inc.
Veolia Environmental Services
Vista International Packaging, LLC
We Energies
WEM Automation, Inc.
Wixon, Inc.
Wisconsin Health Fund
Xten Industries, LLC
Our Team.

When you hire Living As A Leader, you’re getting seasoned leadership development facilitators and coaches every time. We invite you to view our credentials.
Our Clients Comment on Their Experiences.

“Three years consecutive, we have had ZERO personnel-related litigations. The scene wasn’t always so pretty for us HR folks. There simply has to be a strong correlation to the way our leadership has evolved under your program. Your leadership messages fundamentally enhance our skills, but always surprise us with content we didn’t realize we needed. On the classic scale of 1-10, our participants graded YTD training a 9.2 (implementable value).”

William Christel  
Vice President of Human Resources/ESH  
Advanced Waste Services, Inc.
Our Clients Comment on Their Experiences.

“As a human resource director, I have been exposed to myriad training and development options that tout themselves as “latest and greatest.” The Living As A Leader series is the best program I have ever used to develop executive, management, and high potential leaders within an organization. Their dynamic and insightful workshops are reinforced with a leadership-savvy coach to assist leaders in turning what they have learned into action. One hundred percent of the employees I have put through the Living As A Leader series have come back to say “Thank You” ...and it was the best training they had ever been put through.”

Catherine L. Cerny
The Oilgear Company
Our Clients Comment on Their Experiences.

“…Many times we managed without thinking, as though through our experience we surely would be doing the right thing. Through Living As A Leader’s thoughtful guidance and coaching, we started really thinking about what we were doing and how we were managing, and we realized we weren’t as wonderful as we thought. Through their assessment, my own reflection and your thoughtful training, I rediscovered how critical my communication with others could and should be. It is far too important for me to not give critical thought to purposeful communication. …The Impact coaching process supported a replicable, thoughtful approach to evaluating my action and addressing next steps. Where else can a leader open themselves to find that support and not lose the necessary confidence that leadership requires?”

Gary Mohn, CEO
Alexian Brothers of America
Our Clients Comment on Their Experiences.

“I completed the professional development series back in 2005 and based on my overwhelmingly positive experience, I have been referring the Living As A Leader series as well as the Leadership Breakasts to my staff and colleagues ever since. Living As A Leader provides tailored training and coaching for leaders with varying skill sets and strengths. Leadership is a critical component to our firm’s success - it impacts all levels of our organization – Living As A Leader is a good investment in the future talent of our business.”

Lori Lorenz, Human Resources Director
Robert W. Baird & Co.
(Now with American Transmission Control)
Our Clients Comment on Their Experiences.

“...Starting with our facilitation needs, building to program design and implementation and now consulting with our Executive staff and Board of Directors, Impact Consulting has consistently provided superior service. A major reason Impact Consulting is able to provide superior service is because they have the ability to clearly identify opportunities for improvement and, perhaps more importantly, clearly and consciously communicate the best way to address that opportunity. We will continue our relationship because Impact Consulting has set itself apart by applying its collective experience and expertise to our unique situations.”

Steve Mueller
InSinkErator Corporation
(Now with Reader’s Digest Association)
Our Clients Comment on Their Experiences.

“I chose Living As A Leader as my leadership development partner because their steady-progress-over-time approach makes sense and has been proven to change people and companies in demanding, no-nonsense industries such as ours. The combination of workshops, coaching and success assurances is a unique offering in the marketplace that ensures consistent acquisition of new skills in a reliable and manageable way. The moment I saw what Living As A Leader had to offer, I knew they were the right fit for us.”

Kent Wrenn
Burgess-Norton Mfg Co
Our Clients Comment on Their Experiences.

Wonderful series of sessions - very workplace situation related and each month is different. I like that it’s interactive – people sharing experiences that are similar to mine. “We are all in the same boat.” I liked the Living As A Leader program so much that I recommended it for all of our management staff at our Pleasant Prairie location. Currently, we have over thirty leaders from various levels within the organization participating in a new onsite series including myself for a second time! I also appreciate that the materials being covered are being refreshed and kept current with our ever-changing environment.

Curt Pape  
Shiloh Industries
Getting Started!

We welcome the opportunity to know more about you and the leadership development needs of your organization. Let’s discuss your leadership development priorities and share some ideas. Please contact us by phone at 262-821-8178 or by e-mail.

You can gain an understanding of our style and unique way of developing leaders in four different ways. Find out if our approach is right for your company:

**Listen**
Join us for an Information Webinar, an instructive 30 minutes during which you can learn more about the Open Enrollment Leadership Development Series.

**Learn**
Attend a Capabilities Briefing, a casual information-sharing event.

True leadership is not something you learn once; it is an ever-evolving pattern of skills, talents, and abilities that you craft and seek to perfect over a lifetime. Your leadership journey will never be finished. You are a wondrous work in progress!

- *A New Breed of Leader*, by Sheila Murray Bethel, *Ph.D.*
Engage
Join us at one of our regularly scheduled breakfast meetings. Leaders frequently tell us that attending a breakfast helps them become comfortable with our approach. If you’d like to attend as our guest, please contact us at the number above or by e-mail. To learn more about the next leadership breakfast and to register for one, click here to visit our Leadership Breakfast schedule.

Review
For a high-level overview of leadership topics to help keep you abreast of current leadership tips and trends in the workplace, sign up to receive our monthly Leadership Brief.

The fundamental task of leaders is to prime good feeling in those they lead. That occurs when a leader creates resonance – a reservoir of positivity that frees the best in people. At its root, then, the primal job of leadership is emotional.

– Daniel Goleman, Primal Leadership
Talk to some of our clients.

If you’re interested in speaking with any of our clients, please contact us. Let’s discuss the types of clients in which you’re interested. Call 262-821-8178 or send us an email.
Thank you.

We appreciate your taking time to learn more about Living As A Leader® services.