



Grounded

How Leaders Stay Rooted in an Uncertain World

THE SUMMARY IN BRIEF

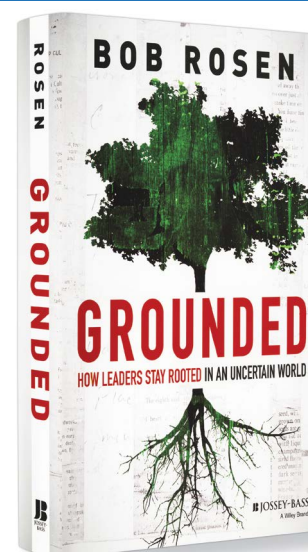
Confronted by disruptive change and worldwide economic turbulence, leaders at all levels — across all industries and sectors — find themselves ill equipped to manage the challenges they now face. They must contend with chronic uncertainty, intense competition, personal burnout and a new world order of global interconnectedness. Most leaders are poorly served by the prevailing paradigm that obsessively focuses on what we do to produce short-term results while sabotaging who we are as healthy human beings. Few have seen alternatives, until now.

In *Grounded*, internationally renowned CEO advisor Bob Rosen proposes a new approach to leadership that speaks to our better selves and is designed for any leader who grapples with the unrelenting and complex demands of today's marketplace. Rosen argues that leaders at every level can become more self-aware, develop their untapped potential, and drive significantly better results — for themselves, their teams and their organizations. Based on long-term research with hundreds of CEOs and leaders from around the world, this groundbreaking approach is drawn from Rosen's Healthy Leader model and highlights the six personal dimensions that fuel — and refuel — the world's top leaders: physical, emotional, intellectual, social, vocational and spiritual health.

Now, any leader can master the six dimensions needed to develop the stamina and strength to not only weather tough times but also to achieve exceptional results.

IN THIS SUMMARY, YOU WILL LEARN:

- To understand the links between who you are and how you perform.
- How to cultivate the six roots of healthy leadership in yourself and those you lead.
- How to build a personal leadership model that works with your values, goals and capabilities.



by Bob Rosen

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THE COMPLETE SUMMARY: GROUNDED

by Bob Rosen

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PART I: A CRISIS ON THE HORIZON

The Winds of Change

The winds of change are flaming both a personal and public emergency in leadership. The debt crisis. Stagnant growth. Climate change. Tax reform. Indicted CEOs. Business bankruptcies. Many of our so-called leaders are having trouble leading under these conditions. Whether you lead a multinational conglomerate, an entrepreneurial startup or a modest-size nonprofit organization, you are encountering forces of change that are as dramatic and potentially life altering as any violent storm. Leaders at all levels are buffeted from every direction by six forces:

- **The speed of change:** People can't keep up with the pace of change.
- **Impermanence:** Uncertainty is the new normal.
- **Complexity:** Business leaders often struggle to keep up-to-date with technology.
- **Transparency:** Regulations, consumers and employees are demanding it.
- **Intense competition:** Being driven by competitiveness at any cost will preoccupy you with short-term results at the expense of creating long-term value.
- **Globalization:** Work and business are no longer local, and work has been woven into our lives and lifestyles.

Leaders are juggling the best they can, but many see that their results are falling short. We have discovered that leaders who are truly healthy in all senses of the word are

evolved human beings and extremely effective leaders. In researching the qualities that make up this healthy leader, we unearthed three unequivocal truths:

- Who you are drives what you do.
- Who you are is grounded in your healthy roots.
- Healthy leaders build teams and organizations that outperform. ●

Are You Bending, Breaking or Staying Rooted?

Whether internal or external, the gale-force winds of change add layers of uncertainty and frustration to life. They can make it particularly difficult for the leader to find a balance in life while he or she is having to pursue growth and higher performance.

Many leaders cling to old mindsets and accept outmoded ways of thinking. Primary among their misconceptions is focusing too much on action and too little on introspection. They haven't examined what it is inside them that is informing, motivating and inspiring their actions. Another reason that leaders are foundering is a climate of acceptance and tolerance of dysfunctional behavior in themselves and others.

Leaders react to the forces of change in one of three ways. A large proportion choose to ignore the obvious and put their head in the sand. Others make halfhearted, uninformed attempts to handle all that's coming at them, and when these fail, they move on to another task or simply give up.



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Leaders who recognize the forces battering an organization and its people see reality clearly, anticipate future pressure points, and get ahead of the storm. These leaders consider the winds of change to be an opportunity, not an obstacle. These individuals are personally grounded, with well-established qualities and values.

Who You Are Drives What You Do

When we say a leader must be grounded, we are affirming that a person possesses a strong root system. Well-developed roots are important to a leader for the same reason they are essential to a tree. They support and nourish what you see. In leaders, the aboveground portion is their behavior or actions. Yet what a leader does will inevitably fall short or fail unless it is supported by healthy roots. These roots define who you are and who you aspire to be — your life purpose, your character and deepest values, and your true self. These roots give you the inner strength and mindset needed to handle all that is coming your way. ●

PART II: THE ROOTS OF HEALTHY LEADERSHIP

Physical Health

You can't be an effective leader without paying attention to your body; it needs constant care and maintenance, just as your company does.

Strong personal health begins with body-mind awareness. The body's primary systems depend on each other. If one malfunctions or is weak, others suffer too. The mind is a vital partner in this integrated system. Physically you are probably more able than you realize, but optimizing your physical health means getting your mind on board.

What connects the mind and body is energy — a steady flow of electrical signals that activate cells and muscles in the body and neurons in the brain. This energy initiates actions — it sparks movement and consciousness. This dynamic flow of energy influences everything you think about, are aware of, and all that you do.

Energy Management

Energy management is a twofold challenge. It's contending with the physical and mental stress of running a team or organization, and it's using these demands as a springboard for renewing and reinvigorating yourself. Energy management asks you to think about your inner physical and mental reserves and then to use your interactions with your environment to create positive energy. You are har-

nessing personal energy while simultaneously generating organizational energy.

Achieving the right energy balance comes with avoiding extremes and finding a middle ground that works for you. This is your personal homeostasis, a state where your energy production makes you optimally healthy and productive.

Peak-Performance Lifestyle

Think about your own personal and work life. Are your attitudes and habits geared to peak-performance living?

Ask yourself:

- What changes do I need to make to advance my physical health?
- Do I make sure I have time to exercise regardless of where I am or what is going on?
- Does my schedule include regular breaks for rest and relaxation?
- Do I set a good example for my team and my organization?

Maintaining a peak-performance lifestyle demands more than a daily run or having salads for lunch. It's also about prevention — keeping illness at bay and your immune system strong. Seventy-five percent of medical costs are preventable. Thirty minutes of moderate physical activity each day can reduce the risk of a heart attack by up to 50 percent.

For these and other reasons, the payoff to a company from investing in the health of workers is huge. The benefits can be seen in worker attitudes and commitment, productivity and the financial return on investment. ●

Emotional Health

There are many theories as to what constitutes emotional health. There are no hard-and-fast formulas, but when we focus on emotional health with executives, three aspects keep showing up: self-awareness, positive emotions and resilience.

Self-Awareness

Developing self-awareness can be an uphill battle against all the pressures of a world that values action over introspection. Being honest with yourself also means recognizing when you are in denial about your abilities (strengths and weaknesses), your feelings and your behavior.

We all like to believe that we're good critical thinkers and don't let our emotions get in the way of sound judgment. But few of us are consistent in thinking clearly.

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We overgeneralize, jump to conclusions, engage in obsessive thinking, ignore the positive, and magnify or minimize situations.

At the heart of internal communication is self-reflection. This entails asking yourself questions about your values, assessing your successes and failures, thinking about your perceptions and interactions with others, and imagining where you want to take your life in the future.

Put on hold your natural inclination to take action, and instead devote your energy to internal inquiry. Extraordinary leadership stems not from your day-to-day behavior but from what's inside you.

Positive Emotions

Healthy leaders who express hope and optimism imagine and invest in a better future. They believe in people and give them the benefit of the doubt, and they avoid getting blindsided by crises, using them instead as challenges. Without hope, it is easy to become overwhelmed by your problems. With hope, you are motivated to push past obstacles and strive for something better. Often rooted in experience, optimism is hope coupled with realism. It is the wisdom to know what is possible and having faith in your ability to reach your goals.

Resilience

Handling the ups and downs of work along with the constantly changing business environment requires the presence of mind to calmly assess the true nature of the problem. Staying calm ensures that you won't react without careful thought and before collecting relevant information from everyone involved. It's vital that you take a deep breath and calm down when something has shocked you or your company.

Getting comfortable with uncertainty demands that you prepare yourself emotionally for a constantly churning world. The quality that best handles uncertainty is emotional flexibility. This is a readiness to shift gears, bounce back, and move in a different direction when calamity is headed at you. ●

Intellectual Health

We need a greater capacity to deal with mental complexity, and intellectual health is the key to enhancing that capacity. By expanding your mental range, you can broaden your thinking, solve complex problems, and focus on what is truly important.

Many leaders are linear thinkers, seeing problems as a straight line with direct cause-and-effect explanations. But

today's world is not linear; it's weblike and interconnected. Your thinking needs to be flexible and systemic, able to make jumps that defy logic, and understand the complexity of a multidimensional and multidirectional world. Healthy leaders possess three features of intellectual health — deep curiosity, an adaptive mindset and paradoxical thinking — that equip them to handle the complexities that beset an organization.

Deep Curiosity

Deep curiosity prompts new learning that actually creates new connections and associations in your mind. It's like building a web of thoughts, information and mental processes. If you are continually curious, this strengthens your brain's wiring and communication systems. Curious people tend to be more eager to learn and tend to remember more. Leaders who are constantly learning and growing have a unique mindset that gives them a distinct advantage. They see learning as their primary task, and they value deep curiosity.

Deep curiosity is intentional, conscious and focused. It hones in on the knowns and unknowns, sifting through what is necessary and what is extraneous and settling on the best ways to fill in the blanks. To be curious is to be on a journey of deliberate personal education. The most common reason we shut down our curiosity is that we are simply running too fast. We don't take the time out of our busy lives to be curious.

Adaptive Mindset

An adaptive mind is a self-transforming mind. It is agile and flexible, open to the unexpected, and able to handle the uncertainty of change. It possesses a clear point of view, but it's open to other ideas and thus has a great capacity to expand in the face of increasing mental complexity.

The higher you go inside organizations, the more capacity you need for dealing with mental complexity. The ability to develop an adaptive mentality that course-corrects in real time has a direct effect on your leadership performance.

There are two modes of thought going on inside each of us. One is fast, instinctive and emotional. The other is slower, more deliberative and more logical. Both systems can cloud our thinking, yet both are necessary for leading in a complex world. This is why healthy leaders spend so much time cultivating an adaptive mindset: digging deep for data, questioning their mental assumptions, acting with instinct and intellect, learning how to multitask, and asking challenging questions of themselves and others. The more unknowns they can surface and the more levels they can think on, the more prepared they are.

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Paradoxical Thinking

Lateral thinking generally defies logic, making mental leaps away from analytical, sequential thoughts and arriving at novel and unusual solutions. Most of the time, people use linear thinking. It is a predictable way of thinking, being a series of steps each depending on a yes or no, correct or incorrect answer before moving on. Yet in a complex world, such thinking doesn't create a broad range of options or inspire creative possibilities.

Leaders need to be able to tap into cognitive opposites. A leader today lives in a world filled with tension generated by opposite forces. There's a constant tug of war between today and tomorrow. You're pressed to meet demands for meeting monthly targets while articulating and pursuing long-term growth strategies. You have to cut costs and boost revenues.

If you examine your thoughts and actions, you will probably find a number of paradoxical forces. It is useful to remember that you need both. They give you balance and shield you from extremism. Common and useful leadership paradoxes include constructive impatience, realistic optimism, confident humility, committed detachment and passionate rigor.

Healthy leaders must live in the present and future simultaneously. They must balance speed and urgency with discipline. ●

Social Health

Everything you do in business affects who you are and your relationships with others. Business is immensely personal, and the sooner we realize this the better we will be.

Leadership follows an inside-outside progression. Social health starts with authenticity, advances to mutually rewarding relationships, and culminates in nourishing teams and communities.

Authenticity

Being your real self is reflected in what you disclose and how you interact with others. Building authenticity requires self-awareness. Guidelines for self-examination include knowing yourself, being yourself and sharing yourself.

Personal core values are the bedrock of any trust. When you have a firm handle on your values, trust follows. The following qualities can help you earn trust and strengthen your social health:

- **Credibility:** This comes down to being truthful.
- **Dependability:** You must consistently make good on promises and commitments.

- **Predictability:** Consistency in your values and temperament.
- **Valuing the common good:** Driven not solely by self-interest but also by a desire for everyone to benefit.
- **Emotional safety:** You do not abuse people's health, feelings, self-image or principles.

Mutually Rewarding Relationships

Human beings are biologically programmed not only to form social bonds but to connect in deep, personal ways. A leader needs a repertoire of social skills to foster healthy, productive relationships. The most powerful tools are

- **Empathy:** Deep understanding on an emotional and cognitive level about the fears, frustrations, aspirations and concerns of people.
- **Fairness:** Leaders who are evenhanded and fair generate trust and cooperation.
- **Communication:** The ability, in spoken and written word and deed, to express yourself and understand what others are trying to communicate.
- **Appreciation:** Studies confirm that appreciation is at least as important as money.

When leaders exhibit these attributes of social health, they shed light on everyone; when they don't, they are quick to cast shadows on the people around them.

Nourishing Teams and Communities

Communities make us feel good — they support and rejuvenate us. We are born to bond into groups, and when we don't, we suffer physically and psychologically. Teams have a special place in all organizations. Flatter organizations foster shared information, authority and decision making, and this changes how leaders and teams must relate to each other.

Social networks are not on your formal org chart but are critical to how your company executes its strategy. People with larger and more diversified personal networks are higher performers. Most significant is their ability to energize rather than de-energize people in their networks. Companies with well-managed network conductivity simply outperform their competitors. ●

Vocational Health

Vocational health is directly linked to results and performance. It enables you to convert dedication and hard work into tangible success. A direct benefit of being vocationally adept is that you become more successful and fulfilled, and your company becomes a much more attractive place

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to work. To develop vocational health, you need to find a meaningful calling, develop personal mastery, and cultivate a drive to succeed.

Meaningful Calling

As workers, people fall into three groups. There are those who feel that what they do is solely a job, those who feel that their work reflects who they are, and those who feel that their work is a personal calling. Discovering what inspires you is fundamental to meaningful work. Some get inspired by historical figures; others are inspired by a parent, a coach or a great boss. Those lucky enough to find that perfect combination of talent and passion known as the “flow state” are the ones who achieve harmony in their work.

If you are to shape events instead of being shaped by them, you need to know what you want to achieve. What is your desired legacy?

To tap into the passion of others, talk to people about what they love to do. Identify their unique talents, and let them excel in that space. Share your compelling story and guiding principles with others, and ask about theirs.

Personal Mastery

Personal mastery is best summed up as an innate desire for growth, self-improvement, and the inner satisfaction that comes with being able to do or know something thoroughly. Your ability to master a skill or body of knowledge depends on a commitment to lifelong learning.

As we grow, we confront and master each new challenge, and the stages build on each other. To some, pursuing personal mastery may seem like a self-absorbed process. But finding the right balance between self-improvement and helping others is the secret to great leadership.

Drive to Succeed

Success requires both personal talent and an environment that supports your efforts toward achievement. The critical quality for a leader is to be constantly pushing forward, making progress, eschewing the status quo, and seeking out new horizons. It's the love of pursuit that matters.

Go after what you want; be comfortable with success *and* failure; don't feel the need to prove anything to others; don't be afraid to win or lose; keep getting better and raise the bar; and enjoy the journey and the destination.

Healthy leaders are crystal clear on the leadership legacy they want to create. By starting with the end in mind and thinking about your legacy before you break new ground, you can visualize the big change you'd like to make and

create a blueprint for the future that gives form to your values and goals. ●

Spiritual Health

The essence of spiritual health comprises three qualities: believing in a higher purpose that gives you a mission in life, feeling a global connectedness that transcends cultures and borders, and showing a generosity infused with kindness and gratitude.

Higher Purpose

We all possess a higher purpose, yet many of us have no idea what it is. Finding the answer begins with the knowledge that this is not a formula. Instead, you are on a journey of discovery as you look for ways to use your unique gifts while also helping others, improving the world as you go along.

Leaders and organizations realize meaningful benefits when they care how their activities and products affect their employees, the lives of their customers, and the communities and environment in which they operate.

Leading according to your higher purpose can mean holding firm to values even in times of doubt and economic uncertainty. With a higher purpose as your driving force, you inspire others to make a difference. You also imbue your organization with a spirit of authenticity and meaning that helps people get through tough times.

Global Connectedness

Cultural forces have a huge impact on an organization, regardless of whether your business has dozens of overseas offices or is strictly a local enterprise. Your employees undoubtedly represent a melting pot of cultures. It's vital to understand these diverse cultures.

Healthy leaders have a deep appreciation for what makes people unique. They believe people are created equal and different and that each person has a special contribution to make. They understand their own biases, how to tap into diverse talents, and build cultures of mutual respect.

Becoming culturally literate is a complicated and ever-evolving process. The development path of the global leader typically begins within oneself and one's family, then gradually radiates outward. You can expose yourself to other cultures by traveling, reading, listening to music from other countries, even learning the basics of a foreign language.

Generosity of Spirit

Gratitude is the lifeblood of spiritual health. When we show appreciation, we are saying that we care. Showing gratitude is highly personal: you have to accept who you are and what is both good and not so good about yourself. It reflects a humility which recognizes that you are human like everyone else on this planet.

Gratitude radiates outward and touches the lives of everyone close to you. Expressing gratitude in the workplace is critical. Not only does it create an atmosphere of loyalty and engagement, but it also has bottom-line effects. Gratitude begets gratitude.

On Becoming a Healthy Leader

As a leader, you need to understand what sparks your actions. Your well-being, success and organization depend first and foremost on who you are. You need to examine the internal stuff — what goes on in your mind and heart — before doing anything. The roots of healthy leadership form the core of who you are. You may be wondering how to cultivate robust, healthy roots. The answer lies in the four channels of learning:

- **Seeing:** This channel is dedicated to self-awareness, perceptions, and the level of consciousness that enables a person to see himself and others clearly and honestly.
- **Thinking:** Conscious and unconscious thoughts generate ideas, help you interpret people and events, and fuel the internal dialogue you constantly have with yourself.
- **Feeling:** Your emotions are essential for helping you form bonds and survive threats to your life and well-being.
- **Acting:** The acting channel comes alive through verbal and nonverbal communications; in your decisions, interactions and habits; and in how you conduct yourself on a day-to-day basis. ●

PART III: PUTTING LEADERSHIP INTO ACTION

How Healthy Leaders Build Healthy Organizations

Business success emanates from developing the roots of healthy leadership and mastering the leadership actions by mobilizing people around you. When who you are is translated into what you do, you create an environment that makes all the difference. Consider the following six leadership actions that build healthy, successful and sustainable enterprises.

Tapping into a Higher Purpose

Healthy leaders first must tap into the higher purpose of their organization. The grounded leader understands that everyone is rooted and enriched when people pull together for something greater than themselves. When individuals pursue more than simply a livelihood, they fulfill a quintessential human need to contribute to the community of their fellow man.

Leaders who do this well understand the importance of others' believing in a higher purpose. Ultimately most people are motivated less by external rewards than by deep personal values. People want to feel that they matter and that what they do adds to a greater good.

To tap into this intrinsic motivation, a leader must inspire. Inspiration arises from what gives people hope — hope that they can make a difference and hope that they are helping others. The challenge for a leader seeking to instill a higher purpose is twofold: creating the vision and inspiring people to pursue it.

Forging a Shared Direction

A healthy leader brings people together to push for a common goal, something everyone can commit to — an inspirational objective that is bold enough to challenge people and bring out the best in them. Getting to the goal line entails change for both the company and the people making it happen. Priorities are reconsidered and realigned, and people learn new ways of doing things. A leader cannot pursue a bright, new future without the support and dedication of others.

The second step is to design a clear road map, a blueprint for success that includes strategies for moving ahead, metrics for measuring progress, and an always-humming communication network binding people together and renewing their commitment.

Evaluate the scope and boldness of your vision. Ensure that you have a strategy and plan for implementing it. Don't let yourself drift along. Be prepared to make adjustments.

Unleashing Human Potential

The big hurdle for many is that although they believe that a company's success depends on its people, they don't always know how to engage people.

Today's workers are younger, better educated, more mobile, and determined to have a full, rich life in which work gives them meaning and value. Engaging employees as whole people motivates them to pass their enthusiasm onto the customer. Three tools are particularly effective in unleashing potential. Number one is appreciating and recognizing people. We all desire to be acknowledged and praised.

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Another approach is through teaching and mentoring people. This signals that they are capable of learning and worthy of attention and personal growth. The third approach is about protecting and stretching people to unlock their full potential. This means giving them jobs that challenge them just enough and encouraging them to take risks.

Believe in your people, and help them believe in themselves. Get the right people in the right jobs. Ensure that your leadership is personal. Let them know that you care about their feelings and personal lives.

Fostering Productive Relationships

Relationships are at the heart of business. The grounded leader knows this instinctively. Relationships are what make people's lives enjoyable and gratifying. Healthy relationships are the essential fuel for productivity.

A healthy leader fosters productive relationships in a variety of ways. Reaching out with heartfelt generosity immediately drops people's defenses and opens the door. Straight talk, a willingness to share power and control, and being considerate help people trust you. People like doing business with people they like.

Cultivate acquaintances, and turn familiarity into friendships. Use diverse teams to yield better solutions. Think about relationships in terms of your connections to the larger community and the world.

Seizing New Opportunities

A healthy leader always needs an eye on what's directly ahead, making sure there's a firm foundation of innovation and imagination. An essential aspect of leading is finding new avenues for both corporate and individual growth.

Great organizations are always learning and innovating. Whether it comes to acquisitions, organically from inside, or as the result of small improvements in performance, growth begets an expanding customer base, fends off competitors and fosters innovation.

A growth mindset is essential. Thinking and acting like an entrepreneur is also part of the package. A leader cannot be afraid of taking chances. The growth-minded leader is always looking for new trends and tapping into the best thinking and practices.

Driving High Performance

What pushes performance is individual behavior, and what shapes behavior is inside a person. When your healthy roots are strong and fully developed, that's going to determine what you do.

High performance is the result of a holistic synergy among all six types of health. A leader with a full complement of healthy roots pushes performance to ever higher levels of achievement by taking ownership of his role in leading. He creates a culture of freedom and responsibility so that people feel that they can make a difference and know that they are accountable. He makes bold commitments, then acts with speed, urgency and agility. The leader is constantly raising the bar on learning and execution and measures only what matters.

Solidify what you know, and admit what you don't know. Share power and responsibility. Promote trust and collaboration. Keep your eye on both the present and the future. Set big goals, and push people to get ahead while providing them with support. ●

Grounded: A Change in Consciousness

You can change the way you see the world and your place in it by examining your thought processes, your emotions, and how you interact with others. You can tap into a new level of consciousness.

This means turning off your autopilot and choosing to direct your mind toward all the choices you have. Attend to the healthy roots of your leadership, and have the courage to be who you truly are. By discovering and demonstrating your true self, you can lead the way into a new age, a time of health and prosperity. ●

RECOMMENDED READING LIST

If you liked *Grounded*, you'll also like:

1. ***The 360 Leader* by John C. Maxwell.** According to Maxwell, you can learn to develop your influence from wherever you are in the organization by becoming a 360-degree leader.
2. ***Executive Presence* by Harrison Monarth.** Monarth believes anyone with the will to succeed can do it, and he provides the techniques needed to take a career to its highest level.
3. ***Touchpoints* by Douglas Conant and Mette Norgaard.** The TouchPoint model has three components that involve using your head, heart and hands to connect with employees and to enhance their performance.