



Bury My Heart at Conference Room B

The Unbeatable Impact of Truly Committed Managers

THE SUMMARY IN BRIEF

Ever have the feeling that no matter how rewarding your job is, there's an entirely different level of success and fulfillment available to you?

There is, and performance expert Stan Slap is going to help you get it.

Bury My Heart at Conference Room B entirely redraws the potential of being a manager. It will put an entirely new level of meaning into your job description.

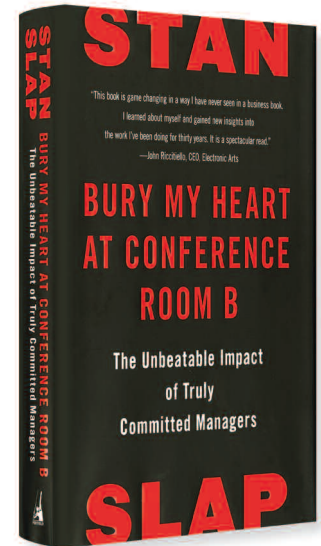
You will never really work for your company until your company really works for you.

Bury My Heart at Conference Room B is about igniting the massive power of any manager's emotional commitment to his or her company — worth more than financial, intellectual and physical commitment combined. Sometimes, companies get emotional commitment in their early garage days or in times of tremendous gain, but it's almost unheard of to get it on a sustained, self-reinforced basis.

Of course, your company is only going to get it if you're willing to give it. In *Bury My Heart at Conference Room B*, Slap proves that emotional commitment comes from the ability to live your deepest personal values at work and then provides a remarkable process that allows you to use your own values to achieve tremendous success.

IN THIS SUMMARY, YOU WILL LEARN:

- The highest-rated management solution at many of the world's highest-rated companies.
- How to revolutionize performance in your organization.
- Where to find the urgency and energy to change the world.
- How to transform your career and life.



by Stan Slap

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THE COMPLETE SUMMARY: BURY MY HEART AT CONFERENCE ROOM B

by Stan Slap

The author: Stan Slap's international consulting company, slap, specializes in achieving ferocious commitment in manager, employee and customer cultures — the three groups that decide the success of any business. His client list ranges from Hewlett-Packard and Microsoft to HSBC and Viacom.

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For additional information on the author, go to <http://www.summary.com>.

Introduction

When Mark Hurd, the CEO of Hewlett-Packard, taps you, you're going to feel it. Three years ago, he appointed Adrian Jones to be the channel chief for the Americas — 25,000 companies that represent a major revenue source for HP. Jones aggressively set about to create what is now recognized as the successful model of an enterprise-partner relationship. So, Mr. Opportunity just tapped him again, this time as an SVP, to turn around the company's Japan-APAC region, which many believe is the area of its greatest future growth.

Jones explains: "My first exposure to *Bury My Heart at Conference Room B* was years ago, as a regional manager for Quantum. I thought I knew everything. Had plenty of energy even if I wasn't sure what to use it for — was a cheeky, unguided missile. I know I should have been more skeptical about the process because it seems like it makes you vulnerable. In the end, it makes you so much stronger and I think I must have sensed that.

"It instantly changed my whole philosophy of managing. It showed me that you could transform people's lives in a business environment in a way they thought was impossible. Since then I've seen the metrics impact of *Bury My Heart at Conference Room B* — numbers up, better productivity, people more motivated, my team rated the best in the company and the best results in the channel space we've ever had at Hewlett-Packard.

"I'm a very passionate guy and what this showed me is that it really is OK to be passionate, to put your true heart into what you do. I've learned that the rest doesn't matter — who you are when you get up every morning is what matters. This is what I know now that I can pass

on to you: Let the walls come down. Don't lead from your head. Lead from what you believe in." ●

PART 1: IT TAKES A VALUE PROPOSITION

What Lies Underneath

Emotional commitment is a tricky thing, a delicate process that's buried far below the level of conscious choice. It will happen only when your brain believes it's safe to give it and is uniquely rewarded for giving it. The critical signal for both is if you're able to live your deepest personal values at work. As a manager, can you say that's the case — no hesitation or qualification? Careful now: Even a financially rewarding, intellectually stimulating work environment isn't the same as living your own values.

The default position for emotional commitment is emotional detachment, which manifests itself in all sorts of ways. Could you possibly be emotionally detached at work without even realizing it? It would be hard to realize if you're detached. There's a party in your head and you're not invited.

Whenever a deep divide exists between who someone is as a human being, who they want to be as a manager and who they have to be as management, all hope for emotional commitment is lost. Lost for managers and lost for the companies that depend on them.

What Are We Talking About Here?

We are talking about nothing less than redrawing the potential for organizational success. The great plains of corporate possibility are a wasteland unless deep-seeded by a wholly different level of manager commitment.



1-800-SUMMARY
service@summary.com

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Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Edward O'Neill, Graphic Designer; Chris Lauer, Contributing Editor

Little is grown and nothing is sustainable. Companies will never change this until they change who managers can be within the company.

We are talking about nothing less than redrawing the potential for manager fulfillment. Providing the ultimate solution to work/life balance: not escaping from work, but living the way you want to at work.

This is all still very new thinking. New thinking requires smart connection of seemingly unrelated empirical data points, accurate interpretation of anecdotal evidence and the occasional leap of faith.

Most of all, it requires a deep desire to live in the new rather than continue to suffer in the old. ●

The Mystery Achievement

You must live your personal values at work. This isn't some woo-woo new paradigm management rhetoric. This is, flat out, the quality of your life.

Profitability. Growth. Quality. Exceeding customer expectations. These are not examples of values. These are examples of corporate strategies being sold to you as values. They may be good, important strategies, but they're strategies all the same. Values are different; values are deeply held personal beliefs.

Family. Integrity. Health. Freedom. These are examples of values. If these are some of your own biggest values and you feel that you have to compromise them in any way to do your job, you may not be fully living your values at work.

This isn't a matter of your intelligence, maturity or skill; there are relentlessly seductive forces being aimed at you as companies attempt to replicate a sense of personal-values fulfillment for managers but insert corporate priorities in its place.

It takes far more energy to be emotionally detached than emotionally committed, to maintain a wall between your inner and outer selves. This is energy that's no longer available to put into realizing the rest of your life.

The How and Why of What Matters

The best corporate revenues will be achieved as a result of managers' commitment to themselves, made before any commitment to the company. Sometimes companies get emotional commitment from their managers in the early garage days. Sometimes they get it in times of tremendous gain or pain. Sometimes they get it on a sustained, self-reinforced basis. The heart of a company's performance is hardwired to the hearts of its managers. ●

Time Waits for No Manager

On average, how many hours a week do you spend working — meetings, e-mail, people problems, crazed customers, not to mention any actual work that accidentally occurs in-between. Let's say, like most managers, it's about 50.

On average, how many hours a week do you spend traveling to and from and for work? Some managers are dazed road warriors, but for most it's about 10. Now you're at 60 hours a week: You're working 50 and traveling 10.

On average, how many hours a week do you spend thinking about work? Not actually engaged in doing the job but obsessing about the job, talking to someone outside the job about the job, daydreaming about the job and waking up screaming about the job? If you're like most managers, it's about 15 hours a week. Now you're at 75 hours a week: You're working 50, traveling for work 10 and thinking about work 15.

Welcome to Your Personal Life

At 75 hours a week, you're spending more than double your waking hours working than not working.

These are the irretrievable hours of your personal life — you do not get this time back. Every day. Every week. Every month. Every quarter. Every project. Every year.

To not live your deepest personal values for over half your waking hours is a crime. Worse, it's an unnecessary crime. Your company might actually *insist* you live them at work. You just have to know how to make this happen. ●

PART 2: WALLET. HEART. KEYS.

The Company Dream

What does a company want from its managers? It wants you to be fanatically loyal, ferociously energized, protective of the organization and its assets, willing to represent the company as immaculate in its offerings and innocent in its intentions, flexible but consistent, innovative but obedient, bold but conservative, diverse but similar, self-sufficient but a team player, firm and sharp but soft and pliable, dependably motivated by money but independently wealthy to the point where company compensation is a personal accounting bother and not worth collecting.

A company mostly wants homeostasis — it wants to be a stable and self-structuring organization. A homeostatic system adapts itself to its environment to preserve

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stability. The system is constantly energized and will rapidly respond not only to manual changes, but also to any unexpected conditions. All critical variables are held at a desirable level by a self-regulatory mechanism.

But wait: A company doesn't just want its managers to be hordes of Zegna-clad thermostats, reactive to any change in the business climate that could adversely affect the enterprise. It dreams big. It wants you to be proactive, anticipating those changes and transforming them into opportunities. It wants you to pursue growing the business like a holy crusade. It wants you to *care*.

It wants you to be emotionally committed.

And no wonder: The results of emotional commitment are drool-inspiring. You know them all: the groovy Internet company, the feisty regional airline, the high-minded clothing manufacturer, the zany retailer. These are places where the weird stuff happens all the time — the remarkable acts of manager dedication that compel success against the market, against the competition and sometimes against all odds.

Emotionally committed managers in these companies don't always make the most money, but they don't leave. They champion their companies and they protect them at all costs. ●

A Tale of Two Companies

PRIDE Industries recently nailed annual revenues of more than \$150 million. An outsourcing solutions company, PRIDE serves manufacturing and service industries across 11 states.

PRIDE is one of the largest employers of people with disabilities in the United States.

"We're damn well not a charitable act for our customers," bristles CEO Michael Ziegler. "We're in a regular cutthroat, hypercompetitive business. We'd never make the mistake of thinking it's anything else and neither would they."

Those customers include the likes of Hewlett-Packard. PRIDE handles all ink-jet printer supply fulfillment for HP in North and Central America and is the worldwide supplier of their repair kits. The business is regularly audited and awarded on competitive co-factors of cost and competency.

One of PRIDE's employees is an operations manager who says, "I don't think about my handicap much. 'Handicapped' would mean not being allowed to be who I want to be at work. I never feel handicapped here."

Rhino Records

Born in the back of a Los Angeles record store, spunky, funky Rhino Records grew up amidst a record industry that had become increasingly moribund in its prioritization of money over the meaning of music. Yet, Rhino refused to surrender its unique lunatic spirit and still ended up setting the enduring standard for the archiving of rock recordings in scope, sound quality and packaging.

Gary Stewart was one of Rhino's first employees and rose to the critical post of senior vice president of A&R. "The Rhino product was about protecting the music. The Rhino business was about protecting the lifestyle. I believe we are all one people, that people are equal and that they deserve freedom to do their own thing. People will rise to the cause if the cause is worth getting up for. That's what happened at Rhino."

Let It Happen

If your company wants the rest of its managers to perform like its best managers perform, then the company has to respect what makes those best managers willing to give emotional commitment. Enforcing or reinforcing it isn't as important as getting out of the way and *letting it happen*. The only way to generate dependable emotional commitment is to allow it to be self-generated. That's where it comes from. ●

The Dream Denied

Without emotional commitment from managers, a company can't ever realize the dream of being a self-structuring, self-protective system.

Companies can't get emotional commitment from their managers because the company believes it needs to be the dominant organism in the relationship, which causes managers to have to repress their own values — and so causes them to detach emotionally from their jobs. In order to really get that emotional commitment, a company would have to reattach managers to their own deep drivers — allow them to live their own values and act according to their own personal codes.

Even if they can't put the organizational finger on it, companies can sense the difference between emotional commitment and lesser kinds. They understand that something big is being left off the table — the gap between what their managers are giving and what they could be giving — and they attempt to close the gap.

The first attempt is to repurpose values by swapping individual definitions for corporate ones. You have Family as a value? That's beautiful. This is your family

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right here. Now protect it by making your numbers.

The second attempt is the selling of the emotional company store: plenty of support for a common point of view; clearly defined enemies; ever-changing rewards and punishment; constant drama and numbingly urgent pace; *über* support rallies where cold business logic is sold as burning passion; free company clothing and low-cost company food; and company “values” made available in a dazzling display of collateral damage, including wallet cards, T-shirts, posters, mouse pads, coffee cups and a company laptop bag to stuff it all into.

OK, the *third* attempt is to trot out the carrots — money and the stuff money buys.

All of this is carefully calculated to work. It should work. Sometimes it seems like it works. It doesn't work. Not logically. Not neurobiologically. ●

How a Manager's Brain Works. And Doesn't.

In the worst corporate cultures, managers are expected to form stable, selfless, giving and forgiving relationships with companies that are ever-changing, selfish, greedy and unforgiving.

In these harshest of environments, managers make the conscious choice to fade back. They deliberately leave the best of who they are at home when they suit up every day for the detachment factory.

But in most corporate cultures, managers are there because they want to be there. They like their company. They want to help make things better. They want to take some sense of self from the might and magnificence of their organization. In many cases, managers don't even want to work less. They just want it to mean more.

Yet the same problem exists in these better environments and it's more dangerous because it's harder to see. Neurochemical markers in the brain identify options considered healthy and safe; these are the biological versions of “values.” If they can't be met, health and safety must be in jeopardy and the brain immediately shifts into threat containment mode. One of the protective processes it deploys is emotional detachment. ●

Pinch Me; I'm Dreamin'

Companies know what they want most: emotional commitment from managers. But they're nervous about the potential risk of gaining it and frustrated by sustained

The Limbic System

The limbic system is the part of the brain that evaluates the reward potential of judgment calls.

The limbic system is about serious business and won't be lured by the promise of *shiny things!* It can't be fooled by cheap substitutes, even if they're materially pretty valuable. To reliably trigger the desired limbic response in its manager population, a company would have to align the causes of oxytocin, serotonin and dopamine release with impeccable accuracy for each manager. The way to do that would be to connect life and work with health and safety: Allow each manager to work according to his or her individual values.

efforts that haven't produced sustained results.

Managers know what they want most: to be allowed to achieve success by leveraging who they are, not by compromising it. But managers are detached and distracted by the constant effort of maintaining a personal center of gravity amidst a whirling corporate universe.

Your dreams and the dreams of your company may be different, but they are in no way incompatible.

The Solution. Cleverly Disguised as the Problem

What's needed is a model that will reliably allow managers to live their values at work without the company having to constantly facilitate the process. A self-sustaining model that is a safe and healthy choice for both the company and its managers. Brace yourself: The model is called leadership.

The purpose of leadership is to change the world around you in the name of your values so you can live those values more fully. The process of leadership is to turn your values into a compelling cause for others so you gain resources to help you do that.

The irreducible essence of leadership is that leaders are people who live their deepest personal values without compromise, and they use those values to make life better for others — this is why people become leaders and why people follow leaders.

The company must allow itself to be the best possible place for managers to practice true fulfillment, to live their values and to realize deep connectivity and purpose.

This is the system managers will protect. This is the system managers dream about. ●

PART 3: YOU MUST. YOU CAN.

How to Decide What's Truly Most Important to You

Values are deeply held personal beliefs that form your own priority code for living. They're the individual biases that allow you to decide which actions are true for you alone. They're the personal standards that give you the most and that you care about the most. They're the definition of what life looks like when you live it exactly the way you want to. Values are your very own source of safety, hope and renewal.

Where Are Your Values?

Being a leader means being able to sell your values to others:

Step One: Identify the 10 values that mean the most to you personally. Define the meaning of each of the 10 values you've chosen. Cut your list of 10 values to five. Cut your list of five to three.

Step Two: Consider the considerable influences. There's an intimate connection between your emotions and your strong opinions about the way things ought to be. It's impossible to separate your emotions from your values because one keeps influencing the other. The big question is, *what influences both of them?*

Step Three: Confirm your choice. You could conceivably change your choice of top values at any time. It is much better to know that those values are not easily open to revision but are, instead, a true representation of your deepest beliefs.

Step Four: Connect the moments of truth. One of the best ways to confirm your values is to understand where those values came from — understand the moment, or moments, of truth that caused those values to become personal priorities.

Step Five: Talk to yourself, then talk to others. Ask questions to identify patterns of choices made, directions taken and options refused in favor of others. Ask these same questions of those who know you best. ●

How to Sell It to Yourself

Here are three big myths that prevent a manager's natural transition to leadership:

1. **"I don't have what it takes."** The problem with having great leaders as role models for your own development is that by the time they come to your attention they've already got their act together. You don't see them when they're starting out, des-

perately recruiting the first followers, stumbling through the initial construction of their vision, facing overwhelming odds and a power structure that is well resourced, dug in and disinclined to cede any territory.

Leaders do great things for the world, but the initial motivator is that they want to meet their own deepest values.

2. **"It seems like a lot of sacrifice without a lot of payoff."** No one could deny, for example, Nelson Mandela's remarkable sacrifice for his deep beliefs. But at least he knew his deep beliefs and was focused on realizing them. Leadership taps into energy and conviction that is simply unavailable to most people.

What's important is that you learn to do those things that leaders do so you can get the benefits that only leaders get. Leadership will connect you to your most important personal values and turn your cause into the common cause, but there are plenty of other benefits, and they'll all be yours when you apply leadership in an organizational environment.

3. **"I'm confusing management and leadership."** Authentic leadership is hard to find in the two environments where it's most often self-proclaimed: politics and business. It is followers who keep a leader in place. When the primary purpose of leadership isn't to serve that true constituency, the leadership is fundamentally corrupt.

In real leadership, mistakes are a healthy part of the process. And while real leaders may be tactically wily, they don't compromise their values. ●

How to Sell It to Your People

Living your values at work requires the support of others. If the people around you care, you've got a chance of achieving this for more than half your waking hours. If they don't, you won't.

The process starts with getting people's attention in a way that makes them believe your values are even worth considering.

The first way is bribery. One problem: It doesn't work. The carrot may achieve short-term results, but it won't inspire the honest, sustained effort a leader needs. The successful leadership battle is fought for your people's hearts, not their pockets.

The second way is fear. One problem: It doesn't work. The stick may achieve short-term results, but it's the longer-term result you have to be concerned about

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since anger is the natural psychological reaction to fear. Inspiring a constant level of hostility among your people is a seriously flawed strategy.

The third way to get your people's attention (Hint: *This works.*) is with your hand, in which you symbolically reach out to your people. "Grab hold," you are saying, "and I'll take you to a Better Place."

Step One: Define the Better Place. In leader-speak, the Better Place is called "vision." Because their vision is driven by true belief, leaders really can see that Better Place.

Step Two: Back the better with the bitter. To encourage your people to dream of a Better Place, you must be very clear about the nightmare of their current reality.

Step Three: Give them something for the trip. You can't just promise them a spectacular conclusion; You've got to give them something spectacular along the way to keep them moving. Link your Better Place with their significance, their belonging and their self-worth.

Step Four: Connect it up. What does it look like when all the steps are put together? It looks like you've got something that's different, sensible and compelling. ●

How to Sell It to Your Company

You can gain enterprise support for the prioritization of your personal values when you can translate it into business impact. To do that, you've first got to translate it into skill. Here is how to do both:

Step One: Solve old problems in a new way. The principles of *Bury My Heart at Conference Room B* need to be integrated into your regular management job in a way that helps you become more successful. That way you'll have a reason to use the principles regularly until they become reliable tools.

Step Two: Bench the metrics that matter. The key to protecting your individual implementation of *Bury My Heart at Conference Room B* is also using it to positively impact the performance measurements your company considers most important.

You're in good shape if doing that requires your own emotional commitment and discretionary effort; performance reinforcement for your people when traditional methods are unavailable or devalued; their increased unity of purpose, tolerance for change and faith in you when the circumstances of the company are in doubt. These are the metrics enhancement tools that have now been placed in your hands.

The Whole Point

Can one manager really change the world? Considering the state of the world today, that's the only way it can change — one person influencing one group of people at a time.

For all of these reasons, ... **Be human first. A manager second.**

Step Three: Talk it up. Sooner or later you'll need to perform a miracle in the name of your leadership to reach a goal your own way, stop or slow a change, grant someone on the team special recognition. That decision won't be made by you but by someone a level or two above. You don't want to wait until that moment to explain that your leadership credibility hangs in the balance. If you'll need their support sooner or later, best to get it sooner. ●

PART 4: GET ON WITH IT

Personal Implementation

The typical manager receives more than 100 e-mails every day, works more than 50 hours every week and is responsible for more productivity and revenue every year. What you don't need is more to do in order to implement *Bury My Heart at Conference Room B*. You need a fast and simple guide that translates your willingness to embrace the solution into the skill to use it.

Step One: Take it home. *There is no greater good for you and your partner or your family than encouraging each other's deepest values.*

Step Two: Declare it. If you want your people to seriously commit to making your own Better Place happen, you're not only going to have to announce what you stand for, you're going to have to do it in an entirely new way.

Step Three: Prove it. You're going to have to earn trust like leaders do, through consistency and passion, and by how you make mistakes and cause others to. Your people will forgive a lot of mistakes in the interest of your attempting to get them to a Better Place.

Step Four: Now, first, next and later. Commit to a few steps over a few weeks. Confirm your values. Start getting the support at home for what you're trying to do at work, and start getting the benefits, too. Make sure you're ready. Prepare your initial declaration. This isn't about you; it's about you and your people, working together for something of mutual benefit. You don't

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have to do it all and you don't have to have all the answers.

Step Five: Who's next? *Bury My Heart at Conference Room B* is about living your values at work by translating them into improved working conditions, thus generating your emotional commitment to the success of the company. There's not much in that sentence that wouldn't be good for your people to do too. You can help them do it. ●

Organizational Implementation

Bury My Heart at Conference Room B is designed to work individually and produce individual manager results for the organization. The more managers who apply the process, the more the organization benefits.

To ensure enterprise-wide results, it has to be implemented enterprise-wide. The process works just as well, uses all of the same tactics, but requires additional processes and resources to institutionalize behavior on this scale. When senior teams contemplate it, this is the part that usually seems most burdensome. That they have to model the behaviors themselves is the part that usually seems the most worrisome.

It's not simple to do, but it's certainly achievable, as are the results and the personal fulfillment opportunity for every manager, at every level. Here are all of the essential considerations:

1. Embrace the business case.

This process can't be started, then defaulted on, so it should be initiated only after a deep commitment has been made to make it part of the way the business operates.

2. Reinforce the right.

Whatever systems provide financial reinforcement for performance should include the application of individual values as one of the criteria. Rewards should be linked not only to what was achieved; but to how it was achieved using values and demonstrating emotional commitment.

3. React to the wrong.

As you prepare for implementation, prepare for where the pressure will fall and prepare an unwavering response to anyone who might doubt that their disregard would trigger consequences.

4. Don't overpromise.

Fortunately, you don't have to have all the answers and you don't have to solve all the prob-

lems yourself. This is about real leadership.

- 5. Announce the organizational demand.** If your company is willing to make the investment in creating this opportunity for your managers, it should be made clear that it's an opportunity, but it's not optional. ●

You Must Remember This

Here is the closing argument, delivered on behalf of your personal fulfillment, your success and the success of your company:

- **A company must let managers live their values.** People are hesitant to embrace any world that is barren of what feeds them.
- **Living your values is the key to work/life balance.** If you're not living your values at work, you're not living them in life.
- **Your leadership is important.** Your company is not a passive environment. It has its own purpose, priorities and life force. Living your values in such an environment cannot be a passive process.
- **You should live your values at work.** Your values are your essence: an undistorted mirror showing you at your pure, attractive best.

The Path

There is a road.

It is the road that every renowned leader in history has walked down to achieve success. When you strip the mystery and mythology out of leadership, it is a specific series of tactical steps, often performed in a specific order and always for a specific reason.

When you implement what you now know about leadership — exactly how and exactly why — you'll move all the rest of the way down that road, to the fulfillment, impact and legacy that await you. ●

RECOMMENDED READING LIST

If you liked *Bury My Heart at Conference Room B*, you'll also like:

1. ***Multipliers*** by Liz Wiseman with Greg McKeown. The authors teach readers how to become multipliers of talent to create positive and profitable effects on an organization.
2. ***Now Build a Great Business*** by Mark Thompson and Brian Tracy. Filled with straightforward, powerful strategies, this title is packed with insights and will ignite growth in your business.
3. ***The Truth About Leadership*** by James Kouzes and Barry Posner. The authors share 10 time-tested fundamental truths about leadership and becoming an effective leader.