



Follow This Path

How the World's Greatest Organizations Drive Growth by Unleashing Human Potential

THE SUMMARY IN BRIEF

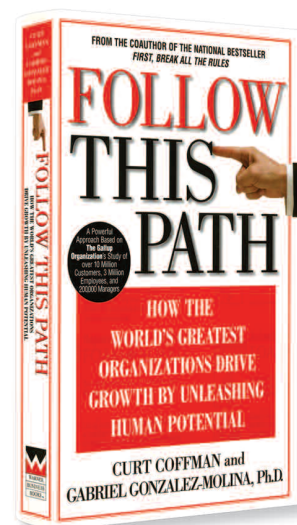
When it comes to getting ahead in business, The Gallup Organization has led the way. In *Follow This Path*, two Gallup researchers describe the results of a recent Gallup study of more than 10 million employees and 200,000 managers. Their groundbreaking findings show how developing your people can lead to a quantum leap in cost efficiencies and profits.

What do the world's greatest organizations have in common? They know that their most valuable resource is human — their employees and customers. And the best companies understand two important facts: People are emotional *first* and rational *second*, and, because of that, employees and customers must be emotionally engaged in order for the organization to reach its full potential. Gallup research not only bears that out, but has uncovered the secrets of creating and managing an “emotional economy” that will provide boom possibilities for your company.

Follow This Path shows employers how traditional ways to engage people no longer apply. Instead, it offers a system called The Gallup Path, based on proven, revolutionary strategies of the most successful businesses. *Follow This Path* describes how organizations forge unbreakable bonds between employees and customers with superior performance.

IN THIS SUMMARY, YOU WILL LEARN:

- Why you must look at your employees as your first line of defense.
- How to discover the best employee and customer motivators.
- How to build relationships one customer and one employee at a time.
- How to value and develop human relationships all around you to transform your business — starting today.



by Curt Coffman and Gabriel Gonzalez-Molina, Ph.D.

CONTENTS

Welcome to the Emotional Economy
Page 2

Discover the Talents of Each Employee
Page 3

Steering Toward Engagement
Page 4

Directions for Enhancing and Managing Employee Engagement
Page 5

Emotional Economics, Part 1
Page 6

Directions for Enhancing and Managing Customer Engagement
Page 7

Emotional Economics, Part 2
Page 8

THE COMPLETE SUMMARY: FOLLOW THIS PATH

by Curt Coffman and Gabriel Gonzalez-Molina, Ph.D.

The authors: Curt Coffman is the co-author of the bestseller *First, Break All the Rules* and The Gallup Organization's Global Practice Leader for Q¹² Management Consulting. Gabriel Gonzalez-Molina, Ph.D. is the Gallup Organization's Global Practice Leader for Gallup Path Management.

Follow This Path: How the World's Greatest Organizations Drive Growth by Unleashing Human Potential by Curt Coffman and Gabriel Gonzalez-Molina. Copyright © 2002 by The Gallup Organization. Summarized by permission of the publisher, Business Plus, all rights reserved. 284 pages, \$26.95, ISBN 0-446-53050-6 and by Random House Business Books, U.K., an imprint of Random House Group Ltd. £8.99. To purchase this book, go to www.amazon.com or www.bn.com.

Summary copyright © 2011 by Soundview Executive Book Summaries, www.summary.com, 1-800-SUMMARY, 1-610-558-9495. For additional information on the authors, go to <http://www.summary.com>.

Introduction: The Path to Take

Great organizations achieve sustainable growth and profits because they do what other organizations don't: They maximize the innate, individual talents of their employees to connect with customers. They know that tapping the resources of humans is the only remaining area where significant improvements can — and do — lead to an unlimited source of competitive advantages.

Will this change the way you view employees and customers? It should — *if* you want to profit and grow along with great organizations and compete with them.

Now Is the Time for Change

In case you haven't noticed, there's a whole new world of employees and customers out there. Where employees are concerned, the modern workplace is not filled with a generation of workers who received identical marching orders: Get an education so that you'll be hired for a steady job at a decent salary; Work as hard as you possibly can, because a job is a privilege on which you can base your future and secure the welfare of your family; The perceived value of hard work, discipline and responsibility should never waver; Your "loyalty" will be taken for granted.

Today, the world of work has totally changed. Nowadays people skip from job to job and from company to company. Working as hard as possible may still be an ideal held by some, but too often they burn out quickly and lose their effectiveness.

An Emotion-Driven Economy

Great organizations know how to chart a course

through the worldwide competitive maze to keep their customer relationships not only intact, but also thriving. They do this by connecting to their customers on an emotional level. When that happens, customers return because of *the way they feel*. The response has been so phenomenal that these organizations don't refer to their return patrons as loyal. They speak of them as being *emotionally engaged customers*.

Simultaneously, great organizations create an environment in which their best performers can do what they excel at, over and over again. These men and women are so tuned in to what they are doing, and so effective at responding to the needs of customers, that profits and growth flourish, as do the employees. These men and women are referred to, with gratitude, as being *emotionally engaged employees*.

When engaged employees utilize their natural talents, they provide an instant, and constant, competitive edge. They build a new value: emotionally driven connections between employees and customers. ●

Welcome to the Emotional Economy

Here's what the world's most successful organizations *don't* do. They don't suppose that either superior college grades or comprehensive training is the only accurate or dependable indicator of the right person for the job. Neither do they expect that employee incentives will guarantee consistently better job performance.

Instead they depend on the reliable source that other businesses disdain: *human nature*. They know that the



1-800-SUMMARY
service@summary.com

Published by Soundview Executive Book Summaries (ISSN 0747-2196), 500 Old Forge Lane, Suite 501, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2011 by Soundview Executive Book Summaries.

Available formats: Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

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

Summary: FOLLOW THIS PATH

emotions of both employees and customers create feelings, which drive their behavior. Great organizations are aware of the power of emotions and, therefore, set up the conditions that generate and cultivate emotional mechanisms among employees and customers. The only way to achieve this is through human interaction, the fastest and most powerful trigger of emotional states.

By recognizing and unleashing the innate abilities of employees and matching their gifts to the positions that will best take advantage of them, thus making them even stronger, great organizations look inward in order to move forward.

They cherish the fluctuations in human behavior because they understand that these create a pathway as electric as any inside a brain.

For example:

- Employees who use their natural talents in their jobs produce significantly more than average workers.
- Emotionally committed employees form teams that deliver exceptional outcomes.

Customers recognize the passion and commitment employees feel toward them and cannot help but respond in an emotional way.

This emotionally driven reaction builds a bridge between employees and customers that creates engagement. This engagement becomes the key factor that drives sustainable growth. Sustainable growth is the route to profits and, ultimately, higher stock value.

In the end, great organizations know that a reason-driven economy can travel only so far. The missing link is the engagement of deep-seated emotions as the driver of growth and profits. These — and only these — feelings are the fuel that propel talented individuals to do more and inspire customers to return. ●

Discover the Talents of Each Employee

Mike Rose is great at what he does, and it shows. Leaning back in his chair, his feet resting on his desk, headset in place, he inhabits his area — he refers to it as the “command center” — with ease. Relaying information and answering questions with an enthusiastic manner that is endlessly engaging to the people on the other end of the line, Mike enjoys his job. When speaking to customers, he exhibits what seems to be a magical ability to “read” them, even though he never sees them.

Information technology is Mike’s field of operations. He interacts with established and potential customers,

Build Strong Customer Relationships

By asking “What are the ingredients for building a strong customer relationship?” Gallup researchers found:

- The strongest long-term commitment — the emotional allegiance — of a customer to a brand or to an organization does not derive solely from superior factual knowledge and rational appreciation of a product’s intrinsic and extrinsic benefits.
- Rather, it is the result of an emotional experience derived from noteworthy interpersonal, product and brand interactions.

presenting new products and services to them. Providing technical support is another part of his work.

But for Mike, the very process of speaking to people, finding out their likes and dislikes, guiding them to the products and services that are right for them — that’s what gets him psyched every morning:

As he says, “I have the best time talking to people and figuring out what is or isn’t important to them. When I make a connection, I hear it in their voices, and it makes me feel good.”

Mike’s connection with the people he speaks to is emotional.

Mike has a natural talent for his work. But he brings something else, something that cannot be taught. When he connects with customers, he feels good. Customers, in turn, feel that Mike cares about them. Consequently, Mike’s work keeps blooming into profits.

Talent Is Where You Find It

Everyone has talent — the natural predispositions that make each of us particularly effective. It is when this recurrent pattern of thinking, feeling and behavior is applied to the right role that superior performance is generated. The trick is to find that role in which talents can be put to their best use. ●

The Route That Never Goes Astray

Like ancient roads that provided the means for trade, commerce and wealth, employees can provide the pathway to profits and growth. So it makes excellent practical sense to pave the way for their talent to reach the world. With competition mounting on a global scale, no business, industry or organization can afford to pay an

Summary: FOLLOW THIS PATH

employee for providing anything less than a great performance, which means one that is emotion driven.

Of course, there is a huge range within roles and situations, and among types of industry and organizations; diversity is a constant. Nonetheless, hundreds of performance-linked-to-outcome studies at Gallup, involving a highly diverse range of roles and positions, including those in sales, customer service, teaching, health provision, law enforcement, sports and the arts, revealed fascinating information.

These analyses identify the exceptional contribution of talent, as opposed to other internal or external variables. The analyses also measured the magnitude of the contribution of the employer.

Gallup discovered that great organizations:

- Identify, select and develop talent.
- Nurture their employees' strengths. Roles are constantly being adapted to better suit these strong points. Because true value comes from the best performers, the bar is continually raised. Outcomes are measured and compensation is tied to them.
- Train to develop individual strengths.
- Understand that knowledge can be transferred from one person to another, but is always specific to the situation.
- Bolster strengths so that profits will grow.

With this information in hand, the selection for the right talent to fit the right role can begin.

Talent and Profits: The Inseparable Duo

Hundreds of Gallup studies have proven, time after time, that talent makes a huge impact on profitable growth across every major type of occupation and industry. They also discovered that the effect of talent is reflected by how productive a person can become. The top 25 percent of the most productive individuals in all sorts of occupations were identified, reviewed and studied in depth with regard to their performance and personal talents.

Ultimately, the results were clear: Only the best — consistently exemplified by the most productive — generated sustainable and real value. The key to highest individual performance lies in the unbeatable combination of experience, training and talent. That's why it is imperative that the talent combinations of the best be compared with those of poor and average workers. Only then can their strengths be identified and channeled so that they, too, can spur growth. ●

Steering Toward Engagement

Gallup researchers felt that looking at both the highest- and lowest-producing work groups was imperative in order to discover the conditions that consistently distinguish them. That's why they researched all kinds of industries and organizations, identifying the issues that managers and employees alike can act upon.

They also felt that the ultimate goal would be to identify the cultural conditions that attracted and nurtured top talent as well as those that drove negative attitudes and defeating behavior.

As a result of this mammoth effort, a group of 12 highly focused questions known as the Q¹² were posed to employees within hundreds of companies.

The 12 Conditions for a Great Workplace

The Q¹² define the conditions of a great workplace. Great managers run productive workplaces whenever these 12 conditions are met.

- 1. I know what is expected of me at work.** Without expectations, it is impossible to assess progress.
- 2. I have the materials and equipment I need to do my work right.** More than anything else, information is the top necessity for every employee.
- 3. At work, I have the opportunity to do what I do best every day.** In great organizations, the most productive work flows when a person's innate gifts are matched to a role that celebrates them.
- 4. In the last seven days, I have received recognition or praise for doing good work.** Singling out excellent work and praising it goes a long way toward recognizing the individual contributions of employees. Not surprisingly, it adds to their sense of accomplishment.
- 5. My supervisor, or someone at work, seems to care about me as a person.** Employees don't leave companies, they leave managers and supervisors whom they feel don't care about them either as individuals or as employees.
- 6. There is someone at work who encourages my development.** Most people want to achieve more proficiency in what they do; it's human nature to want to improve, to overcome challenges and to come out on top.
- 7. At work my opinions seem to count.** Innovative ideas are priceless.
- 8. The mission or purpose of my company makes me feel my job is important.** Being part

Summary: FOLLOW THIS PATH

of the bigger picture is very compelling. It comes under the heading of *emotional compensation*, because it can't be bought and paid for; instead, it is perceived. Stretching themselves to make a difference comes naturally when employees see that what they do has a profound impact.

9. **My associates or fellow employees are committed to doing quality work.** Identification with a shared commitment is crucial for the work group to turn out a quality product or service.
10. **I have a best friend at work.** Having a best friend at work improves a person's chances of being engaged by an amazing 54 percent. Not having one, on the other hand, reduces chances to zero.
11. **In the last six months, someone at work has talked to me about my progress.** What employees are doing well should be brought to their attention.
12. **This last year, I have had opportunities to learn and grow at work.** Learning must be targeted to enhance existing strengths; otherwise it won't add to an employee's personal and professional growth. ●

Directions for Enhancing and Managing Employee Engagement

Great managers employ just four keys to meet their goals:

1. When selecting someone, they opt for talent, not simply experience, intelligence or determination.
2. When setting expectations, they understand the importance of defining the right outcomes, not the steps to get there.
3. When motivating someone, they focus on the person's strengths, not his or her weaknesses.
4. When developing someone, they help find the right fit between talent and role. And they use the Q¹² as a guide to understanding and developing their employees.

Managing the Q¹²

Every great manager knows where each employee stands in each of the 12 conditions. Great managers almost instinctively build the 12 conditions into their work environment. They know that only in the best environment can they get their employees' talents to blossom.

Here are 12 tips:

1. **Define the right outcomes.** At the basis of the engagement process are the basic expectations of a role.
2. **Provide the necessary tools.** If the matching of skills with tools is not thoroughly examined, there can be great cost for either the individual, the organization or both.
3. **Select for talent.** The best managers clearly see the specific talents needed for every role.
4. **Focus on each person's strengths.** Effective recognition is positive in nature, immediate and real-time to performance. Additionally, it is specific about what is being praised, is close to the action and is done in a way that best impacts the recipient.
5. **Caring counts.** A productive workplace is one in which people feel safe enough to experiment, to make mistakes, to challenge, to share information and to support each other.
6. **Find the right fit.** The best managers help employees differentiate between talent, which occurs naturally and cannot be created, and both skills (the "how-to" of a job) and knowledge (factual or experiential) — each of which can be learned.
7. **Let people be heard.** Nothing is more demoralizing to employees than being excluded from being able to express opinions about major decisions that directly affect their work.
8. **Help each person find meaning.** Good managers believe that a part of their jobs is bringing the company's purpose or mission down to size. They do this by explaining it to each person in a form that each individual can relate to.
9. **We're all in this together.** Great managers clarify the definition of "quality" and make sure that employees and customers share the same vision of what that means. Therefore, everyone in a work group must understand how the customer defines "quality" and agree with it.
10. **You'll be there when I need you.** In the perspective of great managers, employees are most productive when they cooperate with one another, when they combine efforts and when they do not have to waste time watching their backs. Great managers understand their team members' need to feel that they can trust the people around them.
11. **Look at how far you have come.** All employees need feedback to know how much they have grown.
12. **Organizations learn through their people.**

Summary: SIX PIXELS OF SEPARATION

Great managers learn how each employee defines personal “opportunities.” ●

Emotional Economics, Part 1

The reporting of the economic impact of engagement on profits and growth has only begun. This study is ongoing at Gallup, and there are numerous areas of hidden impact that remain to be revealed and estimated. But right now, the undisputed fact is that employee engagement significantly impacts the ability of an organization to achieve profitable growth.

Since nothing in an organization occurs inside a human vacuum, however, every single event handled by human beings bears the handprint of their engagement.

The challenge is in catching up with the organizations that have already reduced the variation of engagement/disengagement within.

What can companies do to improve their ratio of engagement? First, “think big and act small,” because the only way to find the real solutions to problems in the workplace is at the workplace level. The solution already lies inside your own organization, at superior individual workplaces where the outstanding stories of engagement can be identified and applied to the entire organization.

Second, it’s time to realize that all problems relating to engagement are directly associated with talent that is either underutilized or ignored. No matter how many percentages are tallied or numbers are crunched, without important relationships among workers and between managers and work groups, engagement cannot happen. This is the first fundamental lesson of emotional economics.

The Disengagement Warnings You Must Heed

The numbers don’t lie. You must identify your engaged, not-engaged and actively disengaged employees because they make huge impacts on your business every day. And unless your employees become engaged to their work and work group — and stay that way — they won’t be able to work to their maximum ability.

If you want to win in an increasingly competitive business world, you must look at your employees as your first line of defense. They can make you or break you. Remember:

- **The majority of employees are not engaged at work.** More than 42 independent Gallup studies indicate that approximately 75 percent of employees in most companies are not engaged at work.
- **Disengaged employees cost companies hun-**

dreds of millions of dollars annually.

- **Remedial training doesn’t cure disengagement.**
- **Companies create waste.** Waste and lost opportunities represented by disengaged employees are pulling your organization down. ●

The Open Highway

First the bad news: Mounting evidence points out that in the absence of a meaningful emotional relationship with a brand or an organization, customers are naturally predisposed to switch their allegiance. This means that customers are not born loyal. The good news is that customers are naturally predisposed to be emotionally attached, once emotional connections are established.

It’s All in Your Heart

Emotions are the mechanisms that set people’s highest-level goals — including what they repurchase. While customers often forget factual information (how much they spent on a service or how much an item costs), they almost always remember their emotions, good and bad — more often the latter than the former — when it comes to deciding whether to buy a product again or keep a service.

This means that the process of deciding whether or not to stay also depends on the emotions experienced while purchasing and using a product or service. So apart from performing its intrinsic functions, a product or a brand carries profound emotional connotations for customers. At the beginning, middle and end of every transaction, emotional engagement is always at its heart.

Customer Loyalty

There are three kinds of customer loyalty:

- The forced kind, which is imposed by a monopoly and lasts only as long as the monopoly does.
- The bought kind, which is directed at a captive audience (frequent flier coupons are an example, where an airline offers a choice that fliers might not use).
- The emotional kind, which can go on infinitely. Unless you focus on emotional engagement, you will not be able to persuade customers to return to you. ●

The Four Emotional States That Drive Customer Engagement

There are four distinct emotional states which collectively represent the four basic dimensions of emotional

Summary: FOLLOW THIS PATH

engagement: Confidence, Integrity, Pride and Passion. As you'll see, each one builds on the one preceding it. One can't be skipped to get to the next level. As with the Q¹², the sequence must be followed to work maximally.

- **Confidence.** Confidence develops out of a "relationship," either through mental images created by brands, through experience with products and services, or by human interactions with employees or representatives. Confidence grows from technical competence, flawless systems and proper understanding of all customer needs, including the actions and procedures that must take place. It also depends on the understanding of intangible issues, such as treatment and the knowledge required to meet customer expectations. The key words for trust are "genuine," "authentic," "accurate" and "credible."
- **Integrity.** Integrity is the belief in a brand's ethical commitment, the unequivocal compliance with principles agreed upon and with a fair resolution of problems or unanticipated events. Integrity is gauged by whether a customer feels fairly treated and by whether he or she expects a fair resolution to any problems encountered. That belief is reinforced when a customer feels he or she is dealing with a company that is not only competent and forthright, but also fair and ethical. It can be instilled, for instance, by a salesperson who steers the customer to a product he or she wants instead of immediately pushing the most expensive merchandise. Similarly, if a clerk botches a room reservation, he or she should know to offer a clear indicator of apology, like an upgrade. This calls for an organization to plainly define the principles to which it will adhere and the ways in which it will apply these in practical day-to-day scenarios that approach problems from the customer's perspective.
- **Pride.** Engaged customers develop potent feelings that result from the relationship they form with a company through all its touchpoints. These feelings extend well beyond believing that the company keeps its promises and resolves problems. These feelings represent the pride felt in being associated with a brand and all that it represents.
- **Passion.** When a customer refuses to accept an equally attractive substitute for a product and says, "No thanks. I'll wait for what I want even if I have to pay more for it," his or her passion is showing.

Passion cannot be established in the heart and mind of a customer unless the three previous emotional levels are in place. ●

Directions for Enhancing and Managing Customer Engagement

Running a successful restaurant depends on a lot of things: location, a good chef, an efficient waitstaff, fresh ingredients, a pleasant atmosphere, attractive tableware, flattering lighting; the list goes on and on. But you can have all these things and fail if your customers don't keep coming back.

So states Steve, a manager who has been responsible for transforming three restaurants into the top places to dine over a 20-year period.

"I never 'assume' that customers will come back," Steve says. "I try to appeal to them in a personal way, because experience has shown me, over and over again, that it's the only system that works."

As the manager, he is the go-between linking the employees and all of their many functions with the customers who walk in — and out — the doors every day. Like other great managers, he relies on an unbeatable combination of three actions.

First, he knows the specific talent themes of every employee. By taking the time to find these out, he can direct their strengths in the most effective directions.

Second, he meets the expectations of his customers every time they arrive. This means that the way he runs the restaurants, the treatment people receive, and the advice they hear about food and wine selections is consistent.

Third, Steve knows the likes and dislikes of his regular patrons. Because of this, he is able to initiate something new with all repeat customers each time they come in. While this isn't the easiest thing to do, he realizes that it's imperative if he wants to keep his customer relationships strong.

The Three Links

No matter where they take place or what kind of brand, product or organization they involve, every employee-customer interaction involves three simultaneous processes: actions, treatment and knowledge.

- **Actions** are the functional aspects — that is, all the activities that an employee is supposed to perform on the customer's behalf.
- **Treatment** represents the employee's personal touch, the positive or negative attitudes that set the tone of the customer's emotional response to what

Summary: FOLLOW THIS PATH

the employee is doing.

- **Knowledge** refers to information and advice, which customers appreciate as “enhancing the value” of their experience.

Great managers use the following three links to make sure that action, treatment and knowledge are achieved every time an employee interacts with a customer:

First Link: Align employee strengths to meet customer expectations. Great managers recognize that every employee has talent themes and possesses a unique style of building and cultivating strong personal relationships.

Second Link: Initiate, sustain and restore customer emotional states. Great managers always regard customers as individuals waiting for an emotional state to be initiated, sustained and restored.

Third Link: Intensify the consistency of emotional states. ●

Emotional Economics, Part 2

To date, the largest proportion of fully engaged customers for any company worldwide is still less than 50 percent. This means that all organizations across the globe are running at a fraction of their potential, with severe economic implications to their financial outcomes.

In a time when CEOs and Wall Street economists are asking why soft numbers — which reflect people’s attitudes, opinions and preferences both as employees and customers — are becoming increasingly serious subjects of study, great organizations have learned that these numbers matter.

In today’s business environment the ability to engage customers is the exception rather than the rule. The challenge for most organizations is how to make this process the norm rather than the rare exception. The list of requirements to make it happen includes the commitment of both corporate leadership and the front-line employee. Here’s what the great organizations do:

- Adopt one consistent metric and language — one that can yield valid comparisons among business units, brands, products and time.
- Identify the drivers of emotional attachment.
- Focus on the experience and the engagement of the customer and holding every executive, manager and employee accountable for how they impact the customer emotionally.
- Discover the best practices and initiatives within the organization that stimulate emotional engagement.
- Continuously align the structure and the practices of

the organization to best serve the engagement requirements of the customers.

- Guide the organization’s strategic response, as well as the tactical activities, of front-line managers and associates into coordinated action to enhance customer engagement.
- Empower and support all front-line employees and teams to continuously improve the customer’s experience and level of engagement. ●

Managing the Emotional Economy

Gallup’s experts say that maneuvering The Gallup Path successfully requires linking three elements in the proper sequence.

The study Gallup recently completed strongly speaks of a pattern employed by the world’s most productive individuals, work groups and organizations. While they vary in size, managerial style, industry and location, these organizations meet the three requirements of superior performance time and time again.

1. Talent drives performance. Engage the talent of every employee. Top performers share two important traits. First, they measure their performance in terms of objectively defined business outcomes and they use their talents as the key source for their individual strengths.

2. Engaged employees are your most productive people. Have managers engage all employees. The very best behaviors that employees exhibit are clues to their talents, a signal to follow to maximize those innate strengths. The economic value that great organizations create for their best employees is entirely emotional. It is built one employee at a time.

3. Engaged customers always come back for more. Engage customers so that all become profitable. Real growth derives from both existing and new customers. All customers must be treated as the individuals they are, and not as standardized blips on a statistical chart. There is only one factor that will impel customers to return to your brand or product or organization: the way they feel about you. ●

RECOMMENDED READING LIST

If you liked *Follow This Path*, you’ll also like:

1. ***The 21 Indispensable Qualities of a Leader* by John C. Maxwell.** Maxwell provides a concise, accessible leadership book that helps readers become more effective leaders from the inside out.
2. ***Open Leadership* by Charlene Li.** Li offers the next-step resource that shows leaders how use social media to be “open” while maintaining control.
3. ***Multipliers* by Liz Wiseman with Greg McKeown.** Are you a genius or a genius maker? Learn how to become a multiplier of talent and people and how multiplying can have a resoundingly positive and profitable effect on your organization. .