



Molly D. Shepard  
CEO, The Leader's Edge

## Molly's Letter

I recently came across a thought-provoking study conducted by two Wharton professors, Betsey Stevenson and Justin Wolfe which showed that women have consistently declined on the happiness scale over the past few decades.

Ever since 1972, the United States General Social Survey has surveyed the American public about their subjective well-being by asking: "Taken all together, how would you say things are these days? Would you say that you are very happy, pretty happy, or not too happy?" The responses showed that women's overall level of happiness has dropped – both relative to where we were 40 years ago and in relation to the happiness levels of men. The study finds that the drop is across the board – no matter if you're married or single with kids or no kids, how healthy or how rich you are, or how fantastic your job is.

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## Building Your Arsenal of Effective Influencing Tactics

By Nila Betof, Ph.D., Chief Operating Officer  
& Susannah Cobb, Manager of Operations



In any organization, team, department or group of people who come together to reach a common goal, there are people who emerge as leaders. What separates those who merely 'get the job done' versus the leaders who inspire, motivate and advance tough, important initiatives?

As expected, true leaders embrace a culmination of characteristics, surround themselves with the right people, and are exceptionally skilled at their trade. But, one important quality that we almost always find in successful leaders is that they know how to *influence*— not simply persuade.

In most situations, leaders use reasoning, which involves the use of logical arguments and factual information, to persuade a person that the request being made is viable and likely to meet its objectives. The most basic form of reasoning involves explaining why you are asking someone to do something. In many cases, this explanation will encourage their willingness to comply with your request.

However, successful leaders go beyond the rational. They use an arsenal of effective influencing tactics and, importantly, they know their key stakeholders. When reasoning is not working, an effective influencer will look for other ways to persuade them. One such influencing tactic is social proof. This tactic determines what is right or correct behavior by what others think is correct. When a number of people believe in a certain way, it is deemed to be correct. The power of social proof is increased when we observe the behavior of people who are considered to be just like us. For example, a friend of mine bought her nine-year-old a cell phone recently and I said, 'What does a nine-year-old need a cell phone for? That's ridiculous!' My friend replied that ALL the kids had cell phones now and if she didn't get her son a phone he would be the only nine-year-old in school without one. So, in fact, getting a nine-year-old a cell phone has become the norm, thus establishing social proof that the idea is accepted.

Another way to reach a key stakeholder may be the use of framing or inspiring. Framing is the process of identifying or creating shared beliefs, and making your request based on those beliefs. Inspiring arouses enthusiasm by appealing to a person's values and ideals. It appeals to a person's pride and their wish to be part of something bigger, to feel important, and to be part of a team that makes things better. It is important, when using framing, to identify the tangible benefits as well as the ideals. The rhetoric should be easy to grasp, relate to, and understand. A wonderful example of framing is John F. Kennedy's famous speech in 1961 about going to the moon. He "framed" the timeline for Americans saying, "...I believe this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon..." The powerful rhetoric and language appealed to Americans and their wish to be a part of something bigger.

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## The KPMG Executive Leadership Institute for Women in partnership with *The Leader's Edge/Leaders By Design*

One area in which organizations are frequently making cuts during difficult economic times is in leadership development. Unfortunately, the development of the company's most important asset – its people – is curtailed because it is often not perceived as having direct impact on the organizational bottom line. It is also common during these periods of economic uncertainty for top talent to get recruited by other companies. So it is very important that key high potentials and high performing leaders are attended to.

Last year, as the economy started its downward movement, *The Leader's Edge/Leaders By Design* was approached by KPMG, the global audit, tax and advisory firm, to address the need for development for senior leaders in spite of economic conditions. As a result, a dynamic and cost-effective leadership development curriculum for high-performing women was developed. The **KPMG Executive Leadership Institute for Women** is designed to provide participants with a comprehensive understanding of the principles and practical skills necessary to achieve leadership excellence.

The format of the year-long **KPMG Executive Leadership Institute for Women** utilizes a unique combination of quarterly half-day classroom sessions and monthly virtual discussions in small groups to reinforce leadership skills knowledge and to discuss the practical application of leadership principles to each participant's specific work situation.

A participant in the current Philadelphia class said, "One of the most effective parts of the program is the interactive nature – getting to hear other participants' experiences and having them put into context with the training by the instructor." Another participant felt that "the classroom sessions are fantastic - I've never felt so energized or hopeful from a year-long program."

The Executive Institute has been so successful in Philadelphia this past year that the program will be rolled out in two additional cities, Chicago and Washington DC, in 2010, and it will be running again in Philadelphia in January 2010. While many companies have cut back on development for employees and are at risk of losing their best people, the **KPMG Executive Leadership Institute for Women** is a timely offering. The program is an economical solution for providing sound instruction in leadership development, throughout an entire year, for valued female senior employees who aspire to greater roles and responsibilities.

To learn more about the **KPMG Executive Leadership Institute for Women**, contact Monica Warner at 309-966-2531 or at [mwarner@the-leaders-edge.com](mailto:mwarner@the-leaders-edge.com).



### *Client Perspective:*

Michele Dorris  
Project Director  
The Dow Chemical Company

#### **Why did you decide to enroll in the KPMG Executive Leadership Institute for Women?**

There are two reasons why this program appealed to me. First, I wanted an opportunity to invest in my own leadership development. I think it is important to continually add knowledge to my own leadership tool kit. Furthermore, it has been a wonderful networking opportunity. Though I had spent time with Molly Shepard and Peter Dean at various events or other social settings, until now I never had the opportunity to learn from them in a course setting. Because I knew about *The Leader's Edge/Leaders By Design* and the work that they do, I was very interested in being a part of this program.

#### **So far, what has been your greatest learning or take away from the program?**

I really enjoyed the session we just spent on Resiliency. I've also found the various assessment tools incorporated throughout the program to be of great value. The assessment tools have been very insightful and they really do give you a different way of looking at yourself and your own leadership style.

#### **Tell us about your feelings on the cohort system, which is a major part of the KPMG Executive Institute.**

My cohort team has been great. All of our relationships with one another continue to evolve. We've also been able to get together and connect outside of our normal scheduled cohort calls. One of the things that I enjoy about my particular cohort is the variety of women in it. Because we all come from different companies and have differing points of view there is a keen sense of openness and a real space for sharing and learning.

#### **Any other thoughts or words of wisdom about the importance of development?**

Leadership development isn't just for those who are early in their career—it's a journey that goes across the life of your career. In particular, external leadership development opportunities are insightful because they do sort of shake up your paradigm and allow you to look differently at your role and your leadership style. It's important, and so beneficial to your career, to continue to seek diverse, external career development opportunities along your journey.

## Recent & Upcoming Events

October 19<sup>th</sup>

### Enhancing Your Professional Image Workshop

SAKS Fifth Avenue  
Bala Cynwyd, PA  
9am – 2pm

October 22<sup>nd</sup> – 23<sup>rd</sup>

### Women On Board

The Ritz-Carlton Hotel  
Philadelphia, PA

November 19<sup>th</sup>

### POWER Dinner: Women in Corporate Leadership

CIGNA Headquarters  
Philadelphia, PA  
7 – 9:30pm

January 19<sup>th</sup> & 20<sup>th</sup>

### Executive Off-site

Philadelphia, PA

January 26<sup>th</sup>

### KPMG Executive Leadership Institute for Women: Session 1

Philadelphia, PA

January 26<sup>th</sup> & 27<sup>th</sup>

### Leading Up Off-site

Philadelphia, PA

## Molly's Letter *(Continued)*

As I pondered on this data, I wondered how this happened. Despite all the challenges women have overcome, despite the progress we've made, despite the rights that we have fought hard for and won—we're not happy!

When women took a major step into the job market, (women now make up 52% of the workforce), more demands – and stress – were imposed on us. However, experts dispute the fact that the "second shift" has anything to do with our decreasing happiness level. One reason cited is that since the trends are moving toward more parity in the division of labor at home, women should feel less stressed. But as Maureen Dowd put it, "If [women] once judged themselves on looks, kids, hobbies, gardens and dinner parties, now they judge themselves on looks, kids, hobbies, gardens, dinner parties—and grad school, work, office deadline and meshing a two-career marriage." ([www.nytimes.com](http://www.nytimes.com), 9/20/2009)

As I think about the increased opportunities we've earned and the demands that these opportunities bring with them – and in spite of the stresses we endure – I don't believe we are interested in taking two giant steps backward. I don't believe we would trade our MBAs, partner-level status or executive-tier jobs for a little bit of that "1960's happiness." Sure, we wish there were 10 more hours in each day, but would we really give back all the advances we've made? No way!

These findings do, however, remind me that even though there will never really be work/life balance, we must continue to prioritize what's important to us. We must do the work that we do best and success will follow. If you think you may not be in the right profession, if you are not in a job that you love, this could be one of the main contributors to your stress. Furthermore, different women have different thresholds of what they can handle—know your threshold. Know when to say no. If your love relationships are not working, it will spill over into your work...fix them or change them! If you are cutting big corners with your kids, you are going to feel guilt and it will affect your work! If you let your good friends go by the wayside, you are going to regret it later...regret is a terrible thing and professional women at the top are lonely enough!

We may never achieve complete happiness in our complicated and complex lives, but we can achieve higher degrees of satisfaction. Women are born leaders and will continue, albeit slowly, to climb to the top of their organizations, because we are good – good at being mothers, leaders, partners, lovers, friends, crusaders for justice and equality and more. Let's not let surveys like this pull us down.



## Building Your Arsenal of Effective Influencing Tactics

*(Continued)*

The Leader's Edge/Leaders By Design has had success with building alliances. This influencing tactic involves using the support of others as a reason why someone should agree with your request. In meeting with potential clients, we often endorse our alliance partners and they do the same for us. When a high-caliber organization teams up with a comparable partner, their combined strength can double with an appropriate alliance strategy.

To be successful, tactics for successful influencing must be used strategically, mindfully and with purpose. Much of the success of positive persuasion comes in knowing your key stakeholders and implementing an influencing tactic that will resonate with them. The more knowledge a leader has about the constituencies he or she needs to engage, the better equipped she will be to bring the right influencing tactic to the table.



## It's Time for Rational and Collaborative Leadership

By Peter J. Dean, Ph.D.  
*President, Leaders By Design*

At a time when the world faces economic confusion, with much of the blame being put on a lack of ethical executive leadership, we must comprehensively re-examine our notions about leadership. The 'one best leader practicing a fear-based, command and control type of leadership' model of leadership is seriously flawed and has serious gaps in its practice. This leadership model holds leadership captive by a few executives who often hold other leadership positions hostage to the highest bidder. Often those highest bidders will demonstrate that they will do *whatever* it takes to get the job done even if it violates short-term or long-term ethics and brings harm to others.

It is my belief that we must move on to a more integrated leadership model involving all stakeholders. We need to allow for a more rational and collaborative leadership practice to spread around the entire company from the top-down, the bottom-up and the middle-out. This kind of responsible, rational and collaborative leadership style should exist at all levels of the organization. Opportunities for leadership exist in everyday interactions with our colleagues, bosses, customers, analysts, bankers, etc. These opportunities must be approached with a new type of leadership utilizing the qualities of integrity, fair-play, participation, productivity and responsibility. I will explain briefly the difference between two different frames of leadership below.

### Modern Leadership

The 'modern' frame of leadership assumes that there is 'one, best leader as hero' and that he or she is the only person from where leadership can originate and that followers should simply follow his or her direction. With this 'modern' frame, the organization has a structure that is bureaucratic in nature. Roles for work are hierarchical and leadership and authority flow from the top down in the form of policies and procedures. Communication to get work done mainly relies on the written word in the forms of letters of agreement, contracts, email chains of correspondence etc. In 'modern' organizations, maximizing shareholder value is the clarion call to work with a subtext of 'as long as I get mine'. 'Modern' organizations are often manager-centered, not people-centered, even though it is the people who do the work. Good 'modern' leaders are seen as the best manager for the job (i.e. management positions should be in the hands of one person as a king or queen over his or her realm). Leaders who manage large systems may tend to be inaccessible and are often paternalistic in their persona. If there is a problem in the company, typically, a person is identified as the cause and dealt with directly, often leading to a dismissal.

More specifically, 'modern managers' often:

- Accept a military-based model of management as leadership;
- Believe leadership requires being analytical and linear;
- See leadership as good management only emanating from a solo executive who uses position power and political power to accomplish goals in a bureaucratic structure;
- Dismiss the need to monitor and manage their ego surges;
- Accept the use of manipulation, exploitation, coercion and force to accomplish goals;
- Dismiss the need for fair-play, competence, promise-keeping and democratic values in order to get ahead in business; and
- Focus communication on directness of the message delivered within an authoritarian mindset coming only from position power.

It is relatively easy to see that many of the above beliefs can lead to an executive derailing. Moreover, the idea of leadership as a shared phenomenon that the 'executive as leader' and the 'followers as collaborators' represents is foreign to a 'modern manager'. Unless coached to see the value of a 'post-modern' frame of reference which represents a paradigm shift in leader development, the leadership development of the manager is limited.

### Post-Modern Leadership

A 'post-modern' frame of leadership calls into question the 'modern management' frame of leadership. Companies with a 'post-modern' frame decentralize. Leadership is something everyone can practice at whatever level in which they work. The company has a specific statement of intentions. For example, at a mid-sized pharmaceutical company led by the CEO, managers and collaborators strive to be as brave as the patients they serve, and communication is more frequently face-to-face in short meetings or in virtual meetings on the phone or online. Work is accomplished in both long-term work teams and short-term work groups and task-specific teams. Work relationships are recognized as important to the smooth functioning of the organization by disseminating information. Meaningful work is just as important as job security, compensation, benefits and safety. Leadership is intended to be collaborative and is found at any level of the organization with tolerant people. Problem-solving within the post modern organization is set in a context where people can interact productively with work systems. The focus however is more on fixing the work systems surrounding people as opposed to placing blame on someone.

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## It's Time for Rational and Collaborative Leadership *(Continued)*

'Post-modern' leaders:

- Believe leadership requires being analytical, logical and collaborative;
- Seek a mutually inclusive and integrative way of leadership;
- See leadership within a participative, non-coercive relationship within which executives and collaborators have influence; and
- Bring people with different cultures, backgrounds and experiences to the decision-making table;
- Focus decision-making for success utilizing the perspectives of participation, positive intentions, utilitarian concerns and the deontological principles of integrity through fair-play, productivity through competence, responsibility through promise-keeping and respectfulness through democratic values

Second, executives must master the fundamentals of post-modern, rational and collaborative leader development, such as:

- Understanding the leader development literature;
- Understanding the downfall of power-coercive management practices;
- Understanding the long-term value of rational and collaborative leadership practices;
- Knowing how to monitor and manage the ego;
- Using the five parts of power: Emotional Intelligence, Knowledge Power, Interpersonal Sensitivity, Position Power and Political Power) appropriately with people;
- Learning to use your sphere of influence beyond the sole use of position power;
- Communicating Comprehensively (Dialoging, Listening, Empathizing, Presenting Yourself)

If you truly aspire to be a great leader, it is important to make an honest and earnest attempt to learn, grow and develop. This, in turn, will help you grow as an individual, learn to lead yourself and, as a result, lead others. A qualified executive coach can help you get there. We know that executive coaching, when done well and at the right time, has the potential to facilitate true leader development. Coaching can help the executive gain insights about his or her own leadership, apply positive leadership behaviors, and avoid actions that cause derailment and ultimately lead to failure.

## KUDOS!

**Elaine Campbell** has been promoted to Vice President, US Commercial Brand Leader, BRILINTA at AstraZeneca

**Mary Krick** has been promoted to Vice President, Human Resources at PECO

**Dottie Schwartz** has been promoted to Director of Talent Management at Wawa

Congratulations to **Autumn Bayles**, Senior Vice President, Strategic Operations at Tasty Baking Company for being named one of Philadelphia's Top Forty Under Forty!

Congratulations to **Ellen Toplin**, President, Star Toplin, Managing Partner, The Star Group for being inducted into the Philadelphia Public Relations Hall of Fame!

**Barbara Murphy-Warrington** has accepted a position as SVP and Director, Human Resources at Janney Montgomery Scott, LCC

Congratulations to **Rosella Harvey** on the birth of Laura Auburn, 8 lbs 9 oz and 20 ½ inches long!

**Carol Ashe** has been promoted to Partner, SR One at GlaxoSmithKline.

**Jane Siegel** has accepted a position as Senior Director, Leadership and Development at Sunguard in Wayne, PA

**Cindy Bertrando** has accepted a position as head of the internal audit group in North America at AstraZeneca

**Diane Sullivan** has accepted a position as Vice President, Specialty Customer Group, Specialty Business Unit at Pfizer Pharmaceuticals

Congratulations to **Laurada Byers** on receiving the 2010 Women's Initiative Award from the United Way of Southeastern Philadelphia! She will be honored at the *Girls Today, Leaders Tomorrow* Gala on March 18, 2010.

## The Leader's Edge / Leaders By Design

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