



Molly D. Shepard, MS, MSM
President & CEO, *The Leader's Edge/Leaders By Design*

Molly's Letter

I hope everyone had a great holiday season and enjoyed spending time with friends and family. This is a great time to reflect back on the past while preparing for the New Year. There are topics, events and memories that made an impact on me in 2014, as well as changes I've seen take place within the corporate world. One of the most

memorable moments that keeps coming to mind is the opportunity I had to attend the keynote address of ABC anchorwoman Robin Roberts at this year's [Pennsylvania Conference for Women](#).

Robin is a true example of how authenticity, humility, vulnerability and honesty are important qualities that everyone should aspire to and practice. While addressing the crowd of 8,000 women, she was very open about her life, her choices, her family, her accomplishments and her own internal struggles with confidence while being the lone woman in the male-dominated fields of sports and media - something we can all relate to at one time or another.

Robin shared a story with us regarding her early years at ESPN when she was offered the opportunity to accept a new challenge. Robin knew that accepting this new position would expose her to new areas and require her to use skills she had not developed. While many of us might have said yes and then struggled and stressed behind closed doors, Robin did something very brave. She said no. She turned down the opportunity because she didn't feel she was ready. She knew that in sports and media, a mistake would cost her her career, a risk she wasn't willing to take. Instead, she gracefully turned down the opportunity and used the time to hone her skills and develop new ones hoping that another opportunity was not far down the road. She couldn't have been more correct. Because Robin took her time and focused her energies on becoming better, she received an opportunity that changed her life forever, an anchor job.

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A 'Crew' is More than a Collection of Eight Individuals Pulling Oars

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



Peter J. Dean, Ph.D.,
Founder and President,
Leaders By Design

Teamwork is often spoken about in leadership circles but seldom does an example of it avail itself more than in the recent release of a book entitled [The Boys in a Boat](#) by Daniel James Brown. Brown tells the story of Joe Rantz and his fellow crew members in their eight-oared racing shell coming together as a team for their epic quest for a gold medal at the 1936 Berlin Olympics.

One clear impression I had about rowing when reading the book was the depth of challenges, what Brown calls paradoxes, involved in performing as an exemplar level of teamwork in 1936 and today. The racing shell is powered by large and physically powerful men and women but is commanded, controlled and directed by the smallest and least powerful person in the boat - the coxswain, who nowadays is often a woman in an otherwise male crew. In 1936 it was a man called Bobby Moch. Whoever the coxswain is, they have to be an integral part of the team, comprehensively understanding how everyone is performing moment to moment, while not losing sight that they are part of a team as well. Also, they must use the skill of empathy, knowing how each individual is experiencing their performance moment to moment and supporting and enhancing that effort for all eight members so they move as one in their goal to glide through the water as quickly as possible.

The challenge of the team of nine is to perform together an enormously complicated sequence of movements, ones that each member of the crew must execute with precise skill knowing that as they increase their speed the task becomes exponentially more difficult to perform as the stroke rate increases. The team knows that as the boat goes faster, the harder it is to row well. Brown points out that rowing at the beat of 36 is much more challenging than the beat of 26. Also, as the speed increases, the penalty for any technical miscues can be devastating. (Continued Page 2)

A 'Crew' is More than a Collection of Eight Individuals Pulling Oars

(Continued)

For example, an oar touching the water a fraction of a second too early or too late; one crew member not breaking their arms at the right point in stroke; and most important that all are needed to row as a crew not as a boatful of individuals. They must exert the required amount of effort 'together' that crescendos as an orchestra does in a music score. All of these challenges are subsumed into the biggest challenge for a team – the psychological challenge.

Individually, the members in the boat have strong egos, have healthy self-esteem and self-confidence, self-reliance, independence, and huge willpower. They must be resilient, not only to pain of the effort, but resilient to frustration on being in the boat and dealing with others. It requires the complete abandonment of the self. No one member is the star of the team. They are the perfectly synchronized flow of collective muscles and sounds, a collective will focused on the goal, the machine-like movement of the oars, the boat, and the water. They must be a 'crew' with each adapting to the strengths and shortcomings of the others. For example, the long-armed member must adjust to the stronger back of another member. Further, each member needs to suppress individual ego surges for the sake of the 'crew'; each member must empathize with the other's point of view and quickly discern what is needed and make the adjustment for the 'crew'; each member has to open their hearts to each and every other member and be willing to get passed their own hurt feelings of disappointment in order to better harmonize with them; and to give yourself up for the crew's effort entirely, rowing as if you are the extension of the person in front of you and the person behind you. To do this requires going through the gateway of humility. Having done so, they can now subsume their individual egos for the sake of the boat as a whole.

For the gold medal victory at the 1936 Berlin Olympics, everything converged: the right skills, the perfect boat (*Husky Clipper*) sleek, balanced and wickedly fast; a winning strategy at both long and short distances, the right coxswain with the right attitude and everyone pulling their own weight as if their hearts and minds were one.

Connecting the 'Crew' to the world of business is an easy association - **teamwork is much more powerful for goal accomplishment than a collection of strong individuals.** As a leadership coach, I work with executives to help them be mindful of the impact they are having in terms of influencing others, exhibiting exemplar team behavior and avoiding pitting one member of the team against another to induce a desired behavior. In a company, we are all in the same boat and what can be achieved and accomplished working as a 'team' is so much more grandiose than any effort of an individual in a group. The 'crew' is much more than a collection of strong individuals.

Networking in a Networked Workplace

By Monica Warner Dimpfl, Executive Director, Strategic Marketing



Networking has always been a critical skill for professionals. Building a cadre of contacts to act as resources, to provide support and to share information with is a necessity to building a successful career. However, for today's professionals, the nature of networking has changed considerably as a result of modern technology. While face-to-face meetings are still important, social media has provided a whole new avenue for finding and developing relationships with other professionals. The most powerful tool of this nature now available to leaders and professionals is LinkedIn. This platform has gained considerable momentum in the last few years and is now the world's largest professional network with over 300 million users. The opportunities and potential on LinkedIn are numerous from building a network to information sharing/gathering to building your personal brand. Some professionals are still leery of the platform and supplying personal information and still others think that having a profile indicates that you are searching for employment – both are far-flung fears. As a matter of fact, here are a few compelling statistics for why it is important to make the leap of faith and get onto LinkedIn with a comprehensive profile:

- As the world's largest professional network, there are 2 new members joining LinkedIn per second
- Unlike other social media sites that are more casual, LinkedIn is designed for educated professionals seeking to advance their careers
- The majority of LinkedIn users either have a bachelor's degree or have completed graduate school
- The largest number of LinkedIn users earn over \$150,000 a year; the second largest number of users make between \$100-\$150K a year
- 94% of recruiters use LinkedIn to vet candidates
- Google loves LinkedIn – meaning your profile will show up at the top of an internet search for your name (instant SEO!)

Not only does LinkedIn have the statistical advantage of pooling an enormous group of professionals together, but the structure of their platform allows for users to maximize their career aspirations – whether it be to share information on their company, promote their accomplishments and skills for a promotion, provide their resume for a job search, or position themselves for a board of director opportunity.

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Engaging & Managing a Multigenerational Workforce

By Michelle Jurkiewicz, Client Relations Coordinator

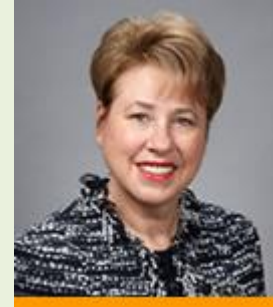
What is one of the most significant differences between today's workplace and that of ten years ago? The offices next door and across the hall are now inhabited by members of four different generations. These four generations—Traditionalists, Baby Boomers, Generation X, and Millennials—each contribute distinct viewpoints, possess important motivations and perceive different challenges to their skills and authority. Engaging and managing employees from these sometimes conflicting generational groups has become one of the most pressing human resource issues of the twenty-first century.



To understand the differences that characterize these groups and develop an approach for merging them together into a productive team, it is crucial to recognize and appreciate their distinct attributes and motivations. Here's some insight into what drives and disengages each group:

- **Traditionalists** are those who were born in 1945 or earlier. Above all, they value hard work. While many from this group have retired, the 4% in who remain in the workforce wish to be recognized for their years of experience. According to a 2013 Gallup poll on the topic of workplace engagement, Traditionalist employees demonstrate the highest level of workplace engagement out of the four groups, at 41%.
- **Baby Boomers**, born between 1946 and 1964, are a generation that is 76 million Americans strong. They possess a strong work ethic and will engage if they are recognized and respected for their contributions. They occupy many senior management roles. While some Baby Boomers are retiring, many have continued to work either because they desire to or because they need to, as a result of the recession. Baby Boomers have the lowest reported rate of engagement (26%).
- **Generation X** was born between 1965 and 1980. Together with the Baby Boomers, they make up 88% of the current workforce. They tend to be practical and more skeptical than the other generations. Like the Baby Boomers, they are less engaged—only 28% of Generation X reports to be fully motivated in their workplaces.
- **Millennials**, born between 1981 and 2000, are the youngest members of the workforce. This generation, while similar in number to the Baby Boomers, makes up only a small portion of today's workforce because not all of them have entered it yet. Millennials value innovation, work-life balance and technology. Consequently, they are engaged when they have a sense that an organization values their contributions and is committed future advancement at a rate of 33%.

Interview with Nila G. Betof, Ph.D. Current President of the Forum of Executive Women



Our Chief Operating Officer, Nila Betof, has just finished serving her first year in a two-year appointment as the President of the Forum of Executive Women. We interviewed Nila to find out how her first year leading this reputable organization has been.

Q: As President of the Forum, what is the organization's mission/focus?

A: I'm happy to say that currently we have 435 senior executive women as leaders. Our mission is to increase the number of women in leadership roles, expand their impact and influence and position them to drive positive change in the region.

Q: How long have you been a member?

A: Since 1991

Q: How has The Forum helped you in your development as a leader?

A: Earlier in my career, I learned a great deal by watching some of the senior women in The Forum- how they networked, how they led programs and committees, etc. I also learned by leading several committees while I have been a member. I especially enjoyed being the co-founder of the Mentoring program which has helped numerous women accelerate their careers. I have been on the Board of The Forum now for the last 8 years and have learned about how to lead a volunteer board of talented women as well as how to move issues forward in a complex organization with many moving parts.

Q: What made you aspire to be President?

A: When I was first asked to be an officer for The Forum I was a bit surprised. I had been a committee chair and enjoyed being involved in the governance of the organization.

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Networking in a Networked Workplace

(Continued)

LinkedIn is *THE* place to publish the information and also *THE* place where recruiters, companies, clients, prospects, employers, etc. are going to find information.

Having a LinkedIn profile is now considered a necessity to being evaluated as a credible and career-minded professional. The upside to this new social requirement is that how you are presented on your LinkedIn profile is completely in your hands! You have the opportunity to control the information regarding your skills, strengths, competencies and your overall brand. Here are some tips and strategies to maximize your profile to serve your purposes:

- Include a photo – a current, professional headshot will add further credibility to your profile
- Profile – Be specific under your name and use the terms/titles you want to be known for and to 'hook' the reader. Statistically, readers will only look at your page for 4 seconds before they decide if they will stay, scroll and read more
- Summary – Make it dense and use keywords that reflect who you are and what your interests are; these keywords will come up in a search by recruiters or employers
- Build up the 'Certifications' section of the profile – here you can list and link to the groups representing your professional accreditation or certification (for instance, our coaches are certified in administering the Hogan Leadership Development Series Assessment, so we also follow the 'Hogan' group on LinkedIn)

Looking to sell or share service information?:

- Post updates to your status to stay on the radar of your contacts – it serves as a reminder and lets your contacts know what is new and/or where to find you
- Post comments on others' posts – it is less self-serving, but also acts as a reminder of you and your services when your name appears on their news feed

Want to promote yourself?:

- LinkedIn is a great platform to tout your skills and experience – there is even an opportunity for others to 'endorse' your strengths
- Consider using LinkedIn as a way to track your accomplishments – this is something we recommend all career-advancement minded individuals do, so keep your list electronic and online in your profile
- Publishing your skills, strengths, experience, etc. is a great way to distinguish and position yourself for a promotion

Looking to join a board?:

- Tailor your news feeds to this interest or goal
- Choose the right influencers and groups to follow – it can provide awareness to openings

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Upcoming Events



Excel

A six-month development program for emerging women leaders

January 22nd, March 19th & May 7th

Hyatt House

King of Prussia, PA

Register [here](#). For questions, contact mjurkiewicz@the-leaders-edge.com

Women On Board™

Helping to prepare women leaders for board of director opportunities

April 15th & 16th

Ritz-Carlton

Philadelphia, PA

Register [here](#). For questions, contact mwarner@the-leaders-edge.com



A year-long leadership development series for senior women leaders beginning in:

March 19th – [Washington DC](#)

April 23rd – [New York City](#)

April 29th – [Philadelphia](#)

Networking in a Networked Workplace

(Continued)

- If you have connections who serve on boards, follow some of the same things they do
- Consider following governing associations such as the National Association for Corporate Directors for current information and to build your knowledge base

Want to stay current?:

- Follow influencers, thought leaders, associations and organizations in your industry to keep up-to-date in your field or job function
- Remember, who you follow defines your brand and makes a statement about you

Organization – At the very least, LinkedIn is a great tool to stay organized allowing you to group contacts together in a way that makes sense for your networking goals

The knowledge, insights and interaction with colleagues through networking can lead to building key leadership skills, identifying opportunities and learning new information. And LinkedIn is a powerful tool to aid in your relationship-building efforts! As we enter the New Year, consider creating or re-evaluating your LinkedIn profile to make sure you are maximizing this platform for visibility, credibility and branding to advance your professional ambitions.

Follow *The Leader's Edge/Leaders By Design* [Company Page](#) for company updates and event notifications. And join our [Private Group](#) for tips, techniques and resources to continue to enhance your leadership skills.

Engaging & Managing a Multigenerational Workforce (Continued)

Each of these generational groups offers valuable talents, but keeping them committed and involved is key to unlocking quality contributions. Recognizing what motivates employees is the first step to engaging them. Acknowledgement and approval matter. If a Baby Boomer values respect, then a manager who takes time to listen to his or her concerns and address them can earn that respect. Does a Millennial employee show interest in technology? Then provide opportunities to learn more and propose new ways to incorporate technology to enhance business practices. The attitude and actions of management can energize the workplace.



To best communicate with and manage these diverse generational groups, it is important to listen, understand and respond appropriately. The DISC personality assessment, developed to identify an individual's predominant "voice" and how that translates into a professional style, could also be instrumental in helping leaders adapt how they approach challenges presented by the generational groups. For example, Millennials tend to expect flexibility when it comes to where and when they work; Traditionalists and Baby Boomers, on the other hand, are used to a more established routine in the workplace. Conflict is bound to arise when these groups need to work together on an assignment, and a successful leader will need to recognize that a "one-size-fits-all" approach to managing them will not be effective.

In addition to balancing the expectations of each group, it is beneficial to unite them based on common interests and goals. For example, both Generation X and Millennials have been raised in an age of ever-changing technology, such as the Internet, social media and smart devices. Allowing these groups to use and bond over their shared aptitude could lead to constructive changes within an organization. First, finding a shared project for these groups will foster workplace engagement. Second, it will encourage these future leaders to take ownership of their work, while satisfying their desires to both contribute to the business and to control their professional development. Finally, because they are engaged while doing what they are particularly skilled at, the organization will potentially reap the benefits of the Generation X-Millennial partnership.

When individuals learn to value and respect each other's motivations and roles on a team, then progress can be made toward a shared goal, regardless of whether they are Traditionalists, Baby Boomers, Generation X, or Millennials. The important tenets for an engagement strategy are: to know what each generational group values; to understand what demands their engagement and what might cause their apathy; and to recognize the commonalities that can unite them, despite their differences. Armed with this qualitative data, steps can be made toward a more productive and engaged multigenerational workforce.

Molly's Letter *(Continued)*

What Robin experienced at ESPN is an example of the very important issues that we as women face every day, no matter the industry we are in. The opportunity she accepted catapulted her career because she displayed a level of vulnerability and humbleness that most leaders do not show. She had the confidence to know that if she continued to learn and grow, another opportunity would present itself.

Lack of confidence in our own abilities continues to be an issue that our male counterparts do not seem to have as much of. When young, women may appear brave and confident on the outside, but riddled with doubt on the inside. As we get older and become more experienced leaders, our confidence catches up. While we work on building our self-assurance, we must continue to stretch and grow. This speaks to the need for leaders to continue to develop through learning and self-reflection - two critical components of successful leadership. We also need to remind ourselves of our accomplishments and be comfortable telling others about what we have done well.

Recently we completed a customized year-long leadership development program for the emerging leaders within the Aria Hospital system. A group of high-performers was asked to dedicate time each month to their professional development. Participants learned how to self-reflect, implement changes in their behavior, identify why others behave the way they do and ultimately learn and practice how to become strong, successful leaders. While this program focused on developing leaders through a group process, the same can be accomplished through individual coaching sessions. I'm proud to say we just graduated our first class from this program and look forward to bringing this leadership course to other health systems within our footprint.

As we embark on a new year with new opportunities, challenges and accomplishments, we feel privileged to have the opportunity to help executives and high-potential talent maximize their potential and be the greatest leaders they can be.

As you sit down to begin 2015, and reflect on the year that is closing, I encourage each of you to make a New Year's Leadership Resolution that focuses on you and your professional development. Ask for a coach so you can continue to learn, grow and lead your companies to success.

Wishing each of you a happy and healthy holiday and New Year.

Sincerely,



Interview with Nila G. Betof, Ph.D.

(Continued)

The Forum's practice is that you start as secretary or treasurer on the board and then continue to progress if the President, the Executive Director and the board agree. I realized that I had something to contribute to the organization and wanted to work on the important issues facing women that The Forum focuses on such as increasing the number of women in the c-suites and on the boards of corporations and significant non-profits. ([Read the Forum's 2014 Board report](#))

Q: What have you learned in your first year as President?

A: Last year, our board, as happens on both for-profit and non-profit boards, was more focused on operational issues and less on the strategic issues facing the organization. I reached out to several of our board members who helped refocus our attention on the strategic issues facing us. Their insight and help was invaluable. Today our board takes time to discuss more strategic issues and considers different points of view. I also learned how important board composition is; it can help or hinder a board's progress.

Q: What impact do you hope to leave?

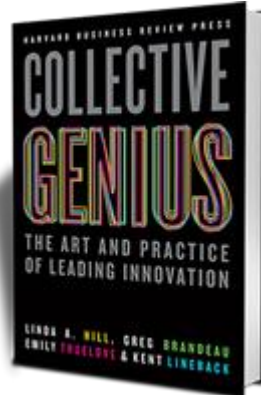
A: One of the things I have been particularly interested in over the last several years has been to form alliances with other organizations who share our interest in women's issues. I have felt that this is important because, The Forum of Executive Women of Philadelphia is a regional organization. To raise awareness and garner action, the "voice" of the organization has to be louder and broader. Aligning with other like-minded organizations would help make our voices louder and broader. This year we formed an alliance with an organization called Clarifi which we think will have interest to our members and bring more visibility to them. Clarifi, formerly known as Consumer Credit Counseling Services of Delaware Valley, was founded in 1966, focuses on assisting residents in southeastern PA, southern NJ and northern DE with financial literacy, capability and stability. Clarifi provides financial counseling, education and debt management programs. Their mission is women focused in that the majority of their clients are female, including many single mothers.

Q: What are your goals as President?

A: Now that I'm in the second half of my second year as President, I am focused on succession. I would like to leave a strong board and executive committee that will serve as a resource for the next president. I also continue to look for ways to enhance the visibility of The Forum and to engage members so that they form strong relationships with other members and the organization. Increasing the number of women in c-suites and on corporate and significant non-profit boards in the region is an area that I will continue to work on now as President and in the future as well.

Review of Arts & Business Council event

President of *Leaders By Design*, Dr. Peter Dean, was recently part of a dynamic panel discussion on Leadership for the Philadelphia Arts & Business Council. The discussion was led by *Philadelphia Business Journal* publisher Lyn Kremer and was followed by an impressive presentation by Dr. Linda Hill, the renowned Harvard Business School leadership professor and author.



Dr. Hill was named as one of *Thinkers50* top ten management thought leaders in the world and has produced award-winning leadership seminars. She recently published a book, [Collective Genius Art and Practice of Innovation](#), and discussed her research regarding how truly innovative organizations and leaders establish the environments for their teams to be creative. Some key points regarding her framework follow:

- Innovative leaders see their roles not as visionaries, but as creators of the context in which others are willing and able to innovate.
- Innovation could be incremental or breakthrough.
- Innovative leaders want “lots of cooks in the kitchen” – for “discovery driven learning and integrative leadership.”
- Everybody has “a slice of genius,” and a great leader unleashes the individual passions to get to the novel and the new.
- Jim Morris, GM of Pixar was quoted: “The real art of leadership is creating a world that other people want to belong to.”

Her research identified the following [values of innovative organizations](#):

- **Bold Ambition, Collaboration, Responsibility, Learning**
- **Rules of Engagement:** Trust, respect, and influence; driven by a philosophy of questioning everything, being data driven and “seeing the whole”
- **Creative Abrasion** (to amplify the differences): Generating ideas through discourse and debate; amplifying the difference with active listening and empathy
- **Creative Ability:** Testing and refining ideas through quick pursuit, reflection and adjustment
- **Creative Resolutions:** Ability to make integrative decisions

The Leader's Edge/Leaders By Design was pleased to sponsor this event, and we are proud to say that the many aspects of innovation that Dr. Hill referenced are embedded in our firm's leadership philosophy and coaching approach: openness to new ideas, discourse, listening, respect, and being a leader that provides others with the opportunity to innovate. Keeping Dr. Hill's research and messages top of mind should serve us well, in both the for-profit and non-profit organizations, as we lead and engage with others.

Ask the Coach

Want one-on-one career advice from an Executive Coach?

Send us your questions and receive invaluable feedback that will help you succeed! Ask your questions concerning leadership development, career advancement, how to deal with a difficult co-worker, etc.

Send your questions to askthecoach@the-leaders-edge.com

Each month a different *The Leader's Edge/Leaders By Design* coach will be featured to answer your questions.

KUDOS to program graduates and friends on their recent achievements!

- **Judy Baker** recently accepted a Human Resources position at the William Penn Foundation.
- **Madeline Bell** of the Children's Hospital of Philadelphia was elected to the board of directors of the Greater Philadelphia Chamber of Commerce.
- **Stephanie Carter Bellamy** accepted the role of Vice President, Finance, Treasury & Tax at Day & Zimmermann.
- **Nikki Bethel** currently serves as a Senior Vice President at HBO.
- **Patricia Boshuizen** was promoted to Partner at the KPMG Philadelphia Office.
- **Priscilla Brown** has been named Senior Executive Director and Chief Marketing Officer at AXA Equitable.
- **Marcella Blakney Collins** was appointed to the Board of the Montgomery County Opportunities Industrialization Center (OIC).
- **Jean Desmond** was promoted to General Auditor and Chief Ethics & Compliance Leader for DuPont.
- **Michele Dorris** accepted a new role at Sandoz as Executive Director, Supply Chain.
- **Maria Elshamy** was promoted to Managing Director, Advisory Services at KPMG LLP.
- **Kristine Freind** of AstraZeneca has accepted the new role of US HR Planning, Operations & Employee Engagement.
- **Tracy Hein** of Sungard Availability Services had a piece published on the company's Forbes BrandVoice blog.
- **Anita Ingram** has a new position as Assistant VP and Chief Risk Officer at the University of Cincinnati.
- **Charity Manley** was promoted to Partner at KPMG LLP.
- **Leslie Pott** has a new role as Vice President of Communications at Sandoz.
- **Paula Santry** accepted the role of Senior Vice President, Human Resources at Rovi Corporation.
- **Jill Schadler** accepted the role of Head of People & Development at Omni Cable.

Congratulations to the Healthcare Leadership class of 2014!

The Leader's Edge/Leaders By Design has designed a new leadership program focused specifically on the healthcare industry. Our Healthcare Leadership Model is exclusively tailored to provide participants working at healthcare institutions, pharmaceutical companies or other health-related firms with a comprehensive understanding of the principles and practical skills necessary to achieve leadership excellence in the industry. The program design incorporates group coaching, skills-building sessions, cohort meetings, and powerful readings to build practical, easy-to-apply professional tools. At the end of this process, participants will walk away with a firm understanding of how to be accountable, how to lead with impactful communication, what it means to be engaged in the mission of the enterprise, and the ability to exercise critical thinking skills.



If you would like to receive more information on this specialized Healthcare Leadership Model for your institution or organization, contact Heather Golin at 610-660-6684 or hgolin@the-leaders-edge.com

Workplace Productivity Series Summary

Bullying in the workplace and dealing with difficult personalities has been a hot topic recently as high-profile cases in many different industries came to light. This fall, we hosted a 3-part breakfast series featuring Peter J. Dean, Ph.D. that focused on this emerging subject. Each session addressed specific behavioral issues that, when present in the workforce, can cause a team to become unproductive and hinder the overall success of the organization. By the end of the series attendees gained valuable insight and tactics to defuse difficult personalities and to increase productivity.

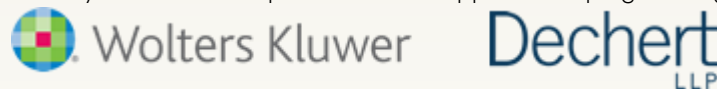
The first session, *The Bully in the Workplace*, explored how to recognize a bully, what motivates him/her and what can be done to address bullying in your organization. Dr. Dean shared 2 powerful phrases that can be used to diffuse a bully in the heat of a situation; 1) "You seem upset" and 2) "Help me understand what's going on". When executed correctly and without emotion, these two phrases can help reign in a bully to re-gain control of the situation.

The second session, *Four Poisonous Personalities*, explored the four types of personalities that exist as described by DISC. Understanding the "baseline" behaviors within each personality type is the foundation in order to move forward in understanding how and why these behavior types become excessive and negatively affect productivity.

The third and final session, *Practices That Ensure Healthy Workplace Productivity*, brought everything full-circle by focusing on how you can have a strong, cohesive team. Behaviors, skills and tactics were revealed that when practiced and implemented can help teams with and without difficult personalities to function at the highest level of productivity.

If you would like to learn more about how you can subdue difficult personalities within your team please contact us at pdean@leaders-by-design.com.

A thank you to our event sponsors for their support of our programming



The Leader's Edge/Leaders By Design

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