



ONE: The Art and Practice of Conscious Leadership Part 2

Effectiveness

by Lance Secretan

Editor's Note: So much of management science has survived by making life so complicated, Academy Fellow **Lance Secretan** told me. "The key to success in business, or in life, is simple. Do two things: Love people, and always tell the truth."

He has also taken Occam's razor to the bloated library of leadership science, reducing it to six principles:

Courage, Authenticity, Service, Truthfulness, Love, and Effectiveness.

Lance's new book *ONE: The Art and Practice of Conscious Leadership* explicates each of these. It was released two weeks ago.

There is a kind of temporal order to these principles: to embark on this life-changing journey we need Courage. Too often, business concentrates only on Effectiveness, short-circuiting the vital predecessors.

With that proviso, we present the chapter on Effectiveness, with examples drawn from the Academy's experience.



ONE is Lance's fourteenth book, but the first to be self-published. Part of an entirely new model of bringing Lance's methods to the world, it is available at Amazon.com, and also at www.secretan.com.

Chapter Ten

Effectiveness

AMELIE NOISEUX LEARNED early in life that being truthful brings sweeter rewards to the soul than praise and prizes earned deceitfully. Like many nine-year-old school girls, she was anxious to please her teacher. One day, a perfect opportunity to do so presented itself. Just before lunch, the teacher asked the class a question, promising a sticker as a reward for the student who answered it correctly. Amelie didn't know the answer. She was relieved when the bell rang and the teacher said the discussion would continue after lunch.

There is more in us than we know. If we can be made to see it, perhaps, for the rest of our lives we will be unwilling to settle for less.

— Kurt Hahn, Founder of Outward Bound

Amelie ran out into the schoolyard and quickly found her sister, who attended a higher grade in the same school. Amelie's sister was able to tell her the answer to the teacher's question. After lunch, Amelie was the first to raise her hand and answer the question, which the teacher acknowledged as correct. But while she was anticipating her promised reward, she heard the strong voice of conscience. Pride and satisfaction were suddenly replaced with feelings of shame and embarrassment.

"I knew the answer," Amelie heard herself saying to teacher and class, "but it didn't come from me — I asked my older sister."

To her surprise, the teacher replied: "I overheard you speaking to your sister during lunch, and I was wondering if you would tell us the truth. I am so proud of you because you were honest. You deserve two stickers as a reward."

Effectiveness is the result of commitment to the other CASTLE Principles. Amelie felt relieved and happy that she had found the courage to tell the truth. Telling the truth proved to be highly effective for Amelie — she earned two stickers — while not being truthful would have secured her only one. She earned the love of the teacher and the respect of her classmates. And she learned a lesson about truthfulness that has guided her life since. Twenty years later, I received a phone call. "Dr. Secretan?"

"Yes," I replied.

"My name is Amelie Noiseux. The other day, you left a book on the airplane. I was in charge of the crew on your flight. I researched who was sitting in that seat, and I believe it was you. If it is your book, would you like me to send it to you?"

This is the stuff of which effective people are made. Conscious leaders who gather and inspire effective people like Amelie build great organizations around them. That is because such people understand, from a sense of oneness, that I am an integrated part of your world, that when I serve you, I serve myself, and that, as one, we make things work more effectively — personally and professionally.

Perspective: Lessons from an Artist

My friend Don Campbell, who is vice-president of product innovation and technology at software giant Cognos Incorporated, described this wonderful example of perspective and oneness:

My most recent experience with oneness comes from a new hobby. For years, I'd wished I could draw. Unfortunately, even my "stick men" were so poorly constructed that it was hard to identify them as such. I marveled at those who had the talent to draw, when obviously, I had none. Despite the apparent hopelessness of the task, I scoured the Internet for information and checked out a backbreaking amount of books from our local library.

After pouring through both theory and practice, I took those first bold steps into an area that I felt was sure to give me grief and be littered with disappointment. I bought the necessary beginner's supplies and started working through the exercises. I turned out to be as bad at drawing as I had feared. Luckily, this was both explainable and surmountable. It seemed that I had been looking at my subjects the wrong way — through the lens of separateness. To me, a face was made up of eyes, a nose, lips, ears, hair, and a few other details. My brain knew how to quickly substitute a known representation for these elements and plop them onto the page. It made drawing quick, but far from accurate.

You see, every face is different. Every expression is unique. From light and shadow to shape and contour, I wasn't representing what I saw, but rather what I thought I saw. When I realized that every part of the face blended seamlessly into every other part, that the beauty and subtlety of the face were in how it all worked together, I was able to look at that face differently as one — and draw it appropriately. There had never been anything wrong with my fingers or hands, or how they had moved to make lines on the paper. The problem had been with my eyes and my brain and how I interpreted what I saw.

After only a few short months of working with my new hobby, I am amazed at what I can now produce! While practicing my drawing skills on a recent plane ride, some of the flight attendants referred to me as an artist. In truth, I'm just an infant learning to see. And I can't look at a face now without seeing the flow of its skin and the way the light dances, reflects, and hides along its many curves. What a beautiful sight!

As Don Campbell shows us, the practice of seeing life in separate pieces can sometimes block our path to effectiveness and fulfillment. Often, we make a breakthrough when we see the whole — the oneness of what we are observing.

Perspective: Lessons Learned in Space

In some ways, how effective we are depends on our perspective. Buzz Aldrin, the lunar-module pilot of *Apollo 11*, once discussed oneness and his view of the Earth from the Moon:

The soft, glowing presence of planet Earth in the black abyss had a pristine clarity uncaptured by photographs," he said. "Images on film lack the subtle shades,

the brightness, and the depth of the living sphere, which bulged out of the blackness as I sailed outward on Apollo 11 ... From the deep blue of the Mediterranean, all of Europe and Africa sprawled away in soft pastels, innocent of political boundaries. And from the surface of the Moon, where I could cover with my thumb the site of all human history, the Earth seemed fragile as a Christmas ornament, drifting like a lost balloon on the black velvet of space. The image of a living Earth, capable of extinction, disarms illusions of individual or tribal isolation. We gained more than altitude in those 66 years from Kitty Hawk to the Moon. Seeing Earth not as an extension of man, but man as an extension of Earth."

When people thought the Earth was flat, they were wrong. When people thought the Earth was spherical, they were wrong. But if you think that thinking the Earth is spherical is just as wrong as thinking the Earth is flat, then your view is wronger than both of them put together.

— Isaac Asimov

Gene Cernan, commander of *Apollo 17*, offered this perspective: "It was something so awe-inspiring you had to sneak a glance at it every chance you got. It's too beautiful to have happened by accident. To me, it was like sitting on God's back porch, looking back home."

It's a matter of perspective, isn't it? As Marcus Aurelius said, "Everything we hear is an opinion, not a fact. Everything we see is a perspective, not the truth." How we see things depends on our viewpoint. We might observe that Buzz Aldrin and Gene Cernan were incredibly courageous — I feel queasy when I imagine myself sitting, as they did, thousands of miles out in space, looking back at my family, heritage, civilization, species, and potential legacy. Yet their courage was greatly rewarded. For Aldrin and Cernan — and for Amelie Noiseux — courage, authenticity, service, truthfulness, and love produced incredible rewards. That's what we call effectiveness.

Earlier, we discussed the shortcomings of a data-only perspective, but data is one of the necessary components of effectiveness, because metrics enable us to measure our effectiveness. Buzz Aldrin and Gene Cernan could never have conveyed the beauty of their experience with data alone. There is a paradox at work here: as in any great project, many data were necessary to put them in the position from which they described their experiences, and, before those data and metrics could be achieved, myth, mystery, and magic were required.

The Data Sandwich

True effectiveness begins with a dream — a vision drawn from myth, mystery, and magic. Realizing the dream then rests on the gritty details of mastery for effective implementation engaging data and metrics to achieve the dream. After we successfully realize the dream, we celebrate the creation of new myths, mysteries, and magic. All dreams are realized that way — that's how we put a man on the Moon.

Think of it as a data sandwich, with two outer layers of myth, mystery, and

magic — one for dreaming the dream and another for realizing the dream. Between these, imagine a layer of mastery data, as well as metrics, implementation, and execution — drawing deeply from the intellect and reason. The outer and inner layers combined represent the marriage of science and myth, mystery, and magic.

In a speech to Congress on May 25, 1961, President John F. Kennedy invoked the imagination of the world with these words: "I believe that this nation should commit itself to achieving the goal before this decade is out, of landing a man on the Moon and returning him safely to the Earth." They were words of pure myth, mystery, and magic — the vision, the first layer of the sandwich.

*I'm an idealist
without illusions.*

— John F. Kennedy

Eighteen months later, at Rice University in Houston, Texas, Kennedy reaffirmed America's commitment to landing a man on the Moon before the end of the 1960s. He spoke in philosophical terms about the magic of solving the mysteries of space:

No man can fully grasp how far and how fast we have come, but condense, if you will, the 50,000 years of man's recorded history in a time span of but a half-century. Stated in these terms, we know very little about the first 40 years, except at the end of them, advanced man had learned to use the skins of animals to cover them. Then about ten years ago, under this standard, man emerged from his caves to construct other kinds of shelter. Only five years ago man learned to write and use a cart with wheels. Christianity began less than two years ago. The printing press came this year, and then less than two months ago, during this whole 50-year span of human history, the steam engine provided a new source of power. Newton explored the meaning of gravity. Last month electric lights and telephones and automobiles and airplanes became available. Only last week did we develop penicillin and television and nuclear power, and now if America's new spacecraft succeeds in reaching Venus, we will have literally reached the stars before midnight tonight.

Dreams that draw on the myths, mysteries, and magic of life will founder if the second layer — the science, mastery, implementation and execution, data, and metrics — are not included. It is these practical aspects that make the dream real. And so it was with Kennedy's space initiative. In the years that followed the Rice University speech, the intellect, mastery, and rational thinking of some of the greatest scientific minds in the world were engaged in manifesting this dream, though not without practical challenges. As Kennedy found, successful implementation requires that everyone engaged in the data and scientific stages of a project — the middle layer of the sandwich — is frequently reminded of, and inspired by, the original dream. Kennedy repeatedly held before the scientists the inspiration of myth, mystery, and magic, as the scientists experienced the scientific and technical challenges of making the dream real.

*America has tossed
its cap over the wall
of space.*

— John F. Kennedy

When Kennedy asked the NASA Administrator, James Webb, if he considered the Moon-landing to be NASA's top priority, Webb replied, "No sir, I do not. I think it is one of the top priority programs."

This caused Kennedy to realize the risks involved in advancing the myth, mys-

*Do you realize the
responsibility I carry?
I'm the only person
standing between
Richard Nixon and the
White House.*

— John F. Kennedy

This statement, gleaned from new research from the Kennedy Library, is remarkable. It shows that, contrary to our prior beliefs, Kennedy was not in love with the adventure into space so much as he was with America doing something bold, thus demonstrating world-class prowess in innovation and creativity. The launch of the *Sputnik* by Russia on October 4, 1957, had changed everything,

*The quiet that envelops
space makes the beauty
even more powerful.
And I only hope that
the quiet can one day
spread to my country.*

— Ilan Ramon, Israel's
first astronaut, who died
on the shuttle *Columbia*

catching the world's attention and the American public off-guard. In fact, the creation of NASA in July 1958 was one of America's reactions. Kennedy's real objective was to reverse America's sense of space envy and boost national self-esteem.

Kennedy offered a bigger dream than landing on the Moon. For him, space was an opportunity to restore American myth, mystery, and magic — to create something so psychologically and emotionally compelling that it would inspire America and diffuse Russia's enmity. Historians often attribute the end of the Cold War to President Ronald Reagan and the Strategic Defense Initiative, dubbed "Star Wars," but Kennedy's psychological repositioning of the U.S. relative to Russia may have been much more instrumental. Kennedy connected Americans to the myth, mystery, and magic of space, and the seeds were thus sown for the eventual removal of the Iron Curtain. Kennedy had a gift for being just as inspirational with the data "filling" of the sandwich as he was with the outer layers of myth, mystery, and magic. This is conveyed in his speech at Rice University, where he focused on data to inspire people to follow his dream:

To be sure, all this costs us all a good deal of money. This year's space budget is three times what it was in January 1961, and it is greater than the space budget of the previous eight years combined. That budget now stands at \$5,400 million a year — a staggering sum, though somewhat less than we pay for cigarettes and cigars every year. Space expenditures will soon rise some more, from 40 cents per person per week to more than 50 cents a week for every man, woman and child in the United States, for we have given this program a high national priority — even though I realize that this is in some measure an act of faith and

vision, for we do not now know what benefits await us. But if I were to say, my fellow citizens, that we shall send to the Moon, 240,000 miles away from the control station in Houston, a giant rocket more than 300 feet tall, the length of this football field, made of new metal alloys, some of which have not yet been invented, capable of standing heat and stresses several times more than have ever been experienced, fitted together with a precision better than the finest watch, carrying all the equipment needed for propulsion, guidance, control, communications, food and survival, on an untried mission, to an unknown celestial body, and then return it safely to earth, re-entering the atmosphere at speeds of over 25,000 miles per hour, causing heat about half that of the temperature of the sun — almost as hot as it is here today — and do all this, and do it right, and do it first before this decade is out — then we must be bold.

Kennedy was a master at weaving myth, mystery, and magic with the science, data, metrics, and all of the practical steps that are essential for the successful realization of a dream.

On July 21, 1969, Neil Armstrong became the first person to land on the Moon, stepping onto its surface, in the Sea of Tranquility, at 0256 GMT, nearly 20 minutes after first opening the hatch on the *Eagle* landing craft. Buzz Aldrin remained in the lunar module and spoke the first words of man from the Moon: "Tranquility base; the *Eagle* has landed." He followed Armstrong to the surface 20 minutes later.

As Armstrong put his left foot on lunar soil, he famously declared, "That's one small step for man, one giant leap for mankind."

Meanwhile, Michael Collins informed mission control in Houston that he had successfully completed one orbit of the Moon in the mother ship *Columbia* and the return trip was on schedule for 1750 GMT that evening.

The dream had been successfully realized. The world was starstruck by the myth, mystery, and magic of this dream to explore space. Ironically, or perhaps appropriately, for a man who said, "A man may die, nations may rise and fall, but an idea lives on," the President who conceived the dream did not live to see it realized. But his soaring vision inspired the world. Today, many Americans, and others, look back on this era as a golden age.

What makes a sandwich taste good is the combination of what is outside and what is inside. On their own, any one of data, mastery, implementation, myth, mystery, or magic lack flavor. It's the combination that's delicious and therefore effective.

Effective Humans Are Inspired Humans

Our role as leaders is to inspire each other so that we locate and nourish the undiscovered greatness within us all. Effective humans always seek — and tend to find — each other. This is one of the attributes of great organizations. And communities of effective humans create greatness anywhere — in the race into space, at school, in corporations, at home, in church, in the world. These are not mutually exclusive ideas. Indeed, the reason why conscious leaders are effective is because they treat others as sacred and seek oneness by inspiring them all the time.

I think this is the most extraordinary collection of talent, of human knowledge, that has ever been gathered at the White House — with the possible exception of when Thomas Jefferson dined alone.

— John F. Kennedy

Always do right — this will gratify some and astonish the rest.

— Mark Twain

People-First Thinking = Ka-ching

But how will we measure effectiveness? Clearly the heroism of the warrior-archetype leader is no longer the best, or even the most relevant, benchmark with which to measure the effectiveness of leaders. Nor do the metrics of revenues, profit, margin, market share, or shareholder value, so dry on their own, measure enough. Conscious leadership is about unlocking the potential of humans, and that means the whole human, and all humans, not some of them or just the financial parts of them. And it is about enhancing the local and global communities we inhabit and being gentle with nature. We live in a real world, a world that comprises the personality and the soul. We are increasingly aware that we must succeed — that is, be effective — on both counts. Why? Because they are both one.

In 1972, twenty-three-year-old George Zimmer walked into Foley's Department store in Houston to sell the buyer some boys' raincoats made by his father's apparel company. The buyer convinced George, as part of the transaction, to take back \$10,000 of unsold inventory from his father's company. But the next year, George's generosity was dishonored when the buyer dropped his father's line altogether.

Devastated, George invested \$7,000 to lease a store of his own, selling men's suits below Foley's prices. Today, George's store has grown into the publicly listed Men's Wearhouse, with 700 North American stores, \$1.7 billion in sales and 10,400 full-time employees.

More than 30 years after this experience, George observes, "As business people, we have a unique opportunity to write the rules, and it is not as complicated as some MBAs would like us to believe. In fact, the most important rule in business or in life was written thousands of years ago: 'Do unto others as you would have others do unto you.'"

George attributes his success to a deep commitment to his colleagues.

"It's simple," he says, "we're not in the suit business; we're in the people business. Everybody else is in the suit business." He adds, "We discovered that the quality of trust we built with the people who came through our doors depended on how well we trusted those with whom we worked."

Some years ago, George amazed Wall Street during a regular call to analysts by declaring that Men's Wearhouse valued its stakeholder relations in the following order:

1. Employees
2. Customers

3. Vendors
4. Shareholders
5. Communities served by Men's Wearhouse

The stock declined 20 percent the following day. This didn't concern George however. He knew that he had shaken out the speculators and that those who understood the long-term implications of what he was building would invest in Men's Wearhouse for the long haul. And he was right — the stock has never looked back.

One of the most successful services offered by Men's Wearhouse is the rental of tuxedos, which was launched in 1999 and now exceeds one million annual rentals. As part of this business venture, the company decided to construct an in-house facility in Houston, Texas, for dry-cleaning tuxedos between rentals. Several years earlier, in the early 1990s, George had invited Rinaldo Brutoco to join the board of Men's Wearhouse. Rinaldo, a successful international business executive, consultant, founder of the World Business Academy, and ardent environmentalist, was accustomed to taking a long-term, holistic view of organizations and business activities. When presented with the challenge of how to dry-clean tuxedos between rentals, he began investigating the most effective and environmentally appropriate way.

Dry-cleaning today is a business notorious for using toxic chemicals, principally perchloroethylene, better known as "perc," a volatile organic solvent proven to be toxic to the environment and hazardous to the health of people, especially those who work in dry-cleaning establishments. It gives clothes their distinctive, and biologically harmful, "just dry-cleaned" smell. Despite the risks, perc is still the number one dry-cleaning chemical in the world because it is considered to be the least expensive solution — not counting the damage to humans and the environment.

But Rinaldo and George saw perc as anything but economical, because they view the subject not as a separate activity, but as part of the whole — a view based on oneness that includes employees, customers, suppliers, the community, and the natural environment. "The general perception in the industry is that eliminating perc is too expensive," says Rinaldo, "and it is a fact that using a non-toxic solvent is more capital-intensive and, therefore, initially more costly. But it also makes clothes last longer, and so can actually pay for itself."

It turns out that while perc may rid clothes of dirt, it does not do so gently; it is a harsh chemical that reduces a garment's life. Financial managers were initially unimpressed with Rinaldo's proposals. They did not want to depart from industry-accepted standards, and they turned down his first suggestion to use carbon dioxide as a healthy and safe alternative to perc. Rinaldo presented an EPA-approved, silicon-based solvent as a second choice, but the financial managers dismissed this idea as well.

George reconfirmed his commitment to the people-centered values that are at the core of Men's Wearhouse, agreeing that he would simply not expose his

*A great many people
will think they're
thinking when they
are merely rearranging
their prejudices.*

— William James

employees to the hazards of perc in the Houston building. Based on this commitment, Zimmer invited Brutoco to provide an assessment — to create a data sandwich — which showed that the silicon-based solvent could extend the useful life of garments by 25 percent. This meant that tuxedos could be rented out for 25 percent longer before needing to be replaced. Brutoco argued that this financial benefit from the longer useful life of the garments would generate the additional revenue to pay for the increased costs of using the silicon-based solvent.

George's commitment to the health and well-being of people — inside his organization as well as in the community — would have led to the implementation of this people-friendly solution anyway, but Rinaldo's financial arguments proved to be the way to effectiveness — bringing everyone, including the financial team, on board, so that they could fully support the decision.

The great lesson from the true mystics is that the sacred is in the ordinary, that it is to be found in one's daily life, in one's neighbors, friends, and family, in one's backyard ... To be looking elsewhere for miracles is to me a sure sign of ignorance that everything is miraculous.

— Abraham Maslow

Today, Men's Wearhouse is the largest renter of tuxedos in North America, cleaning them all with non-standard, non-toxic materials that are harmless to employees, customers, and the environment, and even more effective than the toxic alternatives. The longer life of the suits increases the financial return on each one rented. In fact, Men's Wearhouse launched an independent cleaning company in Houston, using the EPA-approved silicon-based solvent, and in its first year, this business captured 21 percent of the city's entire dry-cleaning market.

George Zimmer's commitment to people through oneness and servant-leadership has helped to guide his company's continuous growth, and no end is in sight. He forecasts \$3 billion in sales by 2010. This is especially remarkable considering that the U.S. tailored men's clothing market loses 2 to 3 percent in volume each year, the number of men's suits sold annually has dropped 40 percent to around ten million since 1994, and retail employees are among the lowest paid wage-earners, resulting in high staff turnover.

Effectiveness is the direct result of living the CASTLE Principles — being courageous, authentic, serving, truthful, and loving.

You might have noticed that almost all of the notable corporate examples cited in this book, including Men's Wearhouse, Wegmans, Starbucks, Southwest Airlines, and Alaska Wildland Adventures, and other great companies such as FedEx, Medtronic, and Pella, place people at the top of their priority list — ahead of customers or shareholders.

The application of the CASTLE Principles enables us to be optimally effective in all areas of life — at home, at work, at school, or wherever we are in relationships with others. Transformation is personal — it begins with the individual, as George Zimmer and Rinaldo Brutoco show us, but its effects spill over into our activities in extended environments and thus facilitate the transformation of

others. Dishonoring 23-year-old George Zimmer may have appeared to be an isolated, separate incident to the Foley's buyer, but there are no actions without consequences — we are one.

Effectiveness as Economic Permission

The absence of economic permission proved to be the undoing of Arthur Andersen, discussed in chapter 6. There can be little doubt that Arthur Andersen would be thriving today if its leaders had, at the time, been more courageous, more authentic, of greater service to others rather than themselves, more truthful, and more loving. And if they had been all of these, they would have been more effective — they would have survived. But the withdrawal of economic permission removed their opportunity to be courageous, authentic, serving, truthful, and loving — even if they had chosen this path. Any business (or a family, church, hospital, school, fire department, city hall, or country) that practices the CASTLE Principles will become more effective, which means more successful, viable, masterful, inspiring, and loved. Thus, when we are effective in this way, our work is affirmed. We are a more inspiring and inspired community. And we are therefore able to increase our investments and continue to grow.

Effectiveness in personal and corporate settings could be defined in some respects as economic permission, which is expressed as the profit, or positive cash flow, that enables us to continue to do the things to which we aspire in this world — as individuals and as organizations. Simply stated, money is energy, and the amount of money-energy flowing in must equal the money-energy flowing out, and this is equally applicable to individuals and organizations. By this measure, a lack of economic permission indicates ineffectiveness and thereby a loss of the privilege to be courageous, authentic, serving, loving, and truthful — the rest of the CASTLE Principles. Why? Because all of us can be more effective when we are courageous, authentic, serving, truthful, and loving — as individuals or organizations — when we earn, and are supported by, the economic permission to do so.

An outrageous dream like flying to the Moon or building a men's tailored clothing business in a way that is sensitive to people and the environment in a market that is declining, — all are effective outcomes of living the principles of courage, authenticity, service, truthfulness, and love.

By tapping into our capacity to dream, reconnect with our myths, mysteries, and magic, and by following the simple notion that we are one, we are able to achieve remarkable things — even more remarkable than most people believed. We can inspire people and organizations, achieve national dreams, raise self-esteem, and achieve new standards of performance. Not through separation, but by knowing we are one.

The depth of your mythology is the extent of your effectiveness.

— John Maxwell

It is not because things are difficult that we do not dare; it is because we do not dare that things are difficult.

— Seneca

While we have the gift of life, it seems to me the only tragedy is to allow part of us to die — whether it is our spirit, our creativity or our glorious uniqueness.

— Gilda Radner

Practicing Oneness by Reclaiming Our Effectiveness

What difference will it make to have lived your life? Are the dreams, intentions, and desires on which you have set your heart being attained? The point is to advance our lives towards the attainment of dreams and achievements for our organizations, our friends and families, ourselves, our communities, and our planet. Reflect on these thoughts to help you raise your personal and organizational effectiveness:

- What are you trying to achieve?
- Why?
- How will you measure this? How will you know that you have attained your dreams?
- Do you have the necessary courage to achieve your dreams?
- Are your dreams and intentions authentic?
- Who will be served by your achievements?
- Are your intentions honest and invested with truth?
- Do you love the aspirations you have set, and the reason for reaching them?
- Will they be attained in a loving way?
- How are you raising the capabilities necessary for you to realize your desired outcomes and dreams?
- Are you focused on results? Or are you focused on inspiring others, thus helping them to achieve results?
- Who is helping you? What is their investment in a successful outcome for you?
- Are you open to finding a "Red Hat" – that you don't need — following the energy, the Whitewater Rule, that might lead you to an even greater level of effectiveness than that for which you are now striving?

Why do we need to be Effective?

Because our lives, at work and at play, will be more successful and fulfilled when we achieve our physical material, intellectual, emotional, and spiritual goals — when we are effective.

About the author: Academy Fellow **Lance Secretan**, PhD, is one of the world's foremost leadership experts and a renowned pioneer in innovative methods of inspiring people and organizations. The former CEO of a global corporation and an acclaimed business school professor, Secretan works with a gifted worldwide faculty, changing the lives of people, transforming companies, and revolutionizing the way we think about leadership.

He is the best-selling author of 14 internationally published books on leadership, an award-winning columnist, philosopher, corporate coach, and one of North America's most sought-after keynote speakers, retreat leaders, and business advisors. Voted one of the nation's top ten speakers, and one of the "top 21 speakers for the 21st century" (*Successful Meetings* magazine), he addresses audiences around the world.

Lance and his wife, Tricia, and their wonder dog, Spirit, divide their time between a home on the edge of a wilderness area in Ontario and a Rocky Mountain retreat in Colorado.

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