

# Human Capital Leadership

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The Future Leader:  
Creating & Transforming  
Next Gen Organizations,  
by Jonathan H. Westover, PhD

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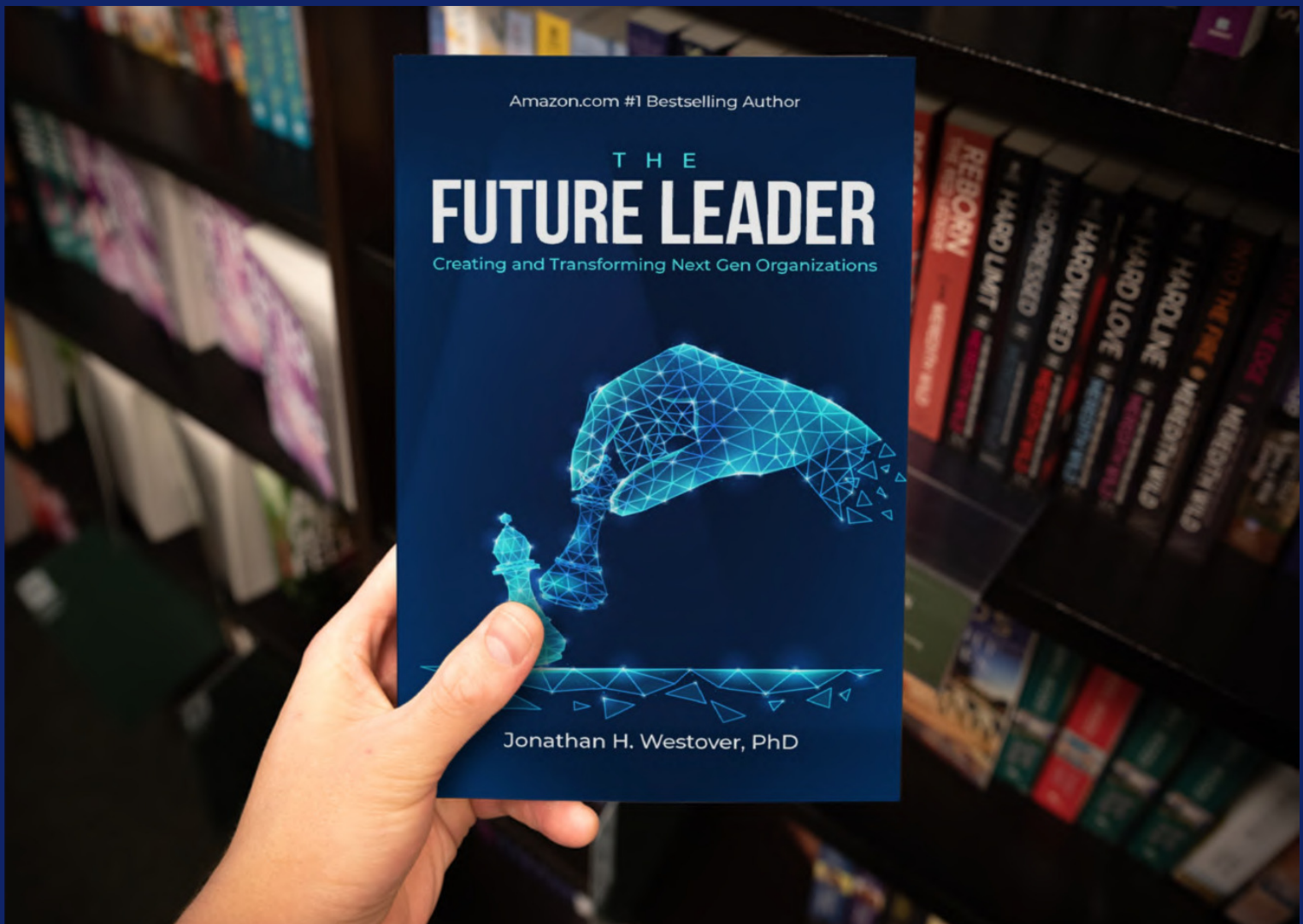
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"Sometimes being a leader feels complex; more often being an effective leader comes from disciplined application of simple principles. Jonathan does a masterful job of identifying not only the principles of effective leadership, but how to turn these principles into specific daily actions. This relevant, applicable, and helpful book offers concrete ideas that will have real impact for anyone working to be a more effective leader."

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"What makes great leadership? While the answer remains open to reader interpretation, the author takes us on a journey that begins with a broad definition and ends with an opportunity to make it owned, personally. Where the magic is revealed comes through in seamless, simple and applicable anecdotes, applications and tools any reader will appreciate, regardless of their current position or status in life. Cheers to Dr. Westover for providing an informative, fluid and accessible leadership book at a time when any of us can use it...if not for ourselves, then for working with others."

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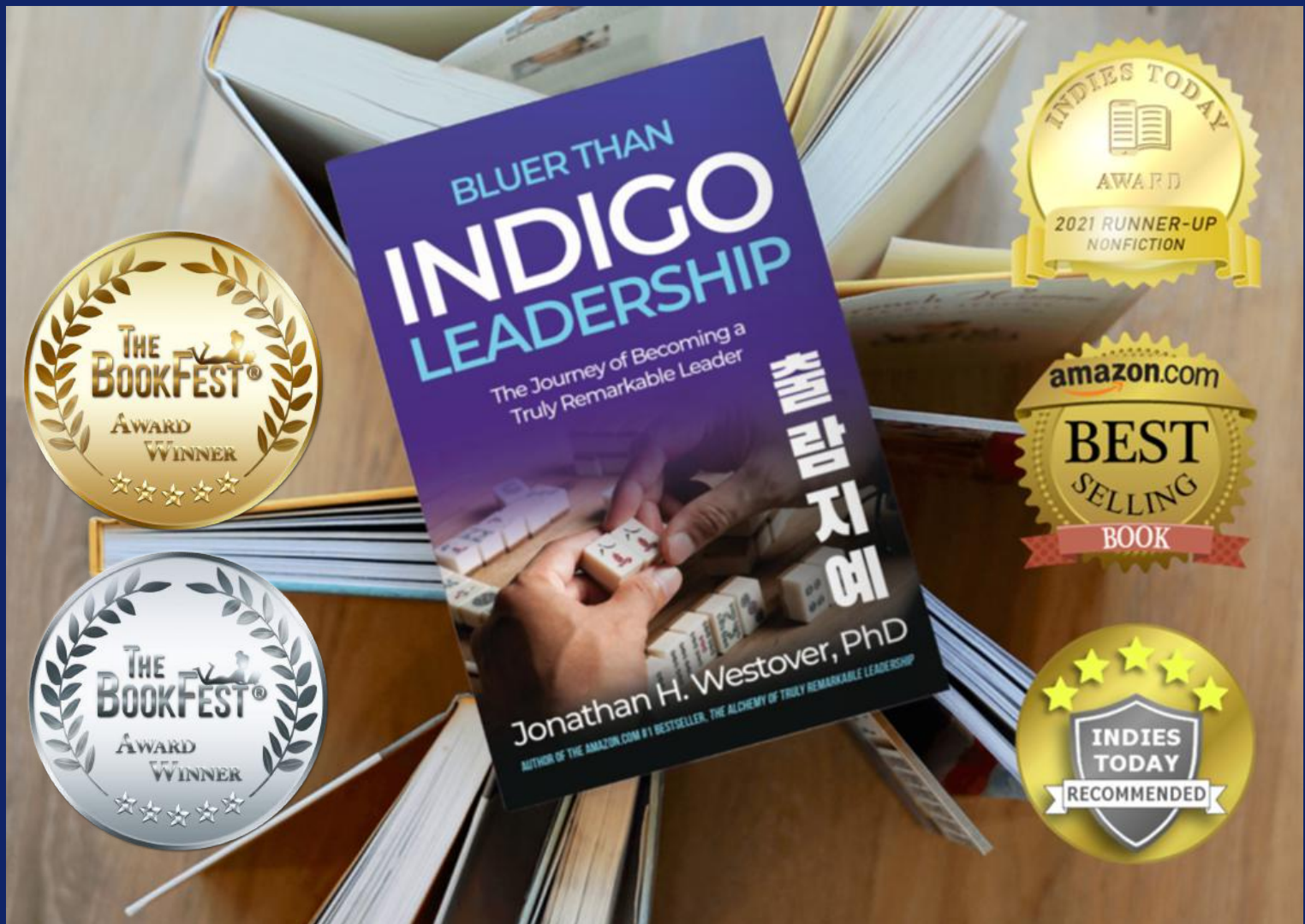


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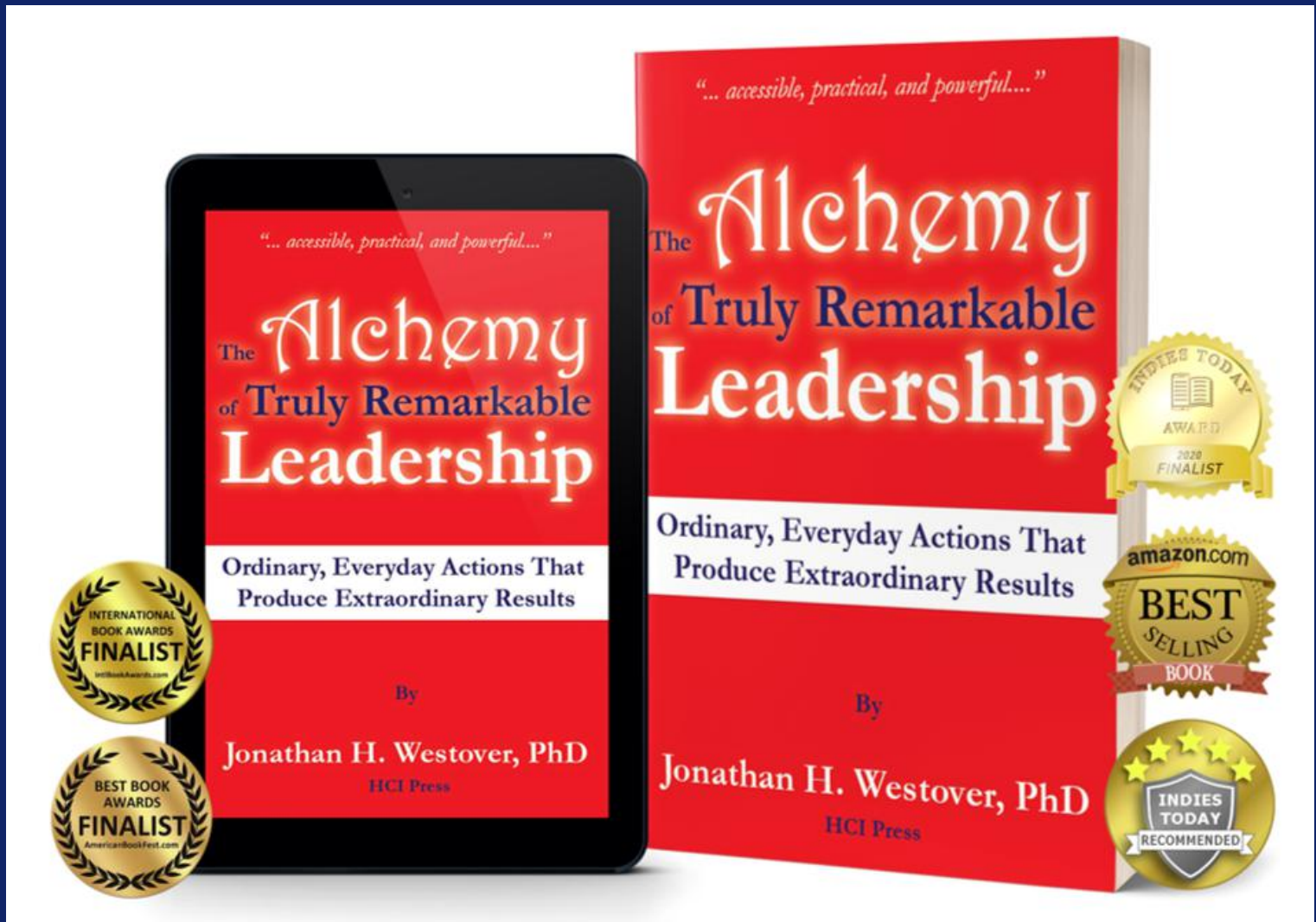
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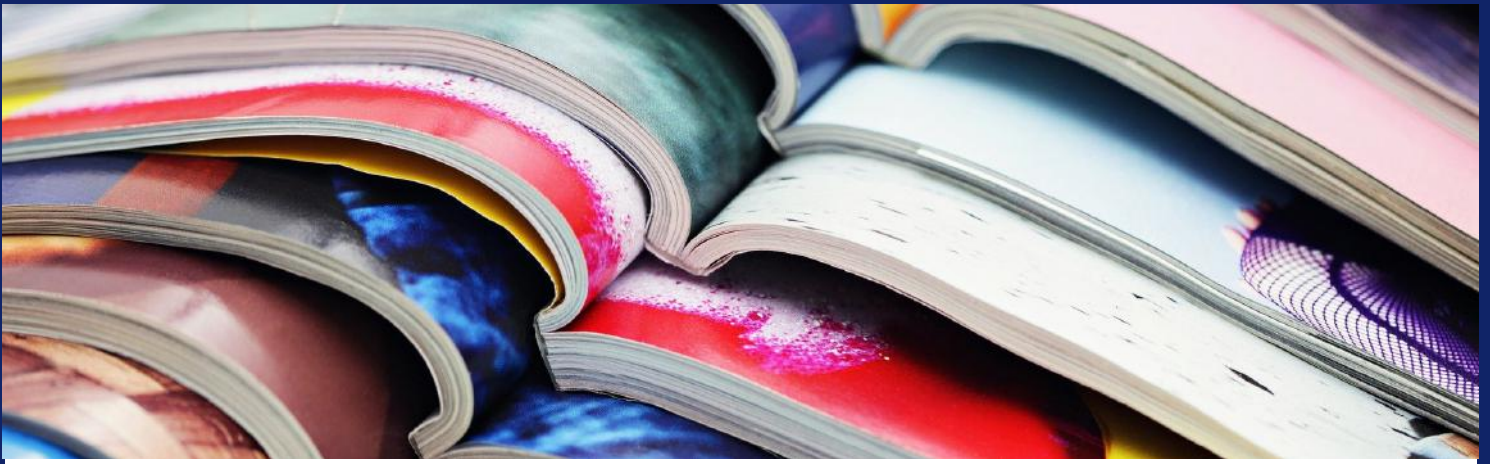
Podcast Rankings: #5 Workplace; #6 Performance Management; #7 HR; #11 Talent Management; #14 Personal Development; #25 Leadership

Business Management

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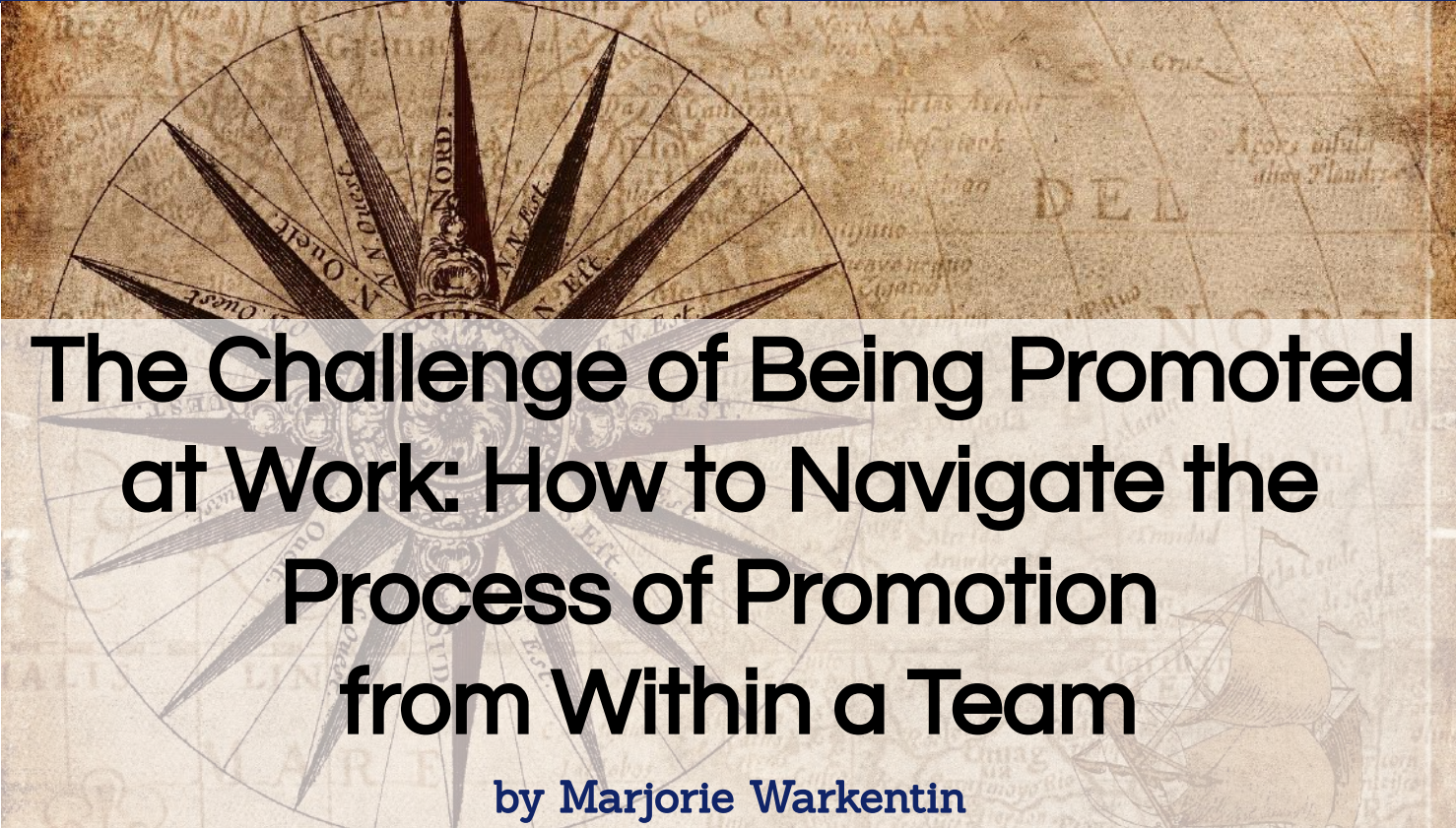
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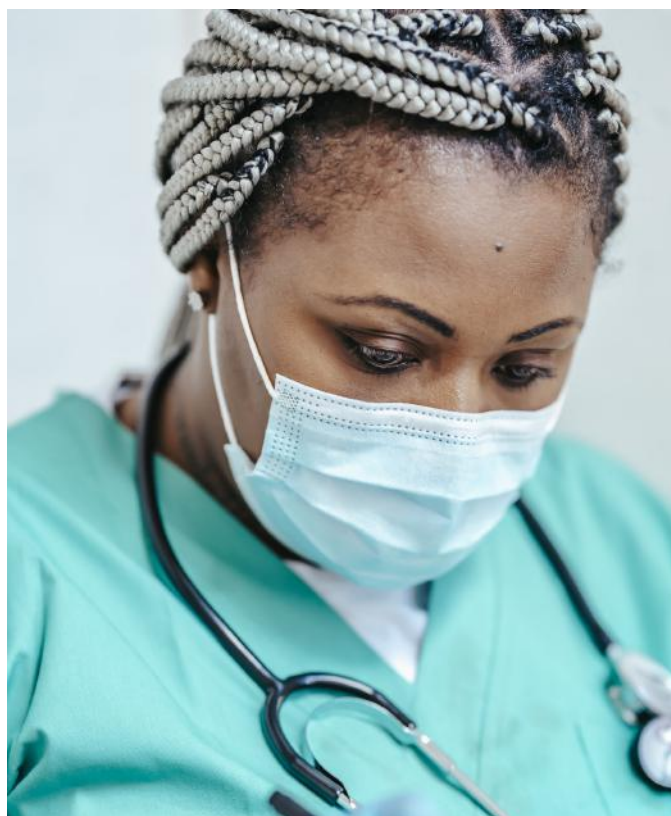
# The Challenge of Being Promoted at Work: How to Navigate the Process of Promotion from Within a Team

by Marjorie Warkentin

As a Critical Care nurse I enjoyed direct patient care and prided myself on my nursing skills and the rapport I had with patients, my colleagues and the rest of the medical team. I eagerly said yes when I was given the opportunity to act as team leader and coordinate the unit's needs for the shift. When an opening came up for the position of Head Nurse (or Manager, as it is called these days), I applied. I was thrilled when I was told I was the successful applicant.

My excitement dwindled away once I started in my new role. I was shocked at the difference in how I was treated by my colleagues. I went from being one of the team, where we laughed, worked together and had each others' backs, to feeling excluded and alone. I rarely ate lunch with them because I was at

meetings or on a different schedule for breaks. I was seldom included in their after work social events. At times I wondered about their hesitancy to follow my directions. Didn't they respect me as their new leader?



What had happened? Was it something I had done to alienate my workmates? I was unprepared for this shift in how I would be treated after I moved up to a formal leadership role. As I reflect on this experience, I am proud of the actions I took to adjust to my new position. I also see how much more could have been done to smooth this transition for me and the nurses I was leading. The following points outline what I have learned from this experience, and my hope is that others may be helped as they witness my journey.



## 1. Clarify your expectations of the new role.

I was excited to take on a new challenge. I enjoyed being in charge and I wanted to be a successful leader. I would be competent, engaging, flexible and fun to work with. I thought I would be accepted and respected right from the start. People would be thrilled to work with me as their Head Nurse! I know now that my expectations were somewhat naive and unrealistic.

## 2. Assess the reality of the situation.

It didn't take long before I realized that things were going differently than I had thought they would. I tried to relate to my colleagues as friends, which led to them ignoring my directions or undermining my goals for the unit. I knew something had to change if I wanted to continue in this leadership role.

## 3. Ask for help from other leaders or a coach.



I booked a meeting with the former leader of the unit and brought my specific questions to the table. I now had a better idea of what I needed to know. Beforehand, I was at that place of 'not knowing what I did not know'. I was willing to be coached and as we met regularly to discuss the principles of leadership, I gained clarity and confidence.

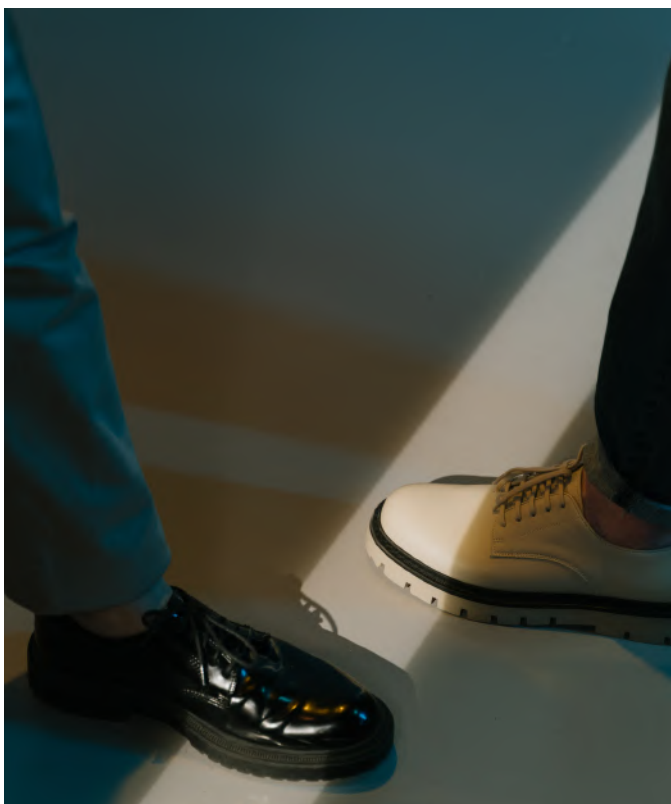
## 4. Be willing to have courageous conversations.



There were two other nurses who had applied for the position that I was given. They were more experienced clinically than I was, and I knew they were disappointed that I was the successful applicant. I met with each of them individually, and described my desire to be in partnership with them. I told them I valued their expertise and I counted on them for their knowledge. I also clarified that I expected them to respect me as the Head Nurse and to support me in my role. Both of them thanked me for the time to 'clear the air' and they agreed to work together with me for the good of the unit.

## 5. Practice setting clear boundaries

A true leader values themselves. I learned that by saying what I wanted in a calm and clear manner, I was demonstrating that I placed my self-worth ahead of my desire to be liked. I could say no even if it meant my colleagues might not like it.



## 6. Be clear what your role is, and communicate that to the team



As I organized staffing and vacation days, there were many times when nurses were upset with my choice to say no to a request for days off. I reminded them that my job was to provide safe patient care, which meant that a minimum number of staff were required each shift. This helped me to differentiate from their anger when it was directed at me.

## 7. Place your job in perspective

Rather than blame others or myself, I stood back and looked at the big picture. I realized that I was part of a larger system that often created tension and stumbling blocks to clear communication and partnership. I focused on taking time to play and rest after work as well. Walking for an hour after work in nature was a way to debrief and decompress before I entered into my home environment. By releasing the stress of my day, I had energy to interact with my family with kindness and love.

Even though my experience dates back 30 years, I believe that the principles offered here are still relevant for aspiring leaders. The trajectory of promotion holds a mix of adventure and challenge. It is complicated when a person moves up from a staff position to one of being the 'boss'. I trust that my story, and the tools I used to navigate this path will be of service to those of you contemplating a move such as this.



All the best to you as you set realistic expectations, and clarify your role. Set those boundaries, see yourself as worthy of being respected and be willing to ask for help. Have fun using your gifts in the world of leadership!

## Marjorie Warkentin Bio:

Marjorie Warkentin; Author, Speaker and Life Path Mentor has spent most of her working career as a nurse in a healthcare setting. Marjorie has also been a trailblazer in many areas of her life, one being the main income earner for her household, providing for her husband and three children way before that was a common situation. She also started running marathons in her fifties which inspires others to do the same.



Marjorie is a life-long learner with a passion for connecting theory to the practical applications that lead to transformation. With her wealth of experience and broad perspective on life, she is able to share her wisdom in accessible and inspiring ways.

As a woman that has a heart wired to care for others you can also find her spending time giving back to her community. Marjorie is a wife, mother, and grandmother who lives in Abbotsford, BC.

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# Leadership: Four Lessons from French President Macron

By Alain Lefebvre

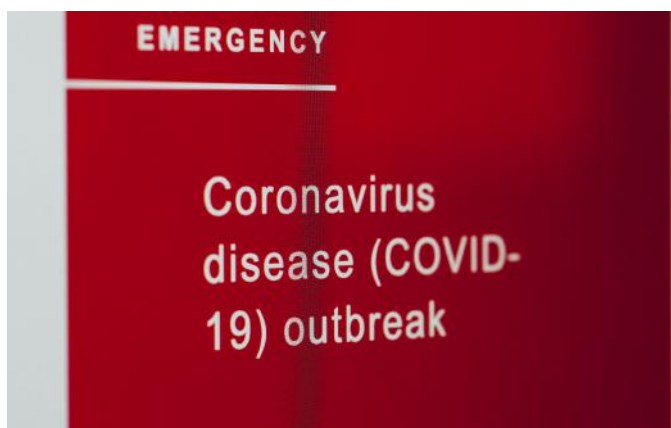
It is standard practice for politicians to draw inspiration from business leaders' and authors' knowledge to develop and execute plans. When President Trump interacted with President Kim Jong-un of North Korea, he simply implemented the methods he learned as a businessman and described in his book, "The Art of the Deal." When President Barack Obama needed to organize his transition team and foster a more creative culture, he asked Franklin Covey, the author of "The 7 Habits for Managers", to meet and assist him.

It is less common to imagine that successful politicians could inspire and influence leaders and managers in the private sector. But there may be one exception. Five years ago, it was a shock in France when Emmanuel Macron, a 39-year-old man without previous political experience, won the presidential election against all odds without the support of any major parties. Today, he is leading in the polls for his reelection in April 2022, even if it does not mean that he will easily cinch the win. But he stayed more popular than his predecessors, and it has to do with his quite specific leadership style.

## Shapeshifting



Becoming a resilient country in a chaotic world is easier said than done, especially when most countries (like many organizations) function out of habit. This model was adequate in a world where communications were slow, information scarce, and events happening abroad did not immediately impact the country and its companies. In the past, there was time for leadership to analyze a situation, form their thoughts, and decide how to move forward. Today, and as increasingly evident during the COVID-19 epidemic, leaders must move beyond outdated ideologies and act swiftly when facing modern challenges.



Macron can shift depending on the circumstances. The introverted young man who began the presidential campaign, became a remarkable performer during his meetings. At a presidential debate against his populist opponent Marine Le Pen, he was no longer the somewhat arrogant technocrat criticized by his enemies when he was a minister. Instead, he became a calm, serious, seemingly humble, and persistent debater facing an increasingly agitated opponent. As president, Macron has shown his ability to shift based on what he thought was the best solution.

This capacity to change his attitude quickly and adapt to circumstances ties up with most modern management theories that call for managers to be shapeshifters when organizations (as well as countries) are facing rapid and disruptive change. This rate of change is our new normal. It does not mean that President Macron easily changes his goals; he is not a weathervane who may suddenly change direction, following the wind. Instead, he is a shapeshifter, keeping the same objective but changing appearance (in business and politics) and methods to achieve his goals.

## Keeping the end in sight



One crucial component of leadership is keeping the final objective in mind and being outcome-oriented. Macron is extremely persistent: during his youth, he studied piano but failed the entrance examination to the regional music academy because of one teacher. He insisted that his examination be with the same instructor the following year. He was then successful, studied piano for ten years and won an academy's prize. As another example, being outcome-oriented has allowed him to obtain from President Trump and his European partners the beginning of a reform of NATO to adapt the organization to modern times and new threats. By applying constant pressure, he was also able to oblige Turkish President Erdoğan to cease looking for oil deposits in the territorial waters of Greece.



## Empathy and charisma

On July 14th, 2020, President Macron attended the traditional national parade on French National Day and decided to take a walk with his wife. They came upon a small group of Yellow Jackets, the French protest movement known to be occasionally violent, and fierce critics of his presidency. The demonstrators began to chant "Here we are" - the rallying cry of

the Yellow Jackets - the French protest movement known to be occasionally violent, and fierce critics of his presidency. The demonstrators began to chant "Here we are" - the rallying cry of the Yellow Jackets - with "Macron resignation!" and did everything to disturb their promenade. Another president would have called for more security or escaped in the presidential car. Instead, Macron went with just one security officer to talk with his opponents, telling them: "It's our national day, I'm going for a walk with my wife, and you have disturbed us." "Be cool," he adds, smiling, which relaxed the atmosphere. They asked him to hear their grievances, to which he listened carefully, and they discussed the Yellow Jackets protests, the violence of the protesters, and of the police. In the end, Macron's primary opponent, surprised, concluded: "I cannot even hate him."

Whoever meets Macron agrees that when you are in a room with him, and he turns to you, you feel as though you're the most important person in his world. According to French author Philippe Besson, he does it even for a handshake, "Macron turns his penetrating blue eyes toward you and does not look away. As for your hand, he shakes it in two stages: first a regular grip, and then, as if to show that this was no ordinary, routine handshake, he increases the pressure while at the same time intensifying his gaze...Then, with his other hand, he clasps your arm or shoulder". He carefully listens, saying a few words, proving that he has understood and taken in your thoughts.



What is essential and makes it successful is that Macron's charm is not simply a tool that he turns on when he needs something. It has an element of genuine empathy, and people feel it. It makes him convincing. One of his employers in the private sector, bank owner David de Rothschild, confirms that "there is something undoubtedly endearing in his personality...In everyday life, he does what is normal and that many people do not care to do: he says hello to the secretaries and asks the janitors how they are [...]. When you talk to him, he can show tenderness, empathy."



Macron can understand situations and arguments and listen to emotions and emotional concerns. That is something that all great leaders should be able to do.

## Making mistakes

A final lesson for us from his five years in power is his resilience, meaning his capacity to recover from mistakes. Macron had many missteps at the beginning of the COVID-19 epidemic, including failing to react quickly. In becoming president, he brought along many who worked on his campaign and made mistakes that almost obliged him to resign. In addition, he underestimated the Yellow Jackets movement. But in all cases, he was able to handle the consequences by recognizing his mistakes, learning from them, and using these lessons to improve his policies. About the Yellow Jackets movement, he declared that "When we go too fast, when we are too quick or too caricatural, we make mistakes [...] I have made them in the past, and this is part of the explanation for the crisis". Then he launched a great national debate about issues raised by the Yellow Jackets movement, a new concept of direct democracy that made him popular. About the COVID-19 crisis, he admitted publicly in April 2021 that he had "made mistakes" in managing the humanitarian crisis but had also "learned."

No leader is perfect, and Emmanuel Macron is certainly not a model in all his actions. But these four characteristics are an essential element of his success and are worth considering when you step into a leadership position.

## Recommended resources

SHAPESHIFTER: How to master the art of working with the future

Political leadership lessons applied to business

The Power of Not Knowing

Managing in a Time of Great Change by Peter Drucker (Chapter 5: Six rules for President)

Macron Unveiled: The Prototype for a New Generation of World Leaders

## Author Bio:

Alain Lefebvre is a former French diplomat, an international consultant, and occasionally a political coach. He has been directly involved in the European Union's negotiations as an adviser to French ministers. The author of three books about French and European politics, he splits his time between Finland and France. His book "Macron Unveiled: The Prototype for a New Generation of World Leaders" will be released in the U.S. at the end of February 2022. *Macron Unveiled: The Prototype for a New Generation of World Leaders* examines Emmanuel Macron's first four years as president of France, analyzing Macron's personality, approach for solving problems, sources of inspiration, mistakes, difficulties, and the impact he has had in France, Europe, and the world. New leaders with a modern approach to politics are quickly emerging, and despite having limited political experience, they are facing the challenges of today head-on.





# Connected Leadership: How to Lead Multigenerational and Multicultural Teams

By Michelle Enjoli

A conversation with a young woman in 2016 led to a breakthrough. I was talking to a younger colleague about her career ambitions when I offered to formally introduce her to a leader in the area she expressed interest in. She seemed hesitant and then uttered the following words, “I don’t know how to talk to someone like that.” Additional questioning led to the conclusion that the intimidation she felt came as a result of a lack of exposure to someone culturally different than her. It was an enlightening conversation.

I grew up as a bilingual child surrounded by a large family in a very diverse environment close to New York City. I had always been surrounded by people from different countries, cultures and generations on a consistent basis since birth. It wasn’t until this interaction with my younger colleague that I realized how fortunate I was to have had that exposure and how big of a gap exists in a world comprised of multigenerational and multicultural teams.

In today’s everchanging business environment, we have big shifts happening with up to five generations coexisting in the workplace, a rise in millennial employees becoming leaders and the entrance of Gen Z employees. From a cultural perspective, diversity has become top of mind for many organizations who have pledged to create and promote diversity. These developments demand a need for a new kind of leader that has the ability to connect multigenerational and multicultural workforces.



With the recent developments over the last few years including what has been dubbed as “The Great Resignation”, the need for connected leadership has never been greater. The Bureau of Labor Statistics reported a record 4.5 million Americans quitting their jobs last November. Employee retention and securing top talent continues to be a big challenge for companies. With all of this in mind, I recommend an investment in connected leadership to solve the problem at its root for success in the future.



A connected leader is one who has the ability to connect with their team members and foster connections among them. For many years, the term networking has defined how we should interact with others professionally. I've found that the term is a bit vague and decided to build a curriculum to clearly define how to connect with others using a clear framework. I define connecting as an authentic attempt to learn or assist someone. In leadership, this skill is critical.

Connected leadership takes that definition a step further with a six-step framework titled LEADER to create a catalyst for change, innovation, inclusivity and creativity.

#### L - Listen

A connected leader actively listens to each member's concerns and suggestions to make each team member feel valued.

#### E - Engage

A connected leader actively engages with each team member to understand who they are on a professional and personal level.

#### A – Assist

A connected leader actively offers assistance to each team member to help increase their productivity and career development.

#### D – Diversify

A connected leader actively makes an effort to diversify their perspective and team to increase creativity and problem-solving capabilities.

#### E – Empathize

A connected leader actively empathizes with each team member's feelings and perspectives to connect and develop them.

#### R – Respect

A connected leader actively respects the value each team member provides in order to position the individual member and team for success.

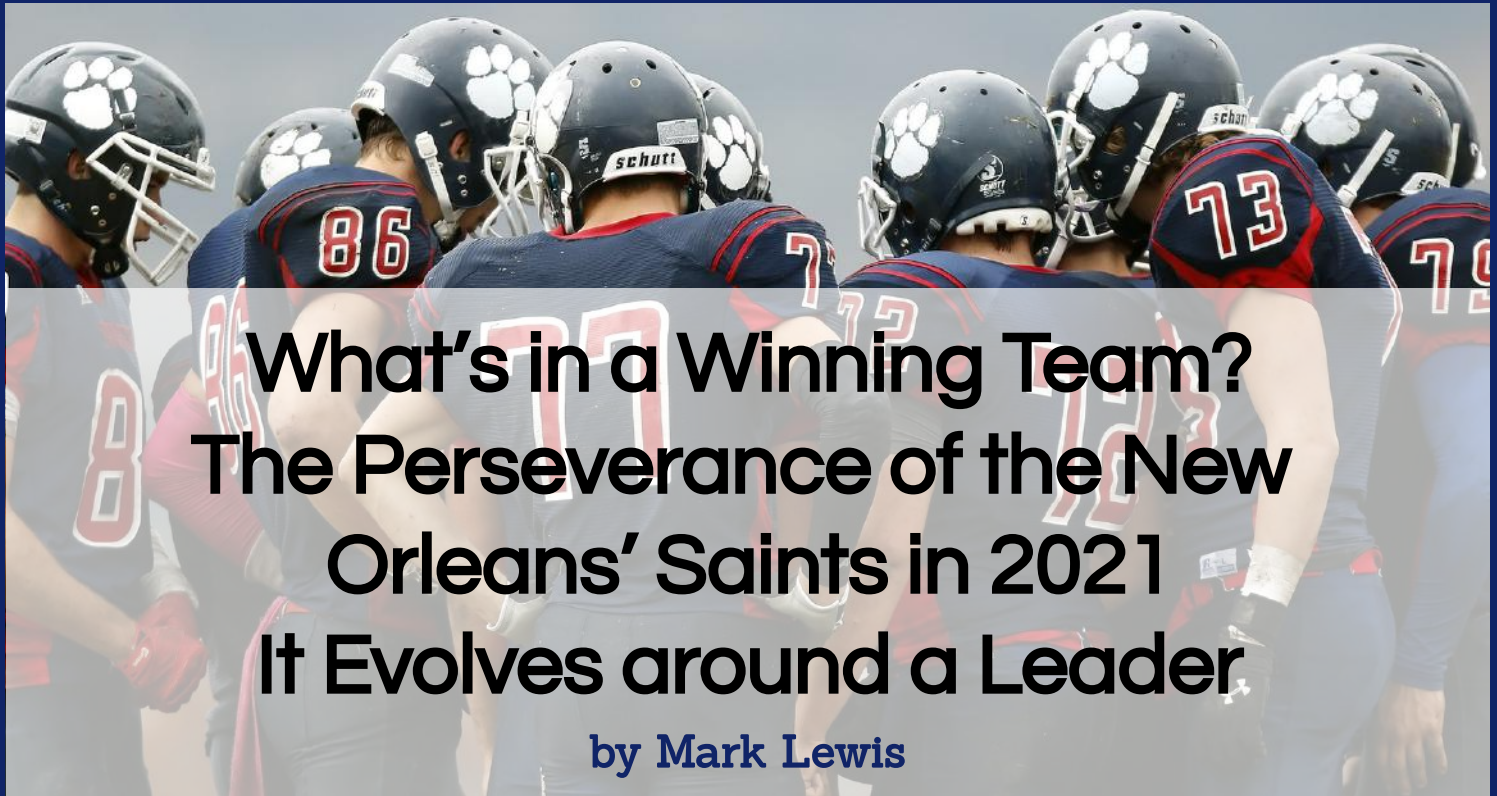


A connected team is one who can work at a high level despite differences in work and communication styles. The LEADER framework is designed to build trust between a leader and their team and among the members of a diverse team. The success of any organization is primarily dependent on the priorities and behavior of its leadership team. In an unpredictable environment that is consistently evolving, a strong connection must exist to find success.



Michelle Enjoli is a career development coach and keynote speaker who teaches strategies on how to successfully connect to opportunities for career growth and development. She has developed a curriculum on an entrepreneurial career with a focus on networking, personal branding and self-esteem that helps professionals and leaders learn how to connect for professional growth. Michelle has an idea worth sharing and her talk "The Most Important Connection to Make for Success" is now available on TED. Her journey and work has been recognized by the Better Business Bureau and US Chamber of Commerce. She has been featured in Entrepreneur, forbes, glassdoor and Rolling Stone among other outlets. She is featured in a book called "Hispanic Stars Rising. The New Face of Power" and is currently working on her first book.

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Website: [www.michelleenjoli.com](http://www.michelleenjoli.com)



# What's in a Winning Team? The Perseverance of the New Orleans' Saints in 2021 It Evolves around a Leader

by Mark Lewis

Vision. Effort. Determination. Perseverance. Trust. Respect. All of these factors help build a winning team. It sounds simple when you read it as a list, but looking at examples of success, whether it's a sports team or business, we know that there are several key factors that contribute to a winning culture.

## What is "Team Culture"?



A team's culture can be many things, and no two groups are made up of the same things. A team's culture can combine the leadership style of the executives or coaches with the organization's vision; and then there are goals for each individual. No matter what the culture is made up of, it is foremost to a community. The better the culture, the better the success. Culture drives EVERYTHING!

A team is like a giant family, and my favorite one to think about as the perfect example is the New Orleans' Saints. Like any other NFL or sports team, the Saints are a group of individuals selected to work and play together, not of their own volition, but because of their employer's choice and vision. Each player comes from a different place with a diverse background and perspective, and brings their own goals, beliefs, skills, personalities, and even issues to the team. The Saints are known for their connection with one another, to the city, and their beloved fan base. But not every season has been a success for this team. Every culture has its challenges, some numerous, some large and some small. Like this past year's season for the Saints, it challenged the team in unbelievable ways.



## All Teams Face Adversity at Some Point

The 2021 – 2022 season was unlike any other for the Saints. They faced many challenges that they had never before, and experienced new lows. To start, this was the first season in 16 years that quarterback Drew Brees didn't take the field as the team's leader. Even fans felt the absence of the player, who many considered the true heart and soul of the group. Drew was the Saints CEO while Coach Sean Payton was its Chairman of the Board. They had a great bond.



The season started with the New Orleans metro area facing Hurricane Ida. This storm displaced the Saints players for six weeks. The team found themselves in disruption living in Dallas for a month and a half. The result was that the Saints had the least amount of home games out of all the NFL teams in 2021.

Throughout the season, more challenges occurred. They started with a \$100 million salary cap deficit that forced them to cut or let go key players on both sides of the ball. Then COVID-19 forced several starters and coaches to the sideline for many games.

Due to having so many players out on quarantine throughout the season, the Saints set a record for having 57 different starters in one season. The maximum number of starters in one season is typically much lower. They also set a record for being the first team in NFL history to win with three different quarterbacks playing four or more games. Even head coach, Sean Payton, was out for a game due to covid reinfection. There was one game during which the team suffered their worst COVID outbreak; 42% of their team (and a ton of starters) were ruled out. Yet despite all the disruption, the team endured, adapted and barely missed the playoffs.



But the Saints continued anyway because of Saints' players persevere. They always have. They are a family with trust and respect for each other. They have a selfless attitude. It's in their hearts, to play for each other and be the representative of the city they play for. Through any storm, they always get back up again and start anew. Former Saints' player, Steve Gleason, is the perfect example of a team player who has a vision, is determined, and gives all of his effort to persevere. He indeed possesses a "Give a Damn" attitude.

## Team Character

Being a team player involves having character. It consists in thinking about others first and what is good for the entire team. To possess a "Give a Damn" attitude, you first think of being altruistic. Team players honor their commitments to others, are willing to put in extra time, practice positivity in adverse situations, and work hard towards team goals. When people think about individuals who embody a "Give a Damn" attitude, Steve Gleason is at the top of the list. Gleason played for the Saints for eight years. No Saints fan will ever forget the punt he blocked against the Atlanta Falcons when the Superdome reopened for the first time on September 25, 2006 following the devastation of Hurricane Katrina. Gleason became the symbol of the city's resilience in its rebuilding efforts.

After his ALS diagnosis in 2011, Gleason was told he would not live more than five years. But his will and determination to live led him to fight with everything he has. Eleven years later, he is still here, getting to watch his two children grow up and making significant progress in the ALS community to help others diagnosed with the disease to live a quality life. Using cutting-edge technology, he has helped thousands suffering from ALS and other debilitating neuromuscular diseases. He partnered with Microsoft to develop a program that uses eye movements to control devices such as wheelchairs, computer keyboards, and appliances. Since Team Gleason was founded, his foundation "has provided over \$20 million in adventure, technology, equipment and care services to over 20,000 people. I am lucky enough to have met Gleason and I am honored that he wrote the opening foreword to my book. Twenty percent of all book proceeds goes to his Team Gleason foundation.





## A Successful Team drives a Give a Damn Attitude

In recent years, the Saints organization (from top to bottom and not just players) have endeavored to play and work together like a team who enjoys each other's company, and thrives on one another's success. It's hard not to enjoy Alvin Kamara's infectious smile and Demario Davis's and Cam Jordan's coordinated dances. The Saints have established themselves as a young, talented, bold, slightly cocky, and entirely united group with one goal – to give the game and their fans their all! It is all built on a positive and moral character. This is a team that "Gives a Damn" and is successful because of it, whether they are playoff contenders or Superbowl finalists or not.

God bless Sean Payton and the leaders of the Saints organization for instilling and teaching us the GIVE A DAMN attitude that they have instilled in their organization. It breeds a positive character and a happy environment. If you are on a team, take a minute to ask yourself if you want to have the same character of a team player like the Saints have in their organization? Do you give enough of a damn to have that kind of character? If you do, your chance of success is far greater than otherwise. If you want to learn more about how you can build a successful team that revolves around a Give A Damn initiative, go to [www.marklewisllc.com](http://www.marklewisllc.com).



Mark Lewis is an award-winning leadership expert, founder of Communiqué and Evolve Media AI, author of the CEO Facilitator Playbook and the Amazon bestselling book, GIVE A DAMN – The Ticket to Cultural Change. He moderates CEO Round tables and offers busy leadership coaches a simple turnkey solution in the form of a CEO Facilitator playbook to help CEOs with their success and growth.



# 5 Ways to Build a Successful, Cohesive Cross-Cultural Team

By Matt Redler, CEO, Panther

Every great team cares about diversity.

It's not a vanity metric: Cross-cultural teams are smarter, more profitable, and are filled with higher-quality talent. Almost every study about diversity in the workplace confirms this. So, if you want a successful team, diversity is just as important a factor as anything else.



But building a cross-cultural team can be tricky. It's not an intuitive skill for most people. And if you're not intentional about building a great cross-cultural team, it's not going to happen--and you'll leave an uncounted amount of success on the table.

For us at Panther, diversity is huge. Our team spans a dozen countries and at least 10 languages. Many businesses have set goals to prioritize diversity but don't know where to start. Below, are five best practices that can guide company HR departments' efforts to build a cross-cultural team that works like magic (but, of course, it's not).

## Hire in different geographies

The biggest mistake businesses make when hiring for diversity is limiting their search to a single geography. Here's a simple example: Imagine you run a business based in Seattle, and you want to bring more Black talent onto your team. Well, less than 8% of Seattle's population is Black. It'll be a much harder search than if you were in, for example, Atlanta: A city where more than 50% of the population is Black.

And the same is true abroad. If you're in a small Midwestern town and want to build a cross-cultural team, you may find it difficult. The numbers just aren't there. But if you expand your search globally, you'll find it easy to hire great cross-cultural talent.



Consider hiring talent remotely--not just in other states, but across the globe. Remote work levels the playing field. It means that, regardless of where talent lives, they get an equal shot at their dream job. Right now, there's a huge inequity problem in the global labor market. Remote work helps reduce that inequity.

## Build diversity from the top-down

If you want a diverse team, you need to have diversity, from the CEO down to entry level positions. People are more likely to hire other people that look like them. So, make your team look like everyone.

This is where many companies get hung up: While they say they want diversity they don't make the changes necessary at the higher levels. As a result, not much gets done and businesses end up back at square one.

And, having a cross-cultural leadership team can lead to new perspectives and innovation within your organization. Start from the top, and you'll see results follow.

## Rely on impeccable agreements

In some way or another, everyone brings some of their cultural values to work. So when you hire a cross-cultural team, you'll see a mix of values in your team: Which is, of course, great. It can spark creativity and innovation. But to make sure everyone's on the same page, rely on the value of impeccable agreements. The concept is simple--every agreement must be:

1. Recorded (for a record of the agreement)
2. Precisely defined (so people know what to do)
3. Specific due date (so people know when to do it)
4. Single directly responsible individual (so you can't play the blame game)

Accepting a task becomes a lot more serious if you're following these rules. It creates a culture of trust and mutual respect amongst your team, which you need if you're hiring across cultures.

## Review your current hiring process



No hiring process is perfect. But if yours is held together with old duct tape and a handful of nails, it could be hurting your search for cross-cultural talent. If you've been using one process for a long time, it can be hard to actually identify what's going wrong—it's like trying to stare at something that's too close to your face. Here are two things to look for:

1. Ignore as many vanity metrics as you can. For example, you should reconsider whether a college degree is a valid requirement for the roles you're hiring for. In many cases, a college degree is not at all representative of the type of work someone is able to

produce. Removing barriers like these can allow you to hire more diverse, cross-cultural talent.

2. Add diversity to the interview process. People often hire people who look like themselves. Make your panel look like everyone, and you may find it easier to hire cross-cultural talent.

## Go public with your diversity goals

If you never commit, you're not going to build a cross-cultural team. Making your diversity goals publicly available lets people keep you accountable. Which, in turn, puts the pressure on to make sure that you follow through.

How can you do this? A simple page on your website discussing your company's policies on diversity will work. If you want to tweet about it, that's great, too. There's a huge benefit to doing this, too: Cross-cultural talent will be more likely to join your team if they can see that you actually care about diversity.



Going public with your mission on diversity is a win-win. It keeps you accountable, and it brings better talent onto your team. Why not?

## Have internal talks about what diversity means



As you begin to build a diverse team, you should be having internal company conversations about what diversity really means for you. And, specifically, how people should approach it in their day-to-day.

Nobody starts on the same page. Some people are hyper-aware of diversity issues, some people have a basic understanding, and some people might think that all this talk about cross-cultural workplaces is a bunch of political nonsense. (Of course, it's not, but that doesn't change the way that some people approach it.)



You can start these talks by hosting meetings where you bring in experts (or even employees who are passionate about the topic) to talk about diversity in the workplace, what it means, and how people should think about it. These are small steps to a happier, more productive cross-cultural team.



Building a cross-cultural team isn't easy, but it's worth it. Here's a quick recap:

1. Hire in different geographies
2. Build diversity from the top down
3. Rely on impeccable agreements
4. Review your current hiring process
5. Have internal talks about what diversity means

Do the five things on this list and your team is well on its way to being a well-oiled (and cross cultural) machine.



Matt Redler is the CEO at Panther where he is working on building the economic infrastructure for the remote world. Through remote work, Matt believes that talent across the world - no matter where they are, can get access to great work opportunities and that people can start living lives with more agency to be where they are happiest. Prior to Panther, Matt founded Chefit, a personal chef startup.



# The Human Side of a Successful Leader – Why's it's So Critical

By Mark Lewis

Most executives know what it takes to be a successful leader: implementing the right strategies across all business functions, hiring the right people, writing a business plan, understanding your target market and competition, and more. However, success doesn't always come to those who are tenacious or opportunistic. The most important side of a successful leader can often be ignored: the human side.

## 1. The ability to get along with people

The world consists of many different personalities. A successful leader must be able to adapt their personality to the personalities of a wide range of people. Connecting and communicating well with employees and showing respect and consideration are critical to developing a great corporate culture. If you take outstanding care of your employees, they will, in turn, take excellent care of your customers.

## 2. Your approach is always positive



Here is how one can vastly improve their leadership success from the human perspective:



There are always setbacks in everything you do. Knowing your strengths, believing in them and embarking on a positive path despite any setbacks will enhance your journey towards leadership success.

### 3. Service is more important than revenue

If you provide a quality product with extraordinary service, the revenue will come. My motto is this: you should be more concerned about what you can put into a situation rather than what you can get out of it. Most people get it backward. The bottom line is essential, but when you provide a product or service that solves a need, AND provide something above and beyond what is expected, the bottom line will take care of itself.



### 4. Employee Empowerment/Engagement

Too many times leaders take on work because they feel they can do it more quickly or better. Good leaders empower their people to do their jobs and have confidence in their abilities. That is why you hired them in the first place, so let them do their job despite the mistakes they might make along the way.

### 5. Taking Responsibility/Giving Credit

A good leader always takes responsibility when things go wrong. A great leader always gives credit to others when things go really well.



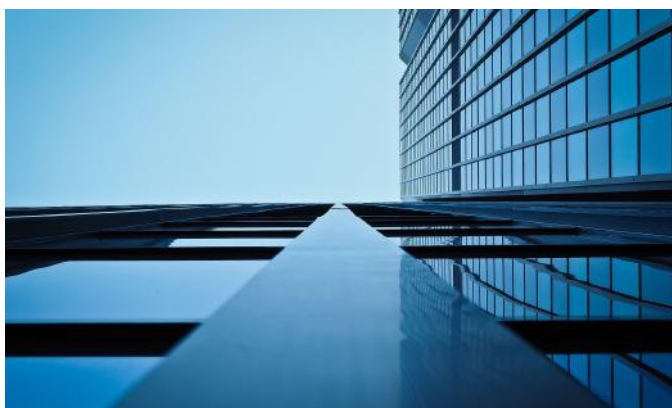
### 6. The Attitude of Gratitude

Take time to recognize people for the work they have done, and especially do it in front of their peers. Simple gestures like saying thank you, providing small gifts for going beyond the call of duty, and finding ways to recognize employees who exemplify the company's core values are great steps towards building a terrific company culture.

Relationships, both personal and professional, and a sound company culture are critical to success. Trust and respect should be a core value of all organizations. Every successful leader knows that effective communications and employee relationships build trust and accountability. It's not about sales, but rather about providing added value and solutions to the lives of others. By doing so, the revenue will come. Employees will be highly motivated and work for the company if they believe you care about them and are sincere in your communications and interactions. People don't care about how much you know, until they know how much you care. For more thoughts and ideas on this topic, visit [www.marklewisllc.com](http://www.marklewisllc.com) or email me at [mlewis@marklewisllc.com](mailto:mlewis@marklewisllc.com). Here's to your success!



Mark Lewis is an award-winning leadership expert, founder of Communiqué and Evolve Media AI, author of the CEO Facilitator Playbook and the Amazon bestselling book, GIVE A DAMN – The Ticket to Cultural Change. He moderates CEO Round tables and offers busy leadership coaches a simple turnkey solution in the form of a CEO Facilitator playbook to help CEOs with their success and growth.



 NEWSLETTER

# Alchemizing Human Capital

Exploring industry trends via original research & interviews with executives & thought leaders from across the globe.





# Feel Your Feelings to Clear Emotional Clutter

By Julie Coraccio

Have you ever worked with someone who was passive aggressive? Or accidentally cut someone off in traffic and they go nuts and scream at you? Perhaps you thought you've moved on from an unpleasant event only for feelings to suddenly resurface.



As a professional organizer and coach, I have observed that whatever is going on inside of you is often reflected in your outside environment and vice versa: depression can cause clutter and clutter can cause depression.

I view emotional clutter as feelings that prevent you from creating the life you desire. Like physical clutter we can clear our emotional clutter, freeing us to live more joyfully. When we don't express our emotions, we aren't acknowledging the truth and are distancing ourselves from our feelings. I was in a spiritual group that was full of mean girls. I didn't want to admit that they were upsetting me. When I finally did, I left the group because it wasn't healthy for me.

First, it's important to remember that emotions are simply energy in motion and energy needs to move up and out or it stays stuck. Children instinctively know that a temper tantrum releases energy. A happy kid isn't throwing a fit, but an exhausted, overwhelmed, or angry child is. When we suppress emotions, they stay in the body. If you don't feel your feelings, your emotions will find a way to appear. Incidents of road rage are most likely not about being cut off in traffic.

Here are steps to clear your emotional clutter and embrace whatever you're experiencing:

## Pay Attention

Self-awareness is a necessity. Start by becoming aware of your emotions and how you respond to people, events, or situations. Do you have a lot of anger or sadness? Have your insecurities prevented you from trying something new? Do you feel unworthy and therefore don't ask for what you need, perhaps a much-deserved raise?

Where do you hold back, stuff, avoid, or explode? Are you afraid to express yourself for fear of what others will say?

## Observe, Don't Judge

As you become more aware of your emotional clutter, try to remain neutral. Many emotions have been labeled as good (joy, happiness, passion) or bad (anger, sadness, shame). Concentrate on observing the emotion rather than labeling it. Dig deep. Many times, there are layers to emotions; sometimes under anger is sadness. Consider your emotions as guideposts signaling the path to change.



Some feelings don't feel good—grief, sadness, loneliness, heartbreak, outrage, guilt, shame, depression, fear, and emptiness. Who wants to feel yucky feelings? However, research has shown that suppressing or avoiding your emotions make them stronger.



We also tend to view emotions as good and bad. If Susan B. Anthony and others hadn't gotten angry, I might not be voting today. Our emotions come from our wounds and feelings are coming up to be released and healed. If you clear your hurts they don't keep resurfacing again and again creating emotional clutter.

And if we don't direct our emotions in a healthy manner, they can manifest as destructive behavior. When we feel our feelings, we don't act out on our pain by abusing ourselves or someone else.

## Honor Your Emotions

Give yourself permission to feel. You're allowed to experience whatever you need to emotionally.

If you are angry, can you scream? Dance? Kickbox? Moving our bodies helps stagnant energy release. If feeling sad, can you cry? Talk to a friend? Consider asking the emotion how it would like to be expressed. Journaling is a great way to get in touch with your emotions.

Try sitting with your feelings. You may experience hurt, pain, and feeling uncomfortable. While it can be unpleasant or difficult, I promise the pain won't last forever. I was in an on/off relationship with someone for a really long time. When I finally let the relationship go, I cried and howled for about 20 minutes and then I was done. A huge weight had been lifted from me.

Tune in and listen to your body. Breathe deeply, lie down and ask different body parts what they are feeling and what they would like to express. If you don't feel or sense anything the first time, don't get discouraged. Keep practicing. Make sure you have a post self-care strategy in place. Sometimes this can be an intense experience.



Your fear of the emotion may be much more difficult than expressing the emotion fully. As you practice expressing your emotions, you will get better at releasing them, alleviating suffering you may be enduring.

When we are honoring our emotions, we see where we need to create boundaries, whom to let into our life, when we need to say no, and have better self-care.

## Live in the Present

The present moment represents our point of power because that's where we can take action to change. Do you know where you spend the majority of your time? Is it the past, present, or future?

Do you often become angry, ruminating over past events? Perhaps learning better boundaries is a skill to transform anger into peace. If you're anxious about having enough money for retirement, can you skip the daily Starbucks to put into savings?

Spend ten minutes a day noticing if you're in the past, present or future. Wear a rubber band on your wrist and snap it to bring you back. Or set a timer every half hour to observe where your thoughts are.



## Be Kind to Yourself



Your emotional clutter directly affects your physical body. Dr. Masaru Emoto discovered that thoughts and feelings affect physical reality by taking pictures of water crystals in various circumstances: after healings, while listening to heavy metal music, and during prayers. The differences are profound. Our bodies are more than 70 percent water, so there is reason to believe that negative thoughts have physical repercussions.

Is your self-talk accepting or critical? Do you follow your heart or reject yourself for who you are? Do you practice healthy living or have destructive habits?

Practice self-kindness. Be gentle with yourself as you work on removing your emotional clutter and with time and practice you will put yourself on a path to living more fully.

**IMPORTANT NOTE:** You can avoid feelings for good reasons. Children who are/were abused are usually very good at this. If you've avoided feelings for some time, beginning to feel your emotions may be very difficult or bring up unburied trauma. Seek professional help, a trusted mentor, or a good friend to support you during this process.

What one step can you take right now to honor your emotions?



Julie Coraccio is the owner of Reawaken Your Brilliance and is an award-winning professional life organizer, declutter'er, author, professional speaker, and certified life coach. She hosts the popular self-help podcast Clear Your Clutter Inside & Out. Julie is passionate about supporting people in clearing clutter, getting organized, and becoming more mindful and aware. Since 2009, she has supported people in creating the life they choose, deserve, & desire. Learn more about her at <https://reawakenyourbrilliance.com/>.

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