

LEADERSHIP RIGOR!

Leadership Rigor offers innovation in leadership through its breakthrough approaches for transforming the way you lead. The simple truth is that “how” you lead is the precursor to “what” you can achieve as a leader, yet it is often underestimated, dismissed, or not given a conscious consideration.

In March 2014, Bersin by Deloitte published their latest Global Human Capital Trend Survey stating:

Building leadership capability is by far the most urgent need for companies today... and companies see the need for leadership at all levels, in all geographies, and across all functional areas. In addition, this continuous need for new and better leaders has accelerated.

Leadership Rigor views your development as a journey with a road map rather than a black-box mystery! It is both a practice and a philosophy designed to accelerate your leadership performance and productivity across the life cycle of your career. Already becoming a movement, **Leadership Rigor** prepares you to lead yourself, teams, and organizations.

The essence of **Leadership Rigor** is creating “change-ready” leaders who can embrace challenges because they have the tools, models, and language to assess, structure, and facilitate aligned actions. They also have the mindset and emotional skills to lean into the change process despite its uncomfortable nature. By innovating on their preparedness first, these “change-ready” leaders are equipped to realize the growth in themselves and in their teams or organizations.

Are you ready to take on your personal journey of **Leadership Rigor**?

LET'S RIGOR IT!



Erica Peitler,
Leadership Performance Coach



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LEADERSHIP RIGOR!



ERICA PEITLER

Author of **Open Up and Say aaah!**

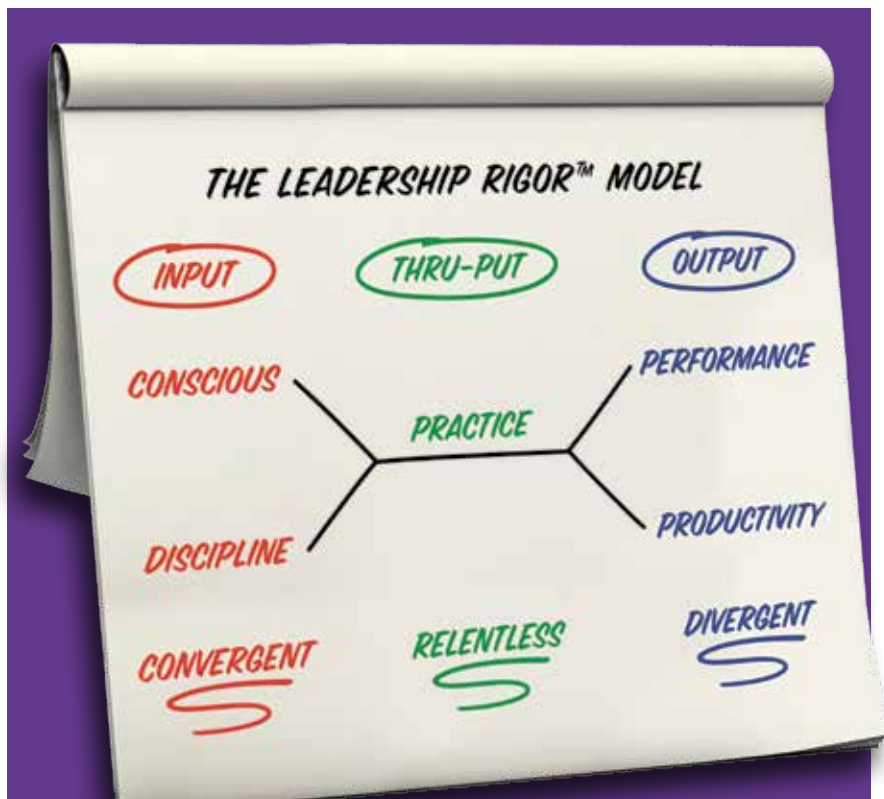
INTRODUCTION

Leadership Rigor is both *a practice* and *a philosophy* designed to accelerate your leadership performance and productivity. Already gaining traction and momentum among an emerging group of cutting-edge companies and executives who have been exposed to these concepts and the breakthrough experiences that can result from its use, **Leadership Rigor™** is *becoming a movement*, a no-nonsense approach aimed at learning how to lead yourself, teams, and organizations.

Why I Wrote Leadership Rigor

I am a *technical scientist*, a pharmacist by training who has always been intrigued by the “mechanisms of action” of how and why drugs work. Scientific rigor has always been a familiar concept to me.

Today, as a professional leadership performance coach and experienced facilitator, I bring this same curiosity and passion to my coaching practice by creating models and frameworks that help to explain how leadership works and why it works that way. Understanding and incorporating the concepts presented in this book can greatly assist you if your goal is to develop yourself as a leader as well as to build a future generation of leaders versus randomly hoping that either you or they will spontaneously appear one day equipped to lead.



Today's team and organizational leaders need to have a sincere desire to engage and develop others and to be genuinely curious about “how” people work. This requires a significant investment of your time and energy; it isn't merely something you squeeze in after your day job is complete. In fact, as a leader, it is the priority role you must play.

Absolute brilliance, in case you haven't already received the email, text, or tweet, is no longer the reason individuals get the “big jobs.” Instead, being emotionally intelligent is the ticket to high-level leadership roles because the skills required for emotional intelligence enable individuals, teams, and organizations to reach their highest levels of performance and productivity. Whether you are a leadership performance coach, a CEO, or an aspiring team leader, you need to become a *social scientist* if you want to achieve leadership success today.

Who This Book Is For

This book was written with (3) audiences in mind. The primary audience is the small to mid-sized CEO/business owner or divisional president of a large corporation. The second is the aspiring leader who wants to advance into senior executive roles as a functional area or business unit team leader, and the last is the ever-curious, enlightened leader who is looking to learn new techniques to apply on the ground in his or her evolving leadership practice.

What Is the Value Proposition in Leadership Rigor?

Leadership Rigor is a philosophy of conscious discipline you relentlessly practice, resulting in breakthrough performance and productivity that can be realized at the levels of leading yourself, leading teams, and leading organizations.

A “philosophy” is fundamental knowledge, beliefs, or attitudes held by a person or organization that act as guiding principles for behavior.

A foundational belief expressed throughout **Leadership Rigor** is that high-performing leaders are consciously competent. This means they know what they are doing, how they are doing it, and why they are doing it. Consciously competent leaders are performance focused; they understand that what they do and how they do it are equally important in achieving their outcomes. They also understand and communicate why they are doing it so they establish context, perspective, and meaning for their audiences.

A convergent focus on conscious discipline provides a powerful engine of “*input*” energy that drives leadership development toward those skills and behaviors that are known to produce performance and productivity, or the divergent “*output*.” This assumes, of course, an ability to relentlessly practice these skills on a consistent basis with “*thru-put*” energy.

A Life Cycle Approach to Leadership Development

Leadership development needs to be a journey with a road map rather than a black-box mystery! In service of this philosophy, **Leadership Rigor** takes a life cycle

approach across the evolution of your career development and advancement. You cannot give to others what you do not have, so learning to lead yourself is the first step.

Armed with knowledge and insights about yourself as well as fundamental leadership skills and capabilities, you might decide to pursue the challenge of leading a team. You will be cautioned, however, to choose this path only if you have a true desire to coach and develop others. If you are simply chasing money, a title, or a perceived increase in power or authority, you will ultimately fail as a team leader while stalling the growth of those entrusted to your leadership role.

Do you want to develop and lead a strong talent bench while orchestrating the architectural development of culture, strategy, and performance on an enterprise level? Or, alternatively, do you want to further dive into the expertise of your profession and become a functional area or technical thought leader? These are choices you must thoroughly understand and be ready to rigor.

This Book Facilitates and Accelerates Your Leadership Development

The Fundamentals

Leadership Rigor introduces concepts and frameworks that are fundamental to developing your leadership skills at progressive stages as represented by the book's (3) sections:

- **Part 1 – Leading Yourself**
- **Part 2 – Leading Teams**
- **Part 3 – Leading Organizations**

Each concept and framework is a building block for current and future use as it sets the context and provides the content for your development work. Your behavioral awareness, acceptance, and alignment with the material determines your progress. Learning to use these concepts and frameworks in real time and placing them on the ground (OTG) is the ultimate goal for leading with rigor!

Signature Models

Each of *Leadership Rigor*'s (3) sections also contains a signature model designed to help make your thinking visible and to increase your influence as you accelerate the skill development of others working with you:

- **Part 1 Signature Model – The Progressive Mindset™**
- **Part 2 Signature Model – Analytical Rigor™**
- **Part 3 Signature Model – Organizational Excellence™**

These signature models provide you with practical techniques for focusing on communication, decision making, and mapping out your organizational action agenda for change and growth. While you will be exposed to many models and frameworks throughout *Leadership Rigor*, the signature models are enduring tools that

you will continuously use to enhance and accelerate your team, organization, or your own forward progress.

At the team and organizational level, these signature models will also provide you with elements for creating your own unique cultural dynamics of “how we do things around here.” Again, if relentlessly practiced with conscious discipline, the output will be breakthrough performance and productivity!

Tensions to Resolve

As you progress in your leadership development journey, you will occasionally come upon a “speed bump” that causes you to slow down. In *Leadership Rigor*, these are referred to as “tensions to resolve.” Each stage of development contains a critical choice or challenge for you to work through and ultimately embrace or transcend:

- **Part 1 Tension – Crossing the Knowing-Doing Gap**
- **Part 2 Tension – Becoming a Practitioner and a Philosopher**
- **Part 3 Tension – Being an Entrepreneurial or an Enterprise Leader**

Each tension contains a description of the challenge/choice you face as well as a methodical approach to working through the resolution process so that you can advance to the next level, if you choose to do the work.

Rigor Alerts

Finally, the book includes a number of Rigor Alerts and sidebars that offer practical advice, stories, and cautionary tales to utilize on your journey.

How to Use This Book

Leadership Rigor can be used as a reference, resource, or road map. You can read it through cover to cover or target the areas you believe you need to focus on right now. My personal advice is to start at the beginning so you can fill in the gaps or blind spots you may not know you have, but the choice is yours, and each of the book's (3) individual sections can stand solidly on its own.

In my own leadership development journey, I have read several books over and over, writing in the margins and making notes to myself. I hope *Leadership Rigor* inspires that same initiative and desire in you.

Read the book, write in it, and wear it out! It is meant to be part of your growth forward, a companion that, perhaps along with some experiential add-ons including individual or team coaching, can make a transformative impact in your leadership development and your life.

If this sounds inspiring to you, *let the rigor begin!*

RIGOR!
ALERT!

Intimate Connections

Intimacy does not require physical contact in today's technological world. Many people have highly intimate relationships via email and texting! Others are in constant physical proximity through daily interactions with each other and have no intimacy; their relationship is purely transactional. Creating intimacy is about “connecting and interacting” with each other in a meaningful and impactful way.

LEADERSHIP RIGOR! ASSESSMENT TOOL

Please read the following statements and select your response:

1. I need to learn more about this area
2. I am knowledgeable but could improve with additional application insights
3. I am a strong performer here and can confidently coach and develop others in this area

PART 1: LEADING YOURSELF

- | | 1 | 2 | 3 |
|--|--------------------------|--------------------------|--------------------------|
| 1. I understand my personal hardwiring | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. I continuously ask for feedback to uncover my blind spots | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. I am aware that both my results and behaviors are equally important | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. I productively utilize both my time and energy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. I consistently work at the appropriate altitude for my role | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. I understand the differences between lift and compression in terms of supporting my supervisor and team | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. I am clear about how communication and relationships affect my influence as a leader | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. I use my personal power to connect and influence in a positive way | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. I can openly express and demonstrate my own vulnerability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. I self-manage my behavior for both positive and productive outcomes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. I have the courage to express my point of view | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. I mindfully create my executive leadership presence | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. I understand why aligning my intentions and my impact is important | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. I actively put my learning on the ground as soon as possible | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. I am clear about my future development path choice for either being a technical expert thought leader or being a leader of others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Total:

PART 2: LEADING TEAMS

- | | 1 | 2 | 3 |
|--|--------------------------|--------------------------|--------------------------|
| 1. I believe that leadership is in service to others and not about me | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. I am a strong role model for leadership behaviors because I demonstrate and communicate what I am doing and why | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. I am viewed by others as a visible and accessible leader | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. I understand that as a team leader I must deliver the work as well as develop the individual players and the team | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. I know how to productively manage both green dollars and blue dollars | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. I run productive team meetings based on preparation, participation, and outcomes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. I am disciplined about consistently setting clear expectations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. I consistently and effectively coach for performance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. I am consistent and effective at holding accountability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. I productively engage my team in the decision-making process | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. I am comfortable selecting from a variety of interpersonal leadership styles and applying the right one for the given circumstances | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. I am passionate about developing others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. I work effectively at the cross-functional interfaces to facilitate progress in my role | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. I have excellent stakeholder relationships | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. I am effective at networking both inside and outside my organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Total:

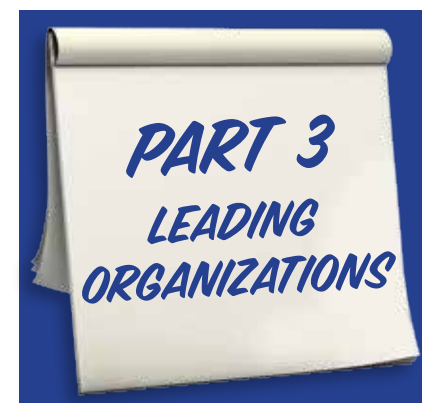
PART 3: LEADING ORGANIZATIONS

	1	2	3
1. I have an enterprise vs. a functional mindset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I lead a performance-based organization and practice consequential leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I have a cohesive, high performing leadership team in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I have a transparent and consistent approach to evolving and nurturing the culture of my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I have core values in place for my organization that are lived daily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I approach talent development as a priority and invest significant personal and executive team time in this area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I have created an environment where leadership and learning distinguishes our culture from our competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I create an organizational action agenda each year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I understand how to sequence initiatives at the organizational level so that traction can occur and resources are appropriately utilized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I have a structure and rhythm to my organizational communication messages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I invest time creating and shaping my organization's future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I know how to both prepare for growth and execute on growth initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Our employees understand both the organizational business model and our strategy and are clear about how to create value and competitive advantage for the enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I have created a clear expectation for what Operational Excellence is in our organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I have created a clear expectation for what Organizational Excellence is in our organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total:	<input type="text"/>		

Determine Your Score for Each Section Separately:

- 15-25** This is a clear development opportunity area that requires conscious discipline and practice
- 26-40** This is an area where you can significantly improve your performance on the ground with additional practice
- 41 or higher** This is an area of strength for you with a few opportunity areas to target for increased performance and productivity—you are a candidate for coaching and developing others in their skill development

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LEADERSHIP RIGOR!

LEADING YOURSELF

RIGOR! ALERT!

How Athletes and Leaders Differ on the Consciousness Model



Given their focused attention on training, feedback to be at the top of their respective "games," but often compared to great athletes.

One area of deviation, however, occurs in the tendency. Athletes do the hard work of learning how to be competent through structured skill building (talents), but they allow themselves to drop below competency, or what might be better known as unconscious incompetence. They practice a skill until they can perform it in and without having to consciously think about it. Leaders, by contrast, need to develop and maintain a level of conscious competency. Like a coach, they are constantly alert. They are always looking to refine their skills in real time in order to positively impact performance. When leaders "go unconscious," growth slows down or stops around them.

9

"No man will make a great leader who wants to do it all himself or to get all the credit for doing it."

- Andrew Carnegie

"Three things are extremely hard: steel, a diamond, and to know one's self."

- Ben Franklin

PART 1: LEADING YOURSELF

If you are genuinely interested in pursuing a leadership role, you must first be a student of yourself. Without a curious and disciplined approach to discovering the truth about who you really are, not the image you project (your ego) and want others to buy into, you will be challenged in authentically connecting with other people.

This is not about being self-centered or self-absorbed; it is about being anchored in knowing and understanding yourself for the purpose of building and being in healthy relationships.

To put it bluntly, if you want to lead others, you must first develop an intimate relationship with *yourself*.

Such a statement may sound obvious and even a bit silly, but the fact is that many people do not understand themselves. As a result, they are not capable of building strong relationships with others, which means they cannot lead them.

As a leadership performance coach, I often see extreme examples of this. Most people proudly believe they know themselves very well, claim to be highly self-aware, and categorize themselves as strong performers in their professional roles. Only a brave few openly admit they probably have a lot to learn.

You will face many challenges in your leadership journey, and they all begin with knowing yourself.

1

RIGOR! ALERT!

Carefrontational Feedback

A concept related to aligning your intention and impact is delivering feedback in a "carefrontational" manner. This approach requires looking through the lens of seeing another person's potential for greatness and growth. You courageously give them the direct and constructive feedback they need to hear on what it is like to be with them (their impact) so they can gain perspective on being a better leader (their intention).

Being able to appropriately frame and deliver feedback is a leadership skill. It is related to your up-front preparation and clarity (your intention) as well as your compassionate and purposeful delivery (your impact).

In the first part of *Leadership Rigor*, you will learn how to create the foundation for your own personal leadership development journey. Once you have created this foundation for yourself, you will be introduced to the first signature model of *Leadership Rigor*, *The Progressive Mindset*. This versatile tool will give you a structure for developing and delivering communication messages that can move your projects and team initiatives forward with confidence.

As a closing step to Part 1 of *Leadership Rigor*, you will be asked to resolve the first of (3) tensions on your leadership journey, crossing the knowing-doing gap. Here you will need to choose whether leadership is merely an interesting concept for you or something you want to be a skilled professional at by applying yourself on the ground and in real time to practicing it!

Ready to embrace the rigor required to be a student of yourself? Let's begin!

The Fundamentals of Leading Yourself:

CHAPTER 1:
Creating Your Leadership Mindset

CHAPTER 2:
Creating Your Leadership Practice

CHAPTER 3:
Creating Your Leadership Voice

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RIGOR IT!

LEADERSHIP RIGOR!

LEADING TEAMS

conscious competency in order to build capability (and confidence) in others. Unconscious decisiveness is not leadership because it does not come from the mindset of serving others but rather from the mindset of serving oneself in the name of convenience, speed, and position power.

- Your leadership behaviors, including your impulsivity, impact your employees and your culture. Are you creating an open and trusting learning environment, or are you engaging in perceived power-based or covert practices that create frustration and anxiety because you are not transparent or consistent in your decision-making processes?

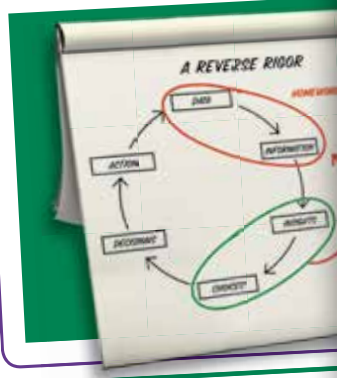
"A real leader faces the music even when he doesn't like the tune."

- Steve Jobs

RIGOR! ALERT!

A Reverse Rigor May Be Needed

Occasionally, while working through the rigor process with you need to break off into and invest time on a s requires more homework or data analysis. In the choose to "reverse rigor" as a smaller group a step, coming back together again as a larger group al information is provided to assess insights and



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PART 2: LEADING TEAMS

Congratulations! You are interested in learning more about the rigor it will take to become a performance-based team leader. Whether you are a newly named team leader or an experienced professional looking to raise the bar on your current performance, investing time in understanding what it takes to successfully serve in the team leader role is an important step in your leadership journey.

Imagine for a moment that you have just been named to a new team leader role and the written announcement has just been issued to your organization. On your mark, get set, launch into action, right?

Not exactly. Your first step is to exercise emotional intelligence through self-management by pausing and doing nothing.

That's right, pause and **do nothing!**

While the announcement of your new role is the visible moment of change, managing the transition into your role is critical, because this can distinguish a successful start from a series of false starts.

The insights and learning on leading yourself that you have begun to put into practice from Part 1 of *Leadership Rigor* will carry over into Part 2, but the team leader lens you will now be looking through will continue to challenge and change your perspective, requiring both significant and subtle shifts in your behavior.

Part 2 examines the **fundamental building processes** associated

"It's not about you. It's about them."

- Clint Eastwood

with leading teams. The focus is on building healthy and cohesive team dynamics, building an integrated work product, and building alignment across the enterprise.

The signature model introduced in this section is **Analytical Rigor**, a sequential and integrated framework for engaging and aligning the diversity of a team's thinking to accelerate performance and productivity in decision making as well as in discussing challenging business issues.

The tension you will need to resolve is to **become both a practitioner and a philosopher** of these leadership concepts so that you can be an active role model for the technical skill development of your team members as well as a champion for their leadership growth.

Leading with rigor at the team level will require you to stretch and cover the full spectrum of doing, managing, and leading. So fasten your seat belts: your altitude is about to dramatically change!

The Fundamentals of Leading Teams:

CHAPTER 1:

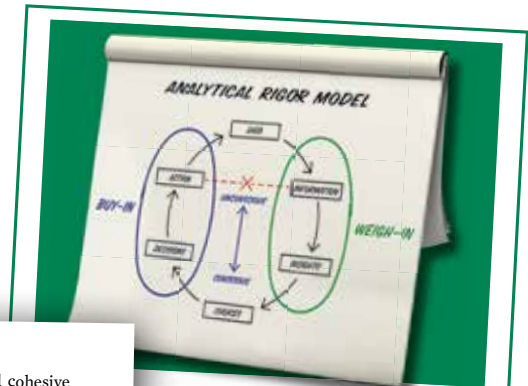
Building Healthy Team Dynamics

CHAPTER 2:

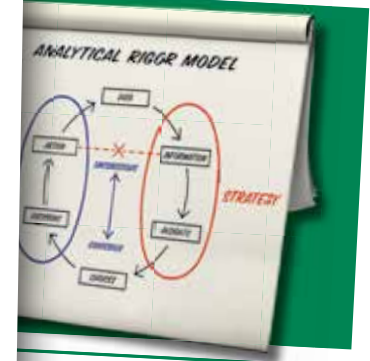
Building the Work Together

CHAPTER 3:

Building Alignment across the Enterprise



from strategy to execution. The first part of the understanding where you are and ideating on go and why (strategy). The second part of the determining the action steps on the ground regard- t there (execution).



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RIGOR IT!

LEADERSHIP RIGOR!

If you answered "No" to any of these questions, targeted opportunities for becoming a performance-based organization with consequential leadership practices exist and await your attention.

As CEO, remember that **your fingerprints are on everything** in your organization. If you like what you see, keep doing what you are doing and look to continuously raise the bar where you can.

If you don't like what you see, **objectively ask yourself** what you are creating and what you are tolerating.

AS CEO, WHAT ARE YOU

CREATING



TOLERATING

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"The final test of a leader is that they leave behind in others the conviction and will to carry on."
- Walter Lippman

"Mountaintops inspire leaders but valleys mature them."
- Winston Churchill

PART 3: LEADING ORGANIZATIONS

Advancing into a leadership role at the organizational level can feel like going from piloting the Boeing Dreamliner to becoming an astronaut operating a space station. Both roles require skills for flying but at completely different altitudes and in extremely different conditions of complexity and ambiguity.

In business, a major difference between organizational leaders and team/functional leaders is the disciplined focus and skills required to frame the broader **"context and perspective"** on the issues and challenges for their respective audiences versus being concerned with the content elements only.

Being consciously competent at all times is also now the expectation the organizational leader must step up to given that the work at this level is integrated, systems based, and requires working collaboratively with highly competent functional leaders.

The requirements for leading at this level include creating a performance-based organization, developing a leadership team and talent bench, and ensuring that the operational platform is running productively today as well as being viable for the future.

Part 3 of *Leadership Rigor* covers these topics and introduces the final signature model, **Organizational Excellence**, that provides leaders with a road map for customizing their action agenda in the (6) critical areas CEOs and their leadership teams must own.

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LEADING ORGANIZATIONS

RIGOR! ALERT!

The Matrix—Magic or Mayhem?

Global organizations often use a matrix structure approach in which dual reporting lines (global/regional or global/local) create both direct and indirect supervisors with varying degrees of authority who can add to the challenge of communication and relationship building. If you are developing a matrix structure, be conscious about role clarity and accountability in decision making and select leaders who are capable of exercising high levels of personal power and emotional intelligence to align resources and drive cohesive performance rather than those who incite divisiveness through power struggles.

Part 3 also outlines the final tension you must resolve in your own personal **Leadership Rigor** journey: deciding whether you will be the entrepreneurial or the enterprise leader for your organization. This choice determines the role you will actively play and the role you will flank yourself with to ensure balance and long-term sustainability and scalability for your organization.

The most compelling organizational leaders to follow are those who are able to learn, grow, and evolve in real time with vulnerability as well as authenticity. They are ready to go first to show their teams the way forward, and they are willing to advance the journey forward when others want to turn back. They **Rigor it!**

Aspire to lead at the organizational level? Turn the page, and let's begin the next phase of your journey!

The Fundamentals of Leading Organizations:

CHAPTER 1:
Shaping the Leadership Roles

CHAPTER 2:
Shaping Your Operational Platform

CHAPTER 3:
Shaping Your Future Landscape

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Regional, and Local Structures

onomy, leaders need to consider if and how they will ons regionally and globally. Will they have boots ps? Will they outsource their presence?

orations, a global footprint is designed through a and seamlessly integrated processes. Such orga ly to refer to themselves as **"One (insert company they painstakingly develop a consistent feel to their al structures while attempting to take advantage of nd varying business conditions in legal and ethical**

res are similar to centralized models, and regional/ nd to mirror a decentralized approach on a geo- e challenge, as with all structures, is ensuring role n rights between the local, regional, and global or- group will naturally strive for and seek maximum ny. The role of leadership is to define role clarity, d the desired outcomes for the structure in terms d productivity so that resources are appropriately d across the organization.

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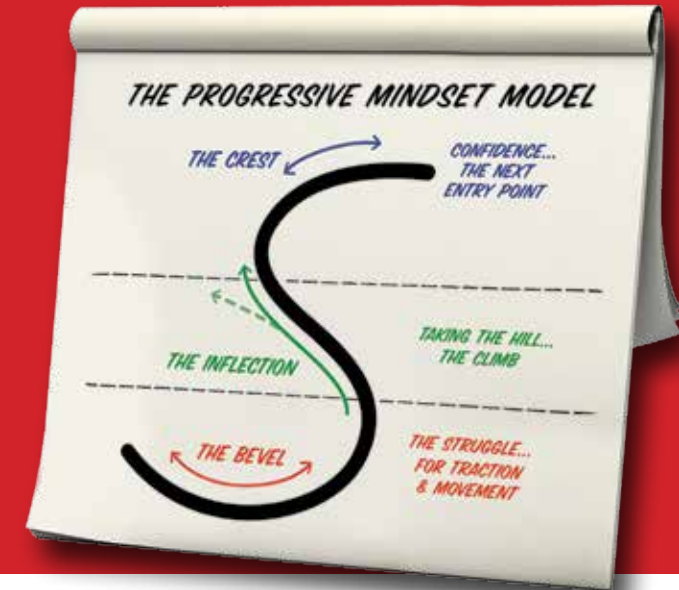
RIGOR IT!

LEADERSHIP *RIGOR!*

The *Signature* Models

The Progressive Mindset™

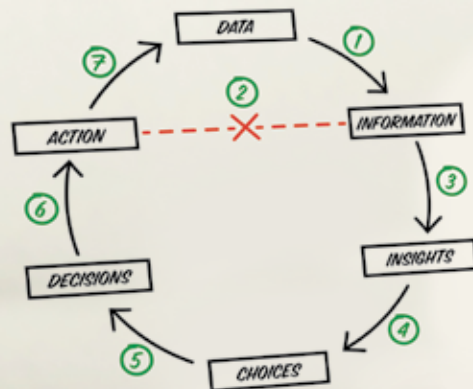
This simple yet versatile leadership communication tool with its elegant S-Curve design can be used for mapping out the framework of a future vision, clarifying the stages of progress on a journey, or outlining phases for a change initiative.



Analytical Rigor™

A sequential and iterative discussion road map, it represents the most versatile and comprehensive leadership tool in this body of work, providing a disciplined approach for facilitating problem solving and decision making.

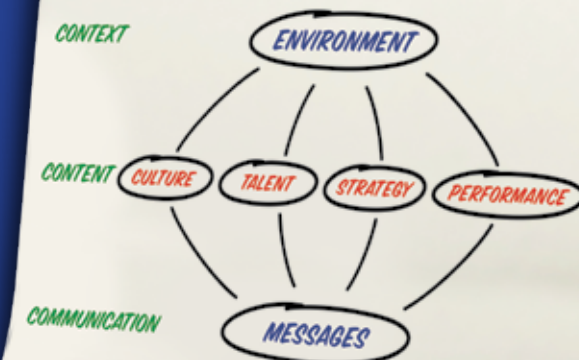
ANALYTICAL RIGOR MODEL



Organizational Excellence™

A sequential and integrated road map for the work of the CEO and his or her executive leadership team. This template ensures that your focus is conscious and by design as you create a customized action agenda for appropriately applying resources for delivering performance and productivity at the enterprise level.

THE ORGANIZATIONAL EXCELLENCE MODEL



LEADERSHIP RIGOR!

The Tensions to Resolve

1. Crossing the Knowing-Doing Gap

THE CHOICE: Will you take action? If you don't cross the knowing-doing gap, you are a perpetual student of leadership rather than a leader. You will need to put your learning on the ground in real time by experimenting, sharing and ultimately using your knowledge to influence others.

2. Becoming a Practitioner and a Philosopher

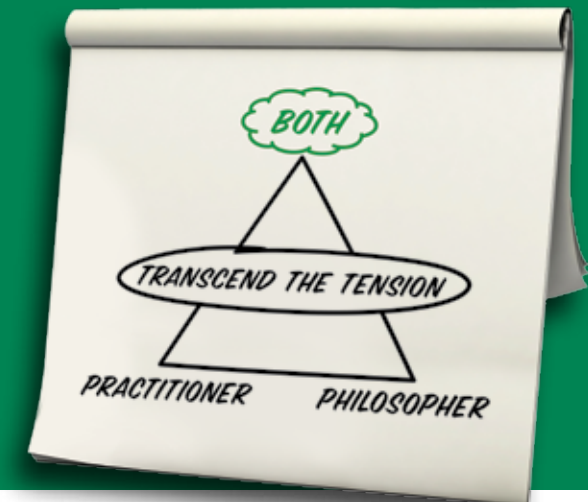
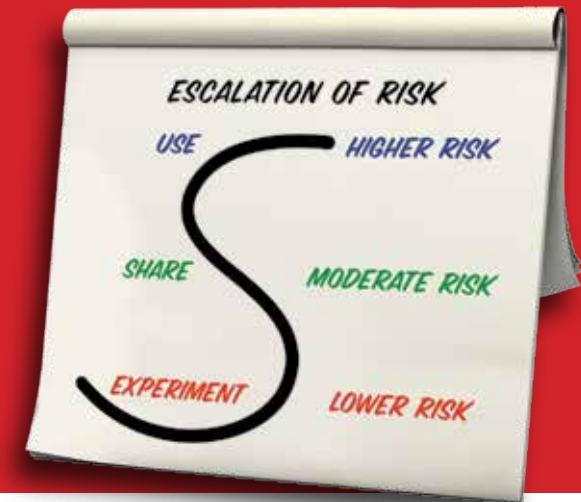
THE CHOICE: Are you willing to evolve your focus and play more of an organizational leadership role that includes technical expertise but also a significant commitment to developing others, or is your preference to exclusively pursue a thought leadership role through your professional expertise and knowledge?

While both choices represent potential risks and opportunities, you need to embrace the reality of the road you emotionally feel called to choose and give your full efforts to creating the most fulfilling career for yourself.

3. Being an Entrepreneurial or an Enterprise Leader

THE CHOICE: How will you personally choose to play your role in being the architect of your organization's future? More specifically, will you be an entrepreneurial leader, or will you be an enterprise leader?

While there are no right or wrong answers here, your organization will need a balance of both energies. Decide which one you can provide the energy for and ensure you flank yourself with the expertise and energy of the other leadership style.



LEADERSHIP RIGOR!

ABOUT THE AUTHOR: ERICA PEITLER



Erica Peitler is an accomplished leadership performance coach and high-impact facilitator who creates the conditions for change and growth with her clients so that they can take the evolutionary or transformational steps toward achieving their full potential as individual leaders, high-performing teams, and organizations operating at a level of excellence. A straightforward communicator and conceptual thinker, Erica brings a fast-paced creative approach to the leadership development initiatives and

journeys she leads with an overarching desire to take her clients where they need to go and experience what they need to experience in order to break through barriers, let go of baggage, and get to “what is next” in their personal and professional pursuits.

A pharmacist and internationally respected business leader with over (20) years of experience as a transformational change agent, Erica has an extensive background in Operational/Divisional leadership as an executive VP/General Manager, responsible for Board-Level strategic planning initiatives as well as Chief Scientific Officer roles.

Erica was recognized by *New Jersey Biz* magazine as one of the 50 Best Women in Business in 2013 and in 2014 has been elected to sit on the boards of two large, privately held companies. In 2011–2013, she served as the chair of the University of Connecticut School of Pharmacy board and is a member of the Executive Women of New Jersey (EWNJ)

and the Healthcare Women’s Business Association (HBA). In addition, she is the chair of a Vistage private advisory board where she facilitates provocative debate and dialogue with (15) to (18) CEOs each month centered around how to grow their businesses as well as providing leadership and business coaching.

Over the last (7) years, Erica has built a thriving coaching and consulting business working with over (25) CEOs and hundreds of mid-to senior-level executives in large corporations as well as in small to mid-sized businesses. As an author and speaker, Erica educates, entertains, and enlightens her audiences on the challenges of change and growth as a leader with realism and humor based on her own journey and hard-earned lessons. Her first book, *Open Up and Say Aaah!*, is a precursor to *Leadership Rigor*, providing readers with an opportunity to explore the current realities and potential changes they must make in themselves first before being able to experience the

fulfilling careers, relationships, and lives that they seek.

Her signature leadership team journeys, which are modeled after the *Leadership Rigor* approach, are creating game-changing experiences for the brave leaders who dare to consciously practice these principles with discipline and deliver their organizations to their true potential for breakthrough performance and productivity.

Erica lives in Morristown, New Jersey, with her partner Mollie and their yellow lab Jazz.



LEADERSHIP RIGOR!

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