

ENDORSEMENTS

“The Hybrid Leader is a remarkable understanding of what it will take to drive future business to succeed. The blending of the male and female strengths will create a brilliant, unified, collaborative effort. It is a concept for which the time has come. Any business which pays heed cannot help but succeed.”

— Juanell Teague, Author of *The Zig Zigar Difference: How the Greatest Motivational Speaker of the Century Has Changed Lives*

“Trudy’s work on the Hybrid Leader provides the formula for organizations to move from talking about people as their greatest asset to creating leaders who can bring the talk to life. Any executive who is serious about getting better results should read this book.”

— Vicki Felker, Director, Nestle Purina Pet Care

“The book presents a unique perspective on male/female leadership issues. It allows people to remain who they are while seeing the addition of new strengths as growth, rather than surrender. A must read for anyone serious about leading in the 21st century”.

— Isabel L. Kersen, PhD and Author of *POWER IS NOT A 4-LETTER WORD: How Women Can Claim Personal Power to Get More of What They Want in Their Lives*

“If Trudy does anything, she makes you think and rethink. And so does her book. You find yourself thinking about ways to improve yourself, your business and those you care for. A very thought-provoking read. I highly recommend it.”

— Marty Scirratt, Managing Director of Sales Performance Improvement, Administaff

“I have such a better leader and person as a result of taking true ownership of defining my leadership principles. Refining my belief and commitment to collaboration has made all the difference in the world! Trudy’s work around the hybrid leadership style is exactly what is needed to help leaders create environments where everyone feels like they can truly make a difference!”

— Maurice Morgane, Director of Sales, Chiquita

“There is personal and professional power in the principles that Trudy has developed in the hybrid leadership principles. I have watched Trudy refine her own leadership style to mirror the hybrid leadership style. Her committed to developing others is something that I have personally benefited from. Anyone who truly wants to be a leader, who can make a difference in the lives of others, should embrace these principles!”

– Virginia Morris, Director, Kahlua & Kuya, Allied Domecq Spirits and Wine, USA

“Trudy’s work is cutting edge, insightful and right on target for America’s workforce today. The work that she has done on hybrid leader is a clear demonstration of her commitment to build authentic leaders! This is exactly what the business world needs. Bravo!”

– Chris Thrash, President/CEO, Chris Thrash & Associates/Harvington Media, Inc.

“I had never thought about the concept of serving others as a core value of becoming a leader. I have always thought that the primary focus of a leader was to get results. As a result of gaining an in-depth appreciation for the principles and behaviors that drive the hybrid leadership style, I now understand that it’s not just getting results but how those results are achieved. Adopting the hybrid leader concepts has given me the confidence to take the next step in my career as a value added leader.”

– Jason Murray, Sales Representative, Wyeth Pharmaceuticals

“Trudy’s beliefs and insights on leadership principles have had an enormous impact upon shaping my conviction to add more value and make a difference in the work place. I have personally tested the impact of building collaboration cross functional relationship (one of the core Hybrid Leader Principles) and can honestly say that the being vested in others success has been the key to achieving breakthrough results. Thank you Trudy for helping me to unlock the hybrid leader in me!

–Tom Pellizzetti, Category Manager, Tyson Foods

“The hybrid leader concept gives us the language, which we have not had before, to speak about the importance of men and women finding ways to leverage each other’s strengths. I want my children to work in a world where they can give value and be valued. The hybrid leadership concept is a step in the right direction to creating work environments where everyone can thrive.”

– Barry Stevens, National Account Executive, Staples

“Gender differences can complement each other if we take the learning and apply them to our present cultures. Diversity among men and women and integration of all cultures is the key to working together more effectively and in making hybrid leaders necessary in all successful organizations. Trudy takes on a critical challenge in her work on the hybrid leader and offers hope to anyone who wants to improve as a leader.”

– Sandee Nielander, co-author with Rob Poole, Ph.D., of the forthcoming book, *Successful Transitions to Accelerated Relationships*

“My generation, generation Y is only going to want to work for a leader who displays the principles of a Hybrid Leader. Any company that wants to tap into the generations that hold the key to sustained success should embrace the Hybrid Leadership style. It’s not optional. It’s a must!

– Ashley Hansen, Director of Customer Relationship Management, CWE

THE HYBRID LEADER

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Blending the Best of
the Male and Female
Leadership Styles

Trudy Bourgeois



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Acknowledgments

As one of ten children growing up in the Deep South in a small three-bedroom, one-bath house, I could never have imagined reaching a point in life where I would have called that experience a blessing. I am now at that point. As I reflect upon my life's journey I am forever grateful to my parents, Clovis and Gerdiest Reid, who instilled the confidence in every one of their children that girls and boys were capable of doing the same things in life. I had no idea that the seed that was planted then would shape my purpose in life.

I am also grateful to my husband of twenty-five years, Mike, who was willing to choose a “nontraditional” woman as a partner. He has always been the supportive husband of a woman who aspired to reach the top before it became acceptable to do so.

To my now-grown children, Adam and MaryEllen, you will always be little ones in my heart. I hope that you both will have the courage to face the world with a commitment that embodies the principles and philosophies of the Hybrid Leader!

Introduction

I initially set out to gain a better understanding of the changing workforce in order to provide insight and guidance as a business coach. I focused specifically on acquiring a deep appreciation for the kind of leader who was most effective in harnessing the greatest of the uniqueness of today's workforce. What I discovered during the research process was that radical changes were taking place in the workforce. These changes involve gender, generations, and geography. Along with cost cutting and economic pressures that have resulted in downsizings, rightsizings, and mergers and acquisitions, these changes have resulted in disconnected employees.

I also discovered that despite the annual report of *Fortune's* 100 Best Companies to Work For (companies that had made significant progress in creating a work environment where the employees and the employer win), plenty of companies had not made any changes to their culture or leadership style to accommodate the new workforce. Today's workforce is a melting pot, yet many of the cultures in corporate America are still rooted in beliefs and values that were designed by and for the white male. In my interviews I found many senior leaders who recognized the need for change but did not know how to go about

facilitating that change. As I pulled more data and engaged in more interviews, I found that I had a burning desire to find a way to make the connection. The companies that have made adjustments in leadership styles and cultures have experienced positive change and are growing, so why aren't more companies making this effort?

Throughout my years in corporate America I engaged in an ongoing dialogue with anyone who would listen about the "old model of leadership" needing to evolve. I don't know if anything was ever solved during those conversations, but what I held on to was that leadership behaviors and values were going to have to change in order for passion to be restored, for authentic relationships to be developed, and for the workforce to become inspired again.

I have long been a student of change and leadership. My personal commitment to help people develop serves as the inspiration behind the writing of this book. I believe with every fiber in my body that leaders have the awesome responsibility of helping others realize their full potential. Throughout this book you will see references to many famous management/leadership gurus, such as John P. Kotter, Warren Bennis, and Peter Drucker. You will also see references to twenty-first-century cutting-edge leadership researchers such as Marcus Buckingham. There are also references to a lot of good leaders who are not so famous. Why? Because some of the best leadership lessons I have learned were not obtained in the corporate environment. They were obtained from the school of life. These life lessons have taught me the importance of valuing differences, of building relationships, and of connecting with people.

So what is this book about? It's about developing a new leadership style that is capable of transforming corporate America in order to optimize the twenty-first-century workforce. It has been written to serve as a roadmap for anyone who is serious about harnessing the best of what I believe is every company's greatest asset: its people.

There is a good amount of data included in this book; it has been written that way intentionally. I recognize from my own experience as a former senior corporate executive that to build a business case for change, you've got to paint a vision that is based upon evidence—you've got to be able to quote the facts. So to those who share this belief, you'll have a field day gaining better knowledge about the changing workforce.

This book also contains a tremendous amount of practical advice to help you in your leadership development. Be forewarned: your thoughts, beliefs, philosophies, and practices will be challenged. But the challenges are for a good reason. By facing these challenges head-on, you will be taking the first step in evolving your leadership capabilities. My hope is that the discoveries you will make as a result of reading this book will be the catalyst for you to make the choice as a leader to initiate and embrace necessary change.

I believe that the success of a leader is directly tied to his or her ability to connect with the team and inspire and develop others to achieve their greatest. In our knowledge economy, leaders must be able to foster an environment where each individual is able to contribute and feel valued and will thus support innovation and creativity. Through encouraging innovation and creativity, organizations will become capable of building new relationships with today's savvy, ever-changing consumer. Creating this kind of environment requires more than framed slogans. It requires leaders who will be advocates for behavioral change that enhances innovation.

There have been and will continue to be hundreds of books written each year about leadership. As long as there are people coming together to achieve a common goal, regardless of the industry or arena, there will be a need to examine, tweak, and evolve leadership. I believe that it is time for a new type of leader. Why? Because to harness the greatest of the most diverse workforce in history it will take a breed of leader who can create powerful connections, who can build communities of best prac-

tices that leverage individual strengths and encourage risk taking and “real-time” learning. The leader who is capable of achieving these objectives I call the Hybrid Leader. This book introduces this new leadership style. What’s different about this leader? He or she blends the best of traditional masculine behaviors and values with the best of traditional feminine behaviors and values to formulate a new style that represents the most successful way to develop today’s diverse workforce. This concept was created based upon my own leadership beliefs and real-life corporate experiences. In addition, throughout the book I reference research and case studies that validate and support this leadership style.

The primary goal of this book is to cause you to pause and think. I also hope that it will inspire you to become a leader who is committed to transforming corporate America into a place where people can reconnect with a passion for work. What kind of business environment will be created once the transformation is complete? A place where everyone has his or her dream job. A place where everyone is valued and appreciated for what he or she does. A place where fulfillment and prosperity fit like a hand and glove. It is a place that you can be a part of creating!

PART 1

THE PAIN

CHAPTER **1**

Something Is Wrong with This Picture

*Only as high as I reach can I grow, only as far as I
seek can I go, only as deep as I look can I see, only
as much as I dream can I be.*

—Karen Ravin

Disconnected Employees

On Friday afternoons at 4:50 p.m. in offices all around this country, guess what most people are doing? They're watching the clock tick. Most people in the corporate environment are sitting at their desks just counting the nanoseconds down until they can get out of Dodge. And you know how S-L-O-W a clock moves when you are in a hurry, right? The energy level and excitement in the anticipation of a weekend is tremendous. You might say that this activity is perfectly normal, given that most people are ready for the weekend by Friday—to which I say you are right. But it is what happens on Sunday that is the big problem. Read on.

My sister Mary is one of those employees who counts the minutes until she can get off work. But her countdown time starts at 2:45 p.m. because she is a nurse working the 7 a.m. to 3 p.m. shift. Mary and I are very close. That may be due to the fact that we grew up in a small, three-bedroom house with eight

other sisters and brothers. My parents were devout Catholics who didn't quite get that the rhythm method was intended to prevent pregnancy—but that's a story for another time. Knowing Mary as I do, I can honestly tell you she loves the weekend. Every Friday afternoon, it's like watching a person being released from jail. For her, life begins at three o'clock on Friday afternoon. Her excitement about the weekend is contagious, and we often end up talking until late every Friday night.

Sometimes I'll check in with her on Sundays to see how her weekend went. The person who was full of energy and excitement on Friday is not the same person I am talking to on Sunday evening.

"Girl," she says, "I'm just praying for a bad storm."

"Why?" I ask.

"So I don't have to go to work tomorrow morning. I can't stand those trippin' people. My boss gets on my last bad nerve. She's destroyed all the good nerves I once had. No one appreciates a thing that I do. I'm sick and tired of being sick and tired of that place."

She feels trapped, abused, and unappreciated. My heart goes out to her. This is what is so very sad yet so real for millions and millions of people in the United States.

"Why don't you just leave?" I ask.

Her answer is always the same: "My family and my patients need me. I'll just have to struggle on."

Let me share a startling fact with you. Don Whetmore, of the Productivity Institute, reiterates that 80 percent of all Americans wake up on Monday morning and they don't want to go to work! Let me repeat that: 80 percent of all Americans wake up on Monday morning and they don't want to go to work. People are not just a little upset about their jobs; they're very upset. In fact, a landmark study commissioned by Luminari, Inc., and led by Dr. P. Michael Peterson, Ed.D., from the University of Delaware suggests one in three Americans may be making themselves

sick just by going to work. The study shows that differences in the way men and women are managed, fueled by the differences in what they value most at work, place both genders at risk for cardiovascular problems, depression, and other diseases.

How many people you know have the Monday morning blues? Do you have your own personal experience of working in an environment that doesn't nourish or optimize you? These pervasive feelings in the workforce contribute to the astronomical loss of \$312 billion per year from stress-related absences, according to the February 25, 2000, edition of *BusinessWeek* magazine. Through their absences, employees are acting out their severe discontent, unhappiness, and dissatisfaction with management. A Gallup survey of 3 million employees reveals that the U.S. working population is "29 percent engaged, 55 percent not engaged, and 16 percent actively disengaged" (HR.com). The data don't lie. It doesn't sound to me like any organization in this country is consistently getting the greatest contribution from every employee. What do you think?

"Isn't it amazing that people don't appear on the balance sheet, but they drive everything else that does?" That's exactly how Michael Holmes, the former chief human resource officer of Edward Jones, puts it. That seems to be the thing many CEOs and managers have forgotten: people and their efforts are the root of great-performing companies.

Let me tell you what is driving these problems in the workforce. The biggest contributor is poor leadership! In interviews that I have conducted and in my coaching relationships, poor leadership is consistently cited as a major cause of job dissatisfaction. Today's leaders fail to earn employee respect due to a lack of knowledge, skills, or integrity. Leaders are also intimidating, failing to show concern or build relationships with employees. This suggests to me that the current form of leadership in corporate America doesn't work anymore. It's that simple, yet that complex.

Now this is not a put-down on the leadership style that worked so well in the '50s, '60s, and '70s. Quite the contrary, the top-down, "I am in charge so do what I say" leadership style was most effective for that time, given that a great deal of the workforce was male, ex-military, and accustomed to working in that type of environment. Individuals who have been in leadership positions for some time and have experienced success will resist the notion of the need to adopt a new leadership style. You can count on it and expect it. But these changes are so badly needed in today's business environment. We know from the work conducted by Harvard professor John P. Kotter that twenty-first-century organizations will be less bureaucratic and more transparent and inclusive. We also know that men who incorporate a military style of leadership no longer dominate the workforce. Warren G. Bennis suggests that because of the changing environment, the world in which an all-powerful leader can save an enterprise no longer exists.

It Takes More Than a Paycheck

Now, in the beginning of the twenty-first century, we have the most diverse workforce that has ever been seen on the face of the earth. Global diversity is the name of this game! We have five generations in the workforce. Five! According to Workforce 2020, 75 percent of all people entering the workforce are women, minorities, or immigrants. Things are just a little different, wouldn't you say? The speed of change is incredible. Whole industries come and go overnight.

Think about these questions:

- Are you motivated by a leader who talks down to you?
- Are you motivated to perform for a leader who is only interested in himself or herself?
- Are you willing to give 100 percent to your organization when you feel you are not valued?

- Are you tired of the infighting?
- Do you want your company to be more consumer-focused?
- Are you tired of feeling like you are a commodity that gets used and discarded?

Do you agree with me that the time has come for a new style of leadership? Would you say that corporate America would benefit from a leadership style that can be the catalyst for restoring employee loyalty, pride, and dedication to quality results?

Give Me Credit for My Contributions, Would Ya, Please?

There are many significant leadership mistakes that we must recognize and accept if we want to make positive changes. Let me make myself clear. I am not saying that leaders have to be perfect. No human being is perfect. What I am saying is that there are mistakes that leaders make that can be avoided if we are willing to adopt different leadership philosophies and behaviors. For example, one reason that employees who have previously demonstrated a commitment to the organization become disconnected is because their leaders borrowed their ideas and took personal credit for work they themselves did not do. Nothing turns an employee off more than reporting to someone who has the “I” mentality instead of the “we” mentality.

In a recent conversation, I was once again reminded of the impact that a leader’s lack of demonstration of the “we” mentality can have. David is a district sales manager. He reports to a female section sales director. David is one of an eight-member team that reports to this woman. He is the youngest of the group both in age and in tenure with the organization. He is hungry to add value, and he is truly an out-of-the-box thinker. He likes to challenge the status quo and come up with best practices that really make a difference. He has an entrepreneurial spirit. His section sales director recognized David’s abilities and asked him

to spearhead an initiative focused on retail compliance. David attacked the opportunity with vigor. He assembled a team and quickly produced a best practice that provided a process that would have an immediate, positive improvement upon the section and potentially the organization as a whole. He eagerly shared his ideas with his section sales director. She thanked him for his hard work and told him that she would submit the work to her area sales director for further testing and piloting.

David was proud of himself and his team. He immediately shared the excitement with his development team by sending out a voicemail filled with accolades. He told the team that the best practice was being forwarded to the area sales director, and that they could expect to hear some follow-up in about thirty days. About three weeks after submitting the information to his section sales director, David was perusing the company's intranet, where best-practice programs and other information are shared. With shock and utter amazement he saw the best practice that his development team introduced. His first thought was that the area sales director had approved the best practice and this was the announcement. But what he found out is that his section sales director submitted the best practice as if she had created the idea and developed the program. David was absolutely livid.

When he called me he was about two seconds from nuclear meltdown. My immediate reaction was to ask him to give her the benefit of the doubt. But as I listened to more of the story it became abundantly clear that she had stolen his idea and taken credit. She was totally focused on advancing her own career even at the expense of her team. I asked him what he intended to do about it. His response was, "Nothing. I'll just never offer up any other ideas." What a total shame. By displaying the "I" instead of the "we" mentality, the section sales director had disengaged an employee whose ideas could have represented huge synergy gains for the organization.

This is just one example, but there are a lot of bitter employees in the workforce. Some of these employees have been displaced and are angry. Others have had it with management

and have mentally shut down. Still others are frustrated with the corporate giant who refuses to acknowledge employees' needs. Great leaders must recognize the situations affecting the workforce and make the adjustments needed to connect with and develop their employees. It will take compassion on the part of leaders in order to help individuals who have lost trust to rechannel their energy for the good of the employer.

If disconnected, frustrated employees and egotistical leaders are one part of the problem, the other part is the organizational culture that has been created as a result of executive leadership. I believe there are as many different cultures in an organization as there are individual leaders.

The global marketplace has reshaped corporate America, and it has become far more complex to conduct business today. Day after day you hear people talking about doing more with less. Article after article focuses on the need for employees to perform at their maximum levels. If we want employees to perform at their best, we must change the working environment so that it can happen.

Today's employees have lost trust in their organizations. Without the benefit of a relationship built on trust, it is very difficult for people to believe that any changes implemented will be to their good as well as to the profitability of the organization. This trust deficiency is undermining the realization of the full contribution of employees. According to the findings of the Trust and Effectiveness Survey conducted with 210 CEOs of companies with an average of 175 employees and a median revenue of \$40 million, over 75 percent indicated that workplace trust is "extremely important" to the success of their business.

Many corporations are still operating under structures that were created in the 1970s or earlier when the business environment was primarily composed of white men, very few women, and even fewer people of different ethnic cultures altogether. Today's workforce is more diverse than ever before in our history. Each generation and each cultural background brings different experiences and varying definitions of how work fits into life.

The entire business model will be impacted by the diversity of the workforce in the twenty-first century. After all, employees are also consumers and customers. These changes in the workforce present a tremendous opportunity for corporate America, but only for those who are willing to make the adjustments needed to experience success.

Right People, Right Bus, Wrong Driver

Jim Collins, author of *Good to Great*, offers a compelling argument for any organization desiring success to be diligent about getting the right people on the bus and getting the wrong people off the bus. But what if it's the leadership that needs to be put off the bus? How do employees go about leading the charge to get rid of the people who are in charge? You can't achieve greatness if you don't have a leader who is strong and willing to create an environment where greatness can become a reality. Can employees really make a difference? Yes, to an extent.

My belief is that you can have the right people but a bad leader and get terrible results. When employees feel trapped or underappreciated, they respond to that feeling. Employees who work for a leader who they feel threatened by often retreat in an attempt to do what any human would do: protect themselves. Guy Finley's statement is most appropriate here: "Discouragement is a negative emotion with more than one trick up its dark sleeve. It tricks you into mentally or emotionally dwelling in the very place you want to leave." It takes real courage and dedication to try to make changes around a leader who is unwilling to support needed change. Later in the book, I will be giving you practical steps to embrace the hybrid leadership style. But I feel compelled to offer those of you who have read thus far some hope that will help you move from feeling trapped.

Following is a list of seven steps to take if you are willing to accept this challenge.

1. *Recognize your power of choice.* No one should ever feel

like a victim. Each of us possesses the power of choice, and, consequently, we are responsible for the outcome based on the choice we make.

2. *Build strategic alliances with leaders at higher levels within the company who support your opinions, beliefs, or philosophies.* These individuals will be able to help you with the next steps.
3. *Build a business case for your position.* Don't focus on "I feel" or "I think"; focus on the data. Find the information that will prove your change to be valuable.
4. *Build a compelling argument.* As in the previous step, use data to prove your points and be sure to show the value to the company, not just to you or your department.
5. *Communicate your positioning with conviction and confidence.* If you don't believe in your idea, who else will?
6. *Exercise some patience, and watch for changes to begin.* Be prepared to answer questions, do more research, or take on more of a leadership role in the implementation of your idea.
7. *Determine whether you or not you've been able to influence and persuade.* If yes, great; if not, you are back to step 1. Are you willing to try again?

Leaders can fall anywhere within the spectrum of doing most everything right to doing most everything wrong. You must choose what kind of leader you want to be, and also what kind of leader you want to follow.

The pain will not go away without intentional changes being made in corporations throughout America. The pain is real and the impact is profound.

