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The Wharton School

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Enterprise for Health

October 2008
What kind of leadership do we need now?
The four-way view
Assess importance, focus, satisfaction and performance in each domain

<table>
<thead>
<tr>
<th>Domain</th>
<th>Importance</th>
<th>Focus</th>
<th>Satisfaction</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work / Career</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Home / Family</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Community / Society</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Self: Mind, Body, Spirit</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Overall</td>
<td>100 %</td>
<td>100 %</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
</tbody>
</table>
The practice of Total Leadership

The Incomplete Leader
- Fake
- Unfocused
- Rootless

The Practice of Total Leadership
- Be Real
  Act with authenticity by clarifying what’s important
- Be Whole
  Act with integrity by respecting the whole person
- Be Innovative
  Act with creativity by experimenting with how things get done

The Total Leader
- Genuine
- Purposeful
- Grounded
- Connected
- Supported
- Resilient
- Curious
- Engaged
- Optimistic

Be Real with authenticity by clarifying what’s important
Be Whole with integrity by respecting the whole person
Be Innovative with creativity by experimenting with how things get done

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Results: recent findings (N>300)

<table>
<thead>
<tr>
<th></th>
<th>Importance (%)</th>
<th>Attention (%)</th>
<th>Δ Satisfaction (%)</th>
<th>Δ Performance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre</td>
<td>Post</td>
<td>Pre</td>
<td>Post</td>
</tr>
<tr>
<td>Work / Career</td>
<td>34</td>
<td>32</td>
<td>56</td>
<td>44</td>
</tr>
<tr>
<td>Home / Family</td>
<td>34</td>
<td>34</td>
<td>23</td>
<td>28</td>
</tr>
<tr>
<td>Community / Society</td>
<td>12</td>
<td>14</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>Self: mind, body, spirit</td>
<td>20</td>
<td>20</td>
<td>14</td>
<td>17</td>
</tr>
</tbody>
</table>

What’s important doesn’t change much over four months. But focus of time and energy shifts from Work to other domains... ...as satisfaction increases in all domains, especially Self... ...and performance increases in all domains, too.
## Scorecard for your experiment—goals and metrics

<table>
<thead>
<tr>
<th>Goal</th>
<th>Results</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intended impact in all domains</td>
<td>How you will know if goal is achieved</td>
<td>Steps to implement experiment</td>
</tr>
</tbody>
</table>

- Work/Career
- Home/Family
- Community/Society
- Self
Be a better leader, have a richer life

• Leaders create sustainable change to improve performance in all parts of life

• Aim to score four-way wins

• Principles for action:
  • Be real: act with authenticity by clarifying what’s important
  • Be whole: act with integrity by respecting the whole person
  • Be innovative: act with creativity by continually experimenting