



HARVARD BUSINESS PRESS



TOTAL



LEADERSHIP



Be a Better Leader, Have a Richer Life



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What kind of leadership do we need now?



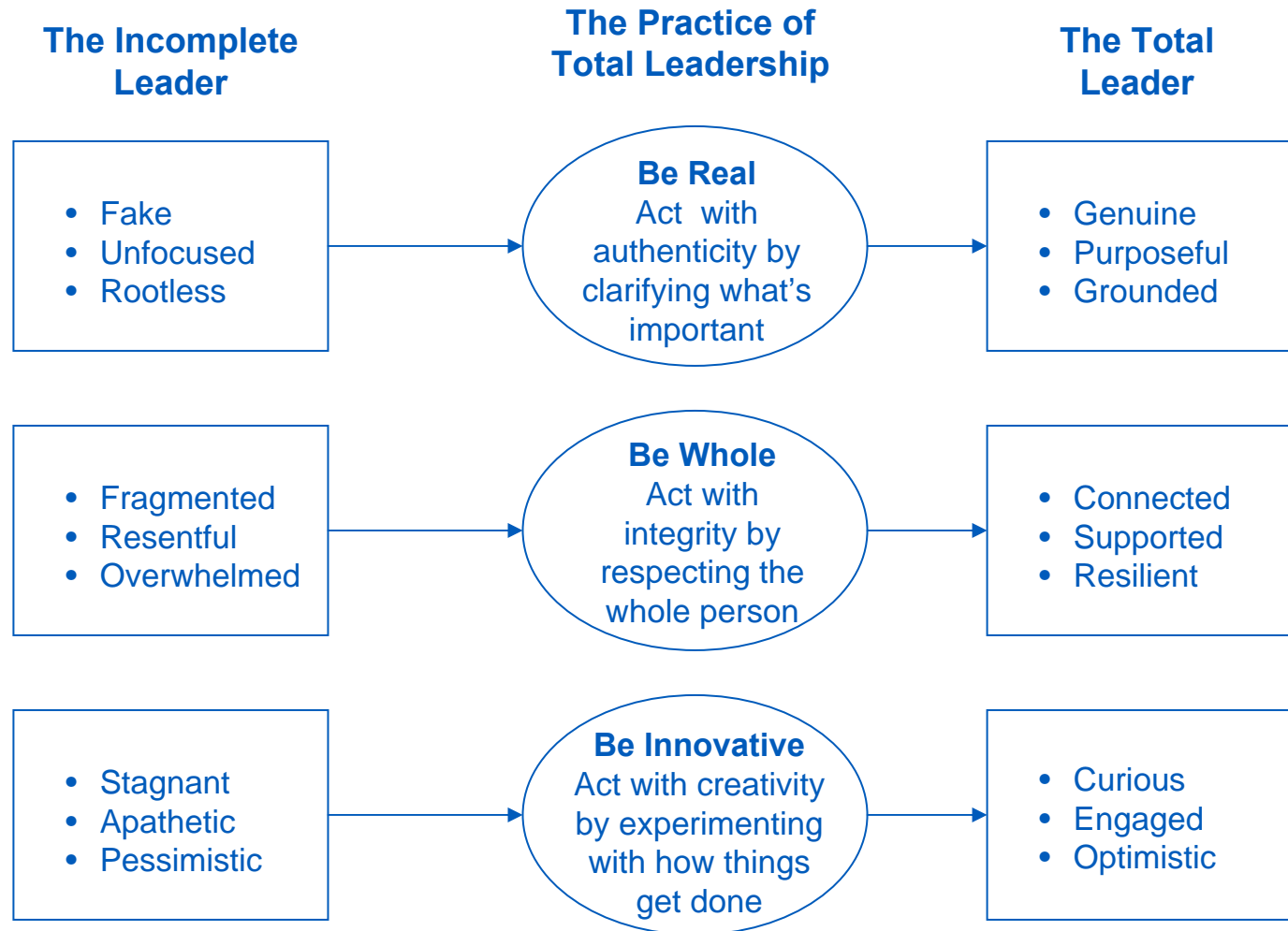
The four-way view

Assess importance, focus, satisfaction and performance in each domain

	Importance	Focus	Satisfaction 1=not at all ...10=fully	Performance 1=poor ...10=excellent
Work / Career	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Home / Family	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Community / Society	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Self: Mind, Body, Spirit	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Overall	100 %	100 %	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10



The practice of Total Leadership





Results: recent findings (N>300)



	Importance (%)		Attention (%)		Δ Satisfaction (%) Pre to Post	Δ Performance (%) Pre to Post
	Pre	Post	Pre	Post		
Work / Career	34	32	56	44	21	8
Home / Family	34	34	23	28	27	14
Community / Society	12	14	7	11	31	11
Self: mind, body, spirit	20	20	14	17	39	22
	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



	Goal Intended impact in all domains	Results How you will know if goal is achieved	Action Steps to implement experiment
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

