

# Stew Friedman

The Wharton Schoolrship.orgSchol



What kind of leadership  
do we need now?



- Mobilize people towards a





# From one-way to four-way wins—purpose of Total Leadership

Improving performance by integrating work, home, community, and self.

## One-Way Wins

Performance and Satisfaction  
Sacrificed in One  
or More Domains

Missed  
Opportunities to  
Capture Value  
from Other  
Domains

Conflict Among  
Domains

## Four-Way Wins

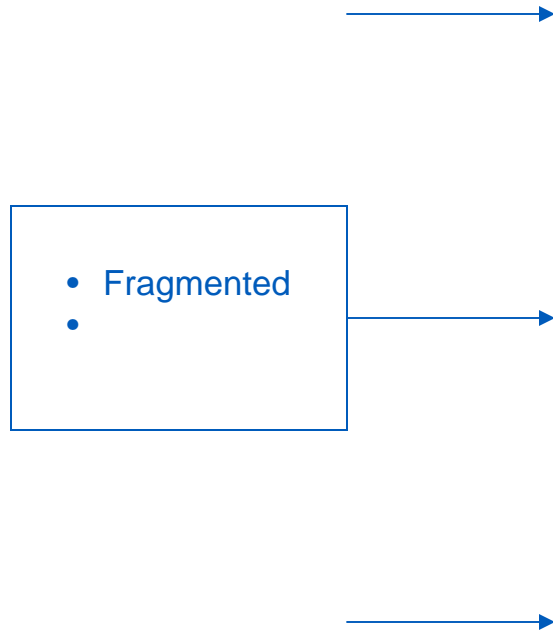
Good Performance  
and Satisfaction in  
All Four Domains

Mined  
Opportunities to  
Capture Value  
from Other  
Domains

Harmony Among  
Domains



# The practice of Total Leadership





# Mutual gains for performance and satisfaction in all domains

Not “either/or” but

Both a business *and* a  
personal imperative.



# Measurable, sustainable behavior change that drives business results and personal growth

## Business results

- Increased attraction/retention of talent
- Productivity gains and cost reductions
- Enhanced engagement and resilience
- Greater focus on results that matter
- Greater commitment to organization
- Improved leadership skills
- Increased confidence and competence in creating sustainable change
- Stronger connections in networks
- Better reputation via community impact

## Personal results

- Fewer conflict-ridden tradeoffs
- Greater sense of control
- Improved health and wellness
- Lower stress, more energy
- More satisfied with:
  - personal growth
  - job/career
  - family





# Results: recent findings (N>300)



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







# Be whole: act with integrity by respecting the whole person



Leaders take responsibility for respecting the value of all aspects of their lives; at work, at home, in the community, and in themselves.

They align the interests of different stakeholders in gaining support for collective goals as well as set, maintain, and respect the boundaries that enable value to be created at work and in other aspects of their lives.

They invest in social capital to nurture networks and partnerships that provide the support needed for achieving results that matter.





## **Be innovative: act with creativity by experimenting**

Effective leaders continually re-think the means by which work gets done in ways that force a results-driven focus and provide maximum flexibility with choice in how, when, and where things get done.

They have the courage and openness to experiment with new work methods and communications tools to better meet performance expectations.

They reduce reliance on traditional work methods, such as face time and co-location of resources, while using them more wisely to build trust when needed and, at the same time, taking advantage of the flexibility afforded by new media.



# Game plan for your experiment

- Basic idea for your experiment
- Assistance, advice or additional information you will need
- Obstacles and assets
- How this is innovative, for you













How will your experiments  
result in your being a better  
leader and having a richer life?



# 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