

High Employee Engagement

Creating a Sustainable Workplace



Whitepaper by Tom Rausch

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Introduction: The Need for a Comprehensive Model of Employee Engagement

Leadership Beyond Limits, LLC was founded with a singular vision: Transforming workplaces into catalysts for human flourishing. Our mission is to provide leaders a process for rapid cultural transformation and continuous growth. That's why we are passionate about employee engagement and why we created this model.

Employee engagement is the keystone initiative on which all other organizational initiatives depend. It is THE primary initiative. It is also an unending journey, not a one-time initiative. Without a sustainable culture of high employee engagement, no organization can operate at anywhere near peak capacity. Nothing flourishes -- not the business and not the employees. If you don't get employee engagement right, your organization will not stand the test of time. But if you do get employee engagement right, almost nothing can stop you.

Over the last 10 years, there have been major advances in understanding the relationship between employee engagement and organizational culture. Yet some of the most effective approaches to creating a high-engagement culture are still not widely known. Compounding the problem, both the newer and older approaches tend to be used in single application with little cross-methodology awareness and few integration attempts. The purpose of the white paper is two-fold:

1. to create a unified model that can serve as a pragmatic road map for organizations interested in creating a high engagement culture, and
2. to increase awareness of four breakthrough technologies that can rapidly transform any willing organization into a "Best Places To Work", high employee engagement culture

Two of the four innovations for creating cultural transformation come from the world of scientific and academic research, and two come from entrepreneurial small businesses. Briefly described below, they will be further discussed within the context of the model.

Appreciative Inquiry (AI) is both a business philosophy and a methodology for creating an employee engagement culture. Developed at Case Western Reserve University in Cleveland Ohio, AI has a diverse and enthusiastic following. Used by organizations as large as the U.S. Navy to improve their leadership culture, AI is extremely versatile and can be used to tackle any organizational opportunity, from charting a new vision to creating a world-class customer experience. It is perhaps the fastest and easiest way to involve the entire organization in transformation efforts.

Positive Psychology, the study of human flourishing, was born at about the same time a few hundred miles down the road at the University of Pennsylvania. Growth has been explosive, with major research now being conducted at universities across the country and around the world. Positive Psychology quickly became the #1 elective course at Harvard and it has



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spawned dozens of popular books on the topics of happiness, the optimal work state of “flow” and understanding the importance of strengths.

Cultural Transformation Tools (CTT) comprises a suite of values measurement tools designed by Richard Barrett of Richard Barrett & Associates, LLC. The tools support the transformation of corporations, non-profits, NGO's, government institutions, schools, communities and nations. Thousands of organizations in more than 50 countries have used these tools to better define their current culture and to shape the culture they desire, including some of the perennial winners of Fortune Magazine's “Best Places to Work” award. As you will see in our model, values are the keystone element holding together high employee engagement cultures.

Cerebyte, Inc. was originally founded to develop technology that coached teams through comprehensive project thinking and decision-making. The Cerebyte solution has been continuously enhanced, most recently incorporating the latest research in fair process, positive deviance, mass customization and neuroscience. Their unique solution utilizes web-based software to create sustainable organizational change based on wisdom capture and rapid best practices dissemination. This is the only tool we have found to reliably harvest and leverage organizational wisdom.

While each of these breakthroughs has produced amazing results on their own, we believe that an integrated effort based on a simple and concise model will make it easier and faster for any willing organization to create a high employee-engagement culture and reap the well-documented benefits that such a culture brings:

1. The ability to attract and retain the best employees
2. The ability to compete globally by tapping deeply into employee innovation
3. The ability to deliver on the triple bottom line: people, planet and profits
4. The ability to create long-term, sustainable success
5. The ability to deliver on the dream of business as an agent of world benefit

An important caveat here -- cultural transformation and the creation of a high employee engagement culture are not for the faint of heart. Top leadership, specifically the chief executive, must be fully committed to personal transformation in order to “walk-the-talk” of this coveted culture. After all, organizations do not transform; people do. This is great news for the willing since the model we are about to lay out will provide the road map; and the tools and methodologies have already been developed, refined and honed to work for any organization willing to make the total commitment to transformation.

Are you ready for the ride? Then read on...



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The Road Map to Sustainable Success

This whitepaper is meant to give you a realistic and predictable roadmap to sustainable success by creating and maintaining a high employee engagement culture. No two organizations are alike and none come to this journey at the same place or time. However the terrain is well mapped out and there are predictable steps you will take to get from where you are to where you want to be.

First, discover where you currently are in the three levels of employee engagement that all organizations predictably move through on their journey to a high engagement culture. You must know where you are so you can get where you want to go. The detailed coordinates of where you are on the map can be found by examining each of your Four Areas of Focus and your Four Areas of Alignment. We call this process determining your **Engagement Program effectiveness quotient (EP eqSM)**

Next, **survey** to fill in your knowledge gaps. As you will see, there are a few key performance indicators you simply must measure on a regular basis if you want to maintain high employee engagement. Surveys without follow-up action may do more harm than good, but operating without direct feedback from employees and other key stakeholders simply leaves too much room for error and wasted effort.

Now, you can really analyze with a high degree of certainty exactly where you are on the journey to high employee engagement. You can further pinpoint your current EP eqSM. At this point, you will clearly see several logical steps you can take by building on what you already have in employee engagement.

Next, **take action**. Nothing kills employee engagement more than not acting once you have their input. Yes, you may take on a major change or two, but it is even more likely there will be lots of little changes you can make to move your culture forward.

Finally, **repeat and innovate**. Employee engagement is a never-ending journey. Remember, the goal is sustainable success; creating something truly great that stands the test of time. Soon you will find a natural rhythm to support your employee engagement culture that is uniquely your own.

The Three Levels of Employee Engagement in Organizational Culture Development

There are three levels that all organizations predictably move through on their journey to a high employee engagement culture. These development levels are depicted in Figure 1.



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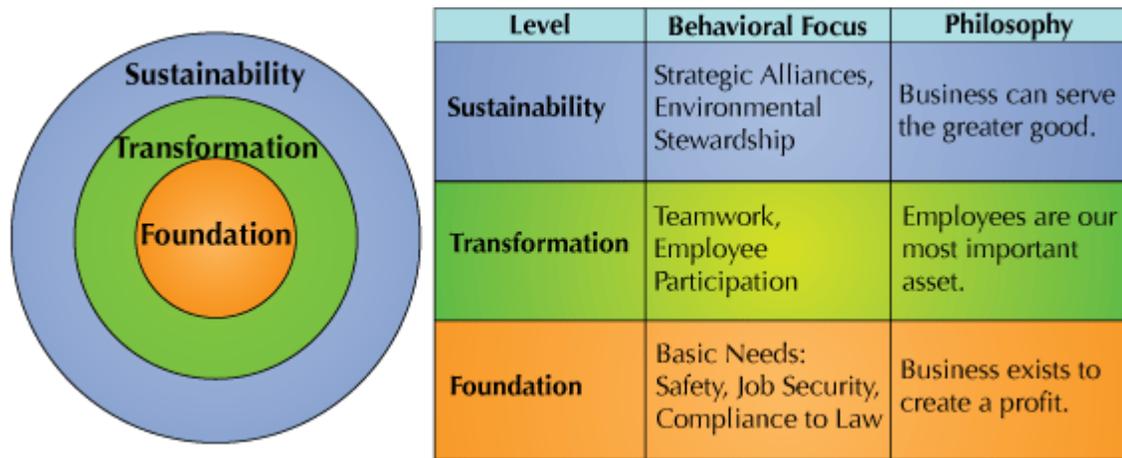


Figure 1. The Three Levels of Organizational Culture Development

At the foundation level, culture is centered on basic individual and organizational needs and wants, such as safety, health, job security and compliance to employment law. The primary driver of the business is profit. This is a low, or partial engagement culture.

As companies begin to truly embrace their people as their most important asset, a transformation happens.

Teamwork and employee participation become the hallmarks of a culture that recognizes the value of a high level of employee involvement. At this level, managers are beginning to make the personal transformation into leaders.

As the organizational culture begins to embrace “outside” stakeholders and realize the power of service to higher ideals and the common good, employee engagement becomes super-charged. Employees are inspired to work for an organization whose ideals match their own. In collaboration with all relevant stakeholders, the organization will achieve long-term sustainability.

The Four Areas of Focus & Four Areas of Alignment That Drive High Engagement

Creating and maintaining a high-engagement organizational culture requires attention to four areas of focus and four areas of alignment.

To move a culture from the Foundation to the Transformation level, or beyond to Sustainability, an organization must master these areas of focus and alignment outlined in Figure 2.



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The areas of focus are fertile ground for continual ongoing development, refinement and improvement. The areas of alignment should be fairly stable once you get them in place and optimized. Then they will evolve slowly as the culture strengthens and shifts due to growth stemming from the areas of focus.

Four Areas Of Focus			
Leadership	Appreciative Inquiry	Strengths	Measurement
Vision & Mission	Values	Structural	Communication
Four Areas Of Alignment			

Figure 2. The Four Areas of Focus & Alignment

Using this model, any organization can examine each of the four areas of focus and four areas of alignment to determine where their current culture falls and what are the next best steps to take to move towards transformation and sustainability. This is an in-depth best practices benchmark for designing and developing programs that maximize employee engagement. It establishes both an overall cultural development baseline as well as begins to pinpoint which of the four areas of focus and alignment can be leveraged to promote the growth from Foundation to Transformation and on to Sustainability.

Examples of items that are used to develop the EP eqSM score are depicted in Figure 3.

	Four Areas Of Focus			
	Leadership	Appreciative Inquiry	Strengths	Measurement
Sustainability				
Transformation				
Foundation				

Figure 3a. Determining Your Focus Areas Engagement Program Effectiveness Quotient (EP eqSM)

Sustainability				
Transformation				
Foundation				
	Vision & Mission	Values	Structural	Communication
	Four Areas Of Alignment			

Figure 3b. Determining Your Alignment Areas Engagement Program Effectiveness Quotient (EP eqSM)

Let's explore each of the four areas of focus and alignment in detail.

A Leadership Focus

It should come as no surprise that a focus on developing great leaders is important to the development of a great culture. Leadership is universally recognized as a key to creating great organizations. On the day this was written, there were 279,577 books returned in an Amazon.com search for "leadership". Undoubtedly there will be many more by the time you read this.

Organizations transform and maximize their potential when leaders transform. We are talking here about the transformation of managers into leaders. In our model, managers perform at the foundational level. Leadership is required to move the organization to move beyond foundation to transformation and sustainability. Business super-guru Peter Drucker captured the reason when he said: "Management is doing things right; leadership is doing the right things."

Research on employee engagement shows that trust in senior management is essential to high levels of engagement. People will put more of themselves into the job when inspired by transformative leaders. Conversely, good people who leave a company often cite a bad supervisor or lack of trust in the direction of the company as major factors in their decision to leave.

Values-based behavior is what separates a leader from a manager. Leaders make decisions based on clearly defined and deeply held values. In other words, they make sure they are doing the right thing -- not just the expedient thing.

Full-spectrum leaders know how to embrace positive values at all levels: at the Foundation level, they focus on doing things right; at the Transformational level, they make sure they do the right thing, and at the Sustainability level, they do what produces the most good for all stakeholders.

Use these sample EP eqSM criteria to gauge the level of leadership focus in your organization.

Sustainability	Leaders are engaged in ongoing coaching and regularly coach their subordinates.
Transformation	Leaders receive 360° feedback which is used in the personal development planning process.
Foundation	There is no formal leadership development program in place. Ad-hoc only.



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An Appreciative Inquiry (AI) Focus

Appreciative Inquiry (AI) is a philosophy, a methodology and a way of being.

Although not extremely well-known, AI is an extremely powerful and well-documented approach to developing an organizational culture rooted in meaningful employee engagement. As the name implies, the core attribute is one of asking positive questions. The method is, in many ways, the polar opposite of the traditional “problem-solving” approach to business.

First developed at Case Western Reserve University in Cleveland, Ohio by David Cooperrider and Suresh Srivastva, AI has developed a diverse and enthusiastic following over the last decade. There are many highly successful organizations that base their entire culture on AI principles and practices.

Organizations committed to an inquiry culture are dynamic and resilient. When an organization has an unswerving focus on asking positive questions, innovation and engagement flourish. Again, Peter Drucker had it right when he said: “The leader of the past knew how to tell. The leader of the future will know how to ask.”

Another advantage of AI is that it is one of the few methods that easily involve all stakeholders in whole-system change.

The AI interview process involves employees sharing positive stories with each other in response to positive questions. All employees know how to tell stories and anyone can share their stories in response to a well-crafted positive question. The AI summit process takes the inquiry deeper, and typically involves a large cross-section of stakeholders so that all parties have a say in developing the important strategies and tactics to move the organization forward.

Appreciative Inquiry changes people and organizations at a deep level. When people learn to constantly ask positive questions and tell positive stories, perceptions shift. Employees and leaders alike praise AI for changing their lives as well as their workplace.

Use these sample EP eqSM criteria to gauge the level of appreciative inquiry focus in your organization.

Sustainability	All topics requiring exploration are addressed with an appreciative inquiry process.
Transformation	Asking “what if” is more prevalent than telling “what is”.
Foundation	Individual performance feedback focuses on skill, competency or performance deficit (gap analysis).



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A Strengths Focus

There is a growing body of evidence that shows employees perform at their best when they are encouraged to exercise their natural strengths. The emergence of the strengths-based focus owes a great deal to the Positive Psychology movement championed by Martin Seligman at the University of Pennsylvania.

Since the late 1990's, research on the role of personal strengths and positive emotions in creating positive institutions has exploded. The consistent finding is that organizations that encourage employees to find meaning and high engagement through the exercise of their innate talents produce superior results and employee loyalty.

Research on character strengths has been championed by Dr. Chris Peterson through the Manuel D. and Rhoda Mayerson Foundation and their VIA Institute on Character. Nearly one million people worldwide have taken the free online VIA Inventory of Signature Strengths. Recent bestsellers: *Now, Discover Your Strengths* by Marcus Buckingham, and *Donald O. Clifton and Strengths Finder 2.0* by Tom Rath have brought a better understanding of personal strengths to millions more.

This new strengths work is a welcome addition the traditional approach of measuring personality strengths ala Myers-Briggs Type Indicator, DiSC Profile, Big 5 Personality Test and INSIGHT Inventory.

Here are some of the main findings of the recent work on strengths focus in organizations:

- Leaders who work to develop the strengths of their people create superior results.
- Managers who focus on getting employees to fix weaknesses produce inferior results.
- Employees who exercise their strengths maximize their potential and are more engaged.

Once again, Drucker had it right when he opined: "What do we know about developing people? Quite a bit; we certainly know what not to do. First, one does not try to build upon people's weaknesses." He also famously said: "The task of leadership is to create an alignment of strengths in ways that make weaknesses irrelevant."

Use these sample EP eqSM criteria to gauge the level of strengths focus in your organization.

Sustainability	All leaders use strength analysis tools to help determine the strengths of their employees.
Transformation	Performance evaluations contain a greater focus on strengths than on gap analysis.
Foundation	The organization has developed a pertinent list of competencies by position which employees are evaluated against.



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A Measurement Focus

The old saying is true: *You get more of what you measure, or, put another way, what you focus on and measure expands.*

In the journey to creating a high-engagement culture, this has important implications. For instance, it is important to remember that leaders focus on measuring inputs as well as outcomes. After all, it is the inputs that cause the outputs. It is these “leading indicators” that will project the trajectory your culture is travelling.

Companies interested in creating high employee engagement cultures are expanding their balanced scorecard measures and their traditional Key Performance Indicators to include employee engagement scores as well the underlying drivers of engagement -- things like values, strengths, and best practices.

Measuring employee engagement has become a standard practice for top employers.

Surveys such as Quantum Market Research’s Best Places to Work™ even include online action planning tools for improving engagement scores, thus avoiding the too common pitfall of taking an employee survey and then doing little or nothing to improve the culture.

Some of the perennial winners of Fortune Magazine’s “100 Best Companies to Work For” actually measure the values that shape the culture, recognizing that human behavior and group culture spring from shared values expressed in the organization.

Measuring individual strengths and capturing and disseminating best practices are also hallmarks of high-performing, high engagement organizations.

While it is a more subtle art to measure the inputs and underlying factors that drive high-employee engagement, it is apparent that this extra effort is what is needed to reach and maintain the status of being the employer of choice in your industry and market.

By measuring the things that drive high employee engagement, employee engagement expands.

Use these sample EP eqSM criteria to gauge the level of measurement focus in your organization.

Sustainability	Every key process and position has been subjected to best practices review and documentation; and forms the basis for orientation, training and development.
Transformation	Values measurement has been implemented and included in the balanced scorecard measures.
Foundation	Employee engagement score is a Key Performance Indicator (KPI) for the organization.



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Vision/Mission Alignment

Organizational transformation must be tied to a compelling future image to be sustainable. A compelling vision and mission ignites the fire and keeps the passions burning. When it is absent, it is difficult to create and maintain high employee engagement over time. In their definitive 2004 Leader-to-Leader Journal article, "The Vision Thing: Without It You'll Never Be a World-Class Organization." Ken Blanchard and Jesse Stoner make the following points:

- **Vision and direction are essential for greatness.**
In world-class organizations, everyone has a clear sense of where the enterprise is going.
- **Vision helps people make smart choices because their decisions are being made with the end result in mind.**
As goals are accomplished, the answer to "What next?" becomes clear. Vision takes into account a larger picture than the immediate goal.
- **Vision is important for leaders because leadership is about going somewhere.**
If you and your people don't know where you are going, your leadership doesn't matter.
- **Without a clear vision, an organization becomes a self-serving bureaucracy.**
The top managers begin to think "the sheep are there for the benefit of the shepherd." The money, recognition, power, and status move up the hierarchy, away from the people closest to the customers, and leadership begins to serve the leaders and not the organization's larger purpose and goals.
- **When people share in a vision of what the organization can be, they generate tremendous energy, excitement and passion.**
They feel they are making a difference. They build a strong reputation for excellent products and services. They know what they are doing and why. There is a strong sense of trust and respect. Managers don't try to control. They let others assume responsibility because they know everyone shares the vision and is clear about their goals and direction. Everyone assumes responsibility for their own actions. They take charge of their future rather than passively waiting for it to happen.

Martin Luther King Jr. put it this way: *"Effective visions provide context, give purpose, and establish meaning. They inspire people to mobilize, to act, and to move in the same direction... Every good leader realizes that effective visions cannot be forced upon the masses. Rather they must be set in motion by means of persuasion and inspiration."*

Use these sample EP eqSM criteria to gauge the level of vision alignment in your organization.

Sustainability	The vision and mission provides practical guidance for day-to-day activities and decisions.
Transformation	This vision of the organization is compelling and actually inspiring to employees, engendering pride and loyalty.
Foundation	The vision and mission of the organization are stated clearly and concisely and communicated openly and often.



Values Alignment

Ken Wilber, one of today's most brilliant and insightful writers, has eloquently argued that values and beliefs are the hidden drivers of human behavior. Figure 4 illustrates Wilber's quadrant model of human systems. You can see how the values and beliefs of an organization's workforce naturally drive and shape the organizational culture. It would be a fatal cultural mistake to underestimate the importance and impact of this keystone employee engagement driver.

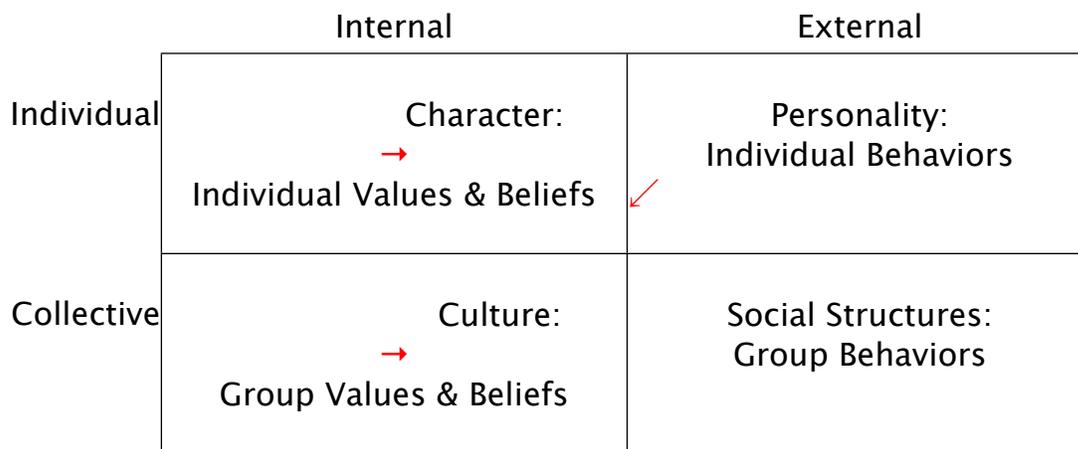


Figure 4. The Four Quadrants of Human Systems

Richard Barrett is a pioneer in the values-driven business movement and has clearly argued the benefits of making business decisions based on values in his 2006 book: *Building a Values-Driven Organization: A Whole System Approach to Cultural Transformation*.

Built to Last: Successful Habits of Visionary Companies authors Collins and Porras also identified strong values as a key component to long-term success. More recently, in the Harvard Business Review, Rosabeth Moss Kanter reported her research on high performing; culturally vanguard companies throughout the world and found they all have business models that are built on shared values, principles and platforms.

Values-driven organizations develop full-spectrum employees in many ways. One practice is to measure values on a regular basis. We recommend annual, whole-company surveys using Barrett's Cultural Transformation Tools™ (CTT). In addition to measuring the values of the entire organization, CTT also has a 360° leadership feedback tool to help leaders identify how to best align their personal values with company espoused values.

Use these sample EP eqSM criteria to gauge the level of values alignment in your organization.

Sustainability	Espoused values include "common good" values that employees are personally passionate about supporting.
Transformation	Values have been translated into behavior measures and are regularly used in performance and project evaluations.
Foundation	Organizational espoused values have been selected but are not measured.



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Structural Alignment

Common platforms, processes and structures are essential for organizations to scale and create the high engagement culture needed to thrive in the global economy. However, structure needs to serve and support the vision and mission, and should never stifle innovation in the name of bureaucracy. When you want to create a culture of high employee engagement, there are four primary areas of structure you will want to get right.

1. **Selection & Hiring:** Great employees are attracted to companies with inspirational visions and values. Recruit and hire for culture fit and emotional intelligence in addition to experience, education and competencies.
2. **On-Boarding:** Spending extra time to create a quality immersion experience into your culture will pay short and long term dividends. People will become productive faster and you start building loyalty into your human capital from day one.
3. **Performance Management:** Help everyone live your espoused values by integrating values-based behavior measurements into performance and project management. Use individual strengths and values measurement assessments to help all employees find a clear line of sight for how their goals line up with and affect the organization's goals. Build a broad and flexible rewards system to recognize outstanding individual expressions of the core values and vision of the company. Add values-driven leadership to the equation when considering candidates for promotion.
4. **Development & Training:** Integrate values into training. Develop leadership skills along with management and other skill competencies. Use 360° feedback tools regularly with key personnel. Develop leaders at all levels. Teach values-based decision making at all levels. Train all employees on the appreciative inquiry story-telling and interviewing process. Administer strengths surveys to all employees. Teach leaders to build strengths, not fix deficiencies. Offer coaching to all leaders. Train all leaders to coach their subordinates, creating a "coaching culture". Identify and disseminate best practices for all key positions and processes.

Use these sample EP eqSM criteria to gauge the level of structural alignment in your organization.

Sustainability	All employees "own" the culture and are empowered to make decisions based on guiding principles.
Transformation	Job descriptions, hiring, on-boarding and reward practices are updated regularly with employee input.
Foundation	Traditional formal HR structures exist (job descriptions, on-boarding process, promotion and reward practices)



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Communications Alignment

Is your vision compelling? Is your mission clear? Does your values statement ignite the passions of your employees? Communication alignment starts with message clarity. A clear and compelling vision is a key driver in high employee engagement cultures. It will be very difficult to achieve a sustainable high-engagement culture without clearly communicating “the vision thing”.

The value of communication alignment in culture change cannot be overstated. John P. Kotter of Harvard has been called our generation’s master of leadership. In his seminal book: *Leading Change*, Kotter identified “Undercommunicating the vision by a factor of 10 (or 100 or even 1000)” as a primary reason for failure of cultural transformation efforts. Frequent, continual communication of vision and values is essential to building and maintaining employee engagement.

Verne Harnish, the guru of growth companies, studies the best practices of fast growing companies which typically have high-engagement, innovative cultures. He identifies regular meeting and communication rhythm as a hallmark of these cultures. Building vision and values communication into daily, weekly, monthly, quarterly and annual rhythms is a best practice across industries.

Do your leader’s behaviors align with your espoused values? This is known as “walking the talk”, and what you do speaks much louder than what you say. Today’s savvy employees can smell insincerity a mile away and nothing kills cultural transformation faster than not living your espoused values.

Communication alignment is a two-way street.

High engagement cultures value the input of employees. Feedback is sought from all stakeholders. Leaders engage employees by asking questions more often than giving the answers.

Leaders are coaches, drawing the best from each employee with a sincere dialogue that drives innovation. Technology is used to support the dialogue. Employees and all stakeholders are engaged in the ongoing discussion of the best ways to achieve the shared vision.

Use these sample EP eqSM criteria to gauge the level of communication alignment in your organization.

Sustainability	Dialogue about the direction of the organization includes external stakeholders such as the community, media and public.
Transformation	Two-way communication dialogue is in place with employees: employee intranet, town meetings, suggestion systems, etc.
Foundation	Traditional communication programs exist for all stakeholders: newsletters, website, management talking points, policy updates.



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What's Your Next Step?

Great strides have been made in the last couple of decades in the identification of what it takes to create a high performance employee engagement culture. Thanks to popular books like *Built to Last* and *Good to Great*, leaders in organizations large and small are aware of the importance of culture and employee engagement in creating sustainable success.

At the same time, four relatively easy and inexpensive technologies have emerged to enable cultural transformation. This convergence of a high level of awareness combined with accessible tools and technologies is creating a seismic shift in business. While the trailblazers have shown all of us the way, there is still great room for improvement on the employee engagement front.

Recent employee engagement reports from multiple research efforts consistently show familiar findings: although North America has one of the highest proportions of engaged employees worldwide, fewer than one in three employees are fully engaged and as many as 20% of employees are actually disengaged. We can do better. We must do better if we want the workplace to become a catalyst for human flourishing. Thanks to the passionate innovators, we have the tools to make it happen. Thanks to the brave early adopters, we have a clear roadmap showing us how to get there.

We invite you to take these next steps if you want to put this model and these tools to work for your organization on your journey to a high-employee engagement culture and sustainable success.

1. Discover your Engagement Program effectiveness quotient (EP eqSM). Leadership Beyond Limits can conduct a thorough program review to help you identify where you stand in each of the four areas of focus and four areas of alignment. The EP eqSM findings will help you chart your path to move from Foundation to Transformation or from Transformation to Sustainability as a high employee engagement culture.
- 2.
3. Adopt and integrate the four breakthrough technologies described in the overview section of this whitepaper. These are tools and approaches that have already been proven by the trailblazing early adopters in employee engagement. They are relatively inexpensive and easy to introduce into most workplaces. We will be happy to set up a demonstration and discuss how they would be best applied in your situation.
- 4.
5. We maintain a comprehensive free online library with links to relevant tools, research, and other valuable resources for building a high employee engagement culture.

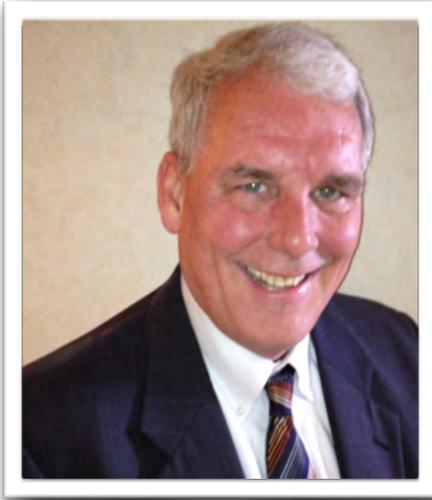
You can register for a free membership in our resource library by visiting: <http://www.leadershipbeyonlimits.com/resources.htm>



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About the Author: Tom Rausch



Tom Rausch, CEO of [Leadership Beyond Limits, LLC](http://LeadershipBeyondLimits.com) is a leadership coach and organizational culture change consultant with 30 years of practical business experience.

Tom's keystone value is love of learning.

A passionate teacher and avid learner, he is valued in the boardroom for his creative perspective on familiar challenges.

As a student, he's always looking for new insights to drive continual improvement.

As a trainer and coach, he's admired for being able to bring clarity to complex situations.

Tom believes life is for living passionately, and his passion is to make a difference in the world by working with business leaders to find new ways to connect deeply with employees, allowing the creative expression of the grandest vision of the greatest version of who they are – both as business teammates and as people.

Tom ardently believes business is the single most powerful agent for world benefit.

In addition to the values listed above and those shared by the Leadership Beyond Limits team, Tom's personal values include: authenticity, ease with uncertainty, creativity, humor, fun, and balance.

Tom studied for his undergraduate degree in psychology at Lawrence University in Appleton, WI and studied for his masters degree in adult education at the University of Wisconsin, Madison. Tom is married to Kathy, his wife of 37 years, and the father of two outstanding young men Ian and Eric. His greatest joy is spending time with his grandchildren Ruby and Elliott.

You can find out more at LeadershipBeyondLimits.com

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