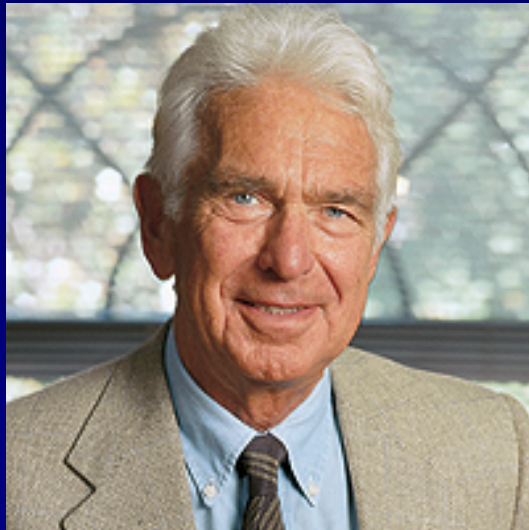


Thriving In Turbulent Times

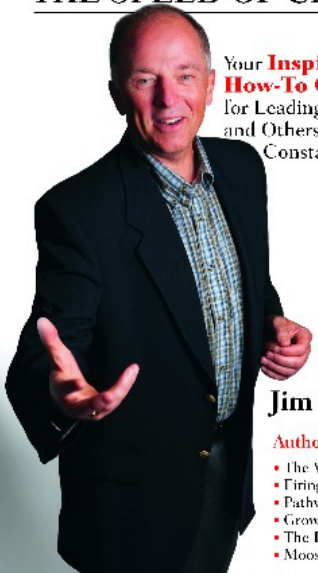
“I can’t recall a period of time that was as volatile, complex, ambiguous and tumultuous. As one successful executive puts it, ‘if you’re not confused, you don’t know what’s going on’.”



Warren Bennis, leadership author and Professor of Business Administration at the University of Southern California

Thriving in *Turbulent* Times

GROWING @ THE SPEED OF CHANGE



Your **Inspir-actional How-To Guide** for Leading Yourself and Others through Constant Change


Jim Clemmer

Author of:

- The VIP Strategy
- Firing on All Cylinders
- Pathways to Performance
- Growing the Distance
- The Leader's Digest
- Moose on the Table

THE V.I.P. STRATEGY
Leadership Skills For Exceptional Performance

ART McNEIL JIM CLEMMER



From the Authors of the #1 Bestseller "The '1' of the Hurricane!"

REVISED, EXPANDED, UPDATED
SECOND EDITION


FIRING ON ALL CYLINDERS

THE SERVICE/QUALITY SYSTEM FOR HIGH-POWERED CORPORATE PERFORMANCE

JIM CLEMMER
WITH BARRY SHEEHY AND ACHIEVE INTERNATIONAL/ZENGER-MILLER ASSOCIATES

PATHWAYS TO PERFORMANCE

A GUIDE TO TRANSFORMING YOUR TEAM, AND YOURSELF



JIM CLEMMER
Author of *Firing on All Cylinders*

"... an inspirational guide that will help you develop your leadership abilities." — David Chilton

Foreword by Scott DeGarmo, Publisher

GROWING the distance

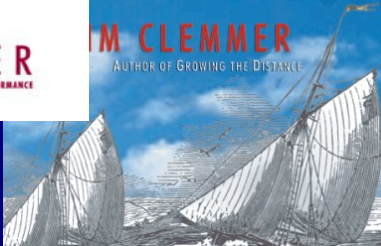
Timeless principles for personal, career, and family success

JIM CLEMMER
AUTHOR OF FIRING ON ALL CYLINDERS AND PATHWAYS TO PERFORMANCE

Leader's DIGEST

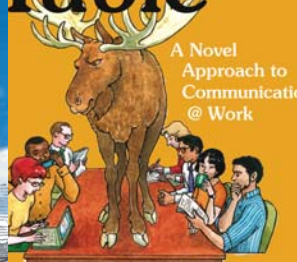
Timeless principles for team and organization success

JIM CLEMMER
AUTHOR OF GROWING THE DISTANCE



Moose on the Table

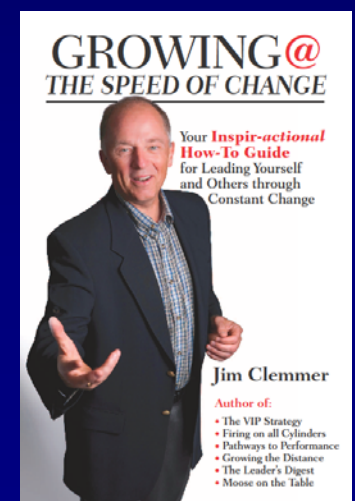
A Novel Approach to Communications @ Work



Jim Clemmer
Author of *The VIP Strategy*, *Firing on All Cylinders*, *Pathways to Performance*, *Growing the Distance*, *The Leader's Digest*

Webcast Overview

- Thriving in Turbulent Times
- Shifting Perceptions: Seeing Beyond the Obstacles to the Opportunities
- Change Choices: Lead, Follow, or Wallow
- Wallow Words: Ten Popular Excuses for Avoiding Personal Change
- Everyone Must Lead: Leadership is an Action, Not a Position
- Nine Steps to Personal Leadership
- Leadership Development Strategies: Using This Book to Develop Leaders at all Levels



Constant Change: Shift Happens

“Life is a series of natural and spontaneous changes. Don’t resist them – that only creates sorrow. Let reality be reality.” Lao-tse, 6th century BC Chinese philosopher

“These social and economic changes...were uneven and unsettling. They opened up differentials between groups and between societies. They spawned lust for wealth, envy, and distrust of neighbors. They led to overseas wars, unequal taxes, and the questioning of authority...the turmoil was worldwide.” A description of 1780 by historian C.A. Bayly

**Seer Madness:
False Prophets
and Experts of
Error**



Thrive on Turbulence by Growing For It

Whether sudden and unexpected changes are deadly threats or growth opportunities depends on how we respond.

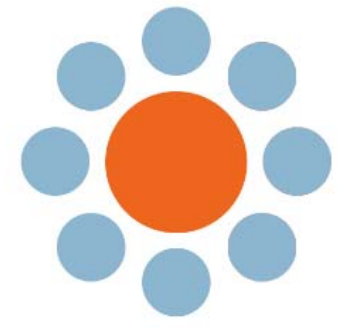
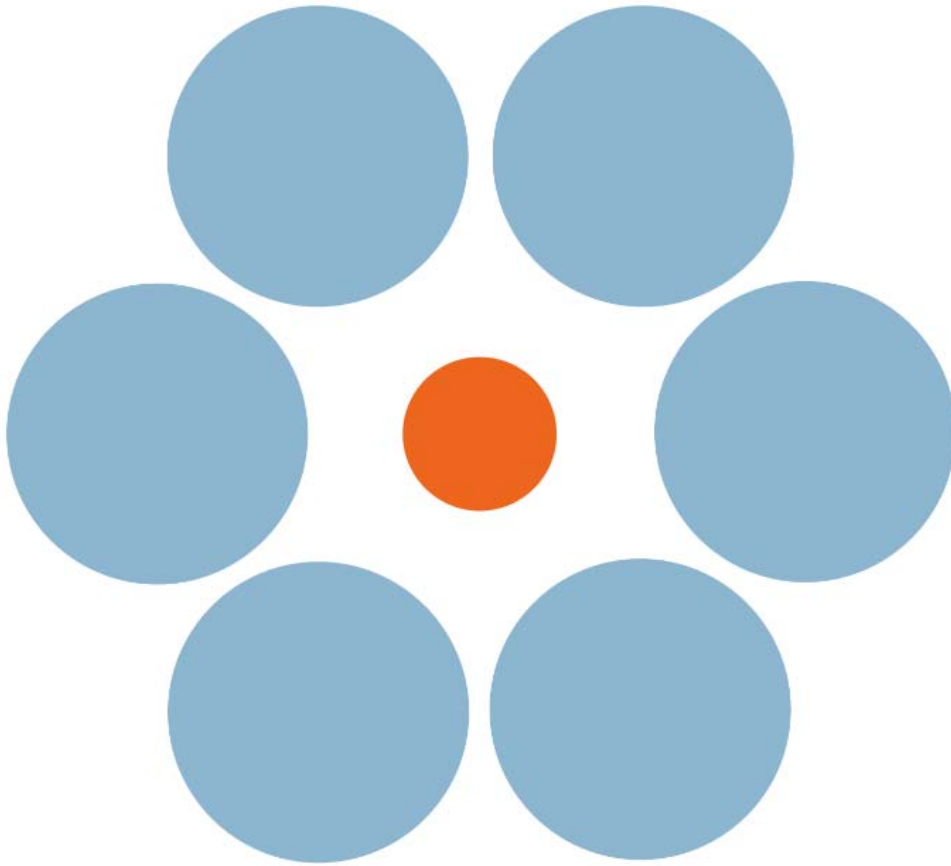
There's no "getting through this crazy period" to some mythical place of predictable stability.

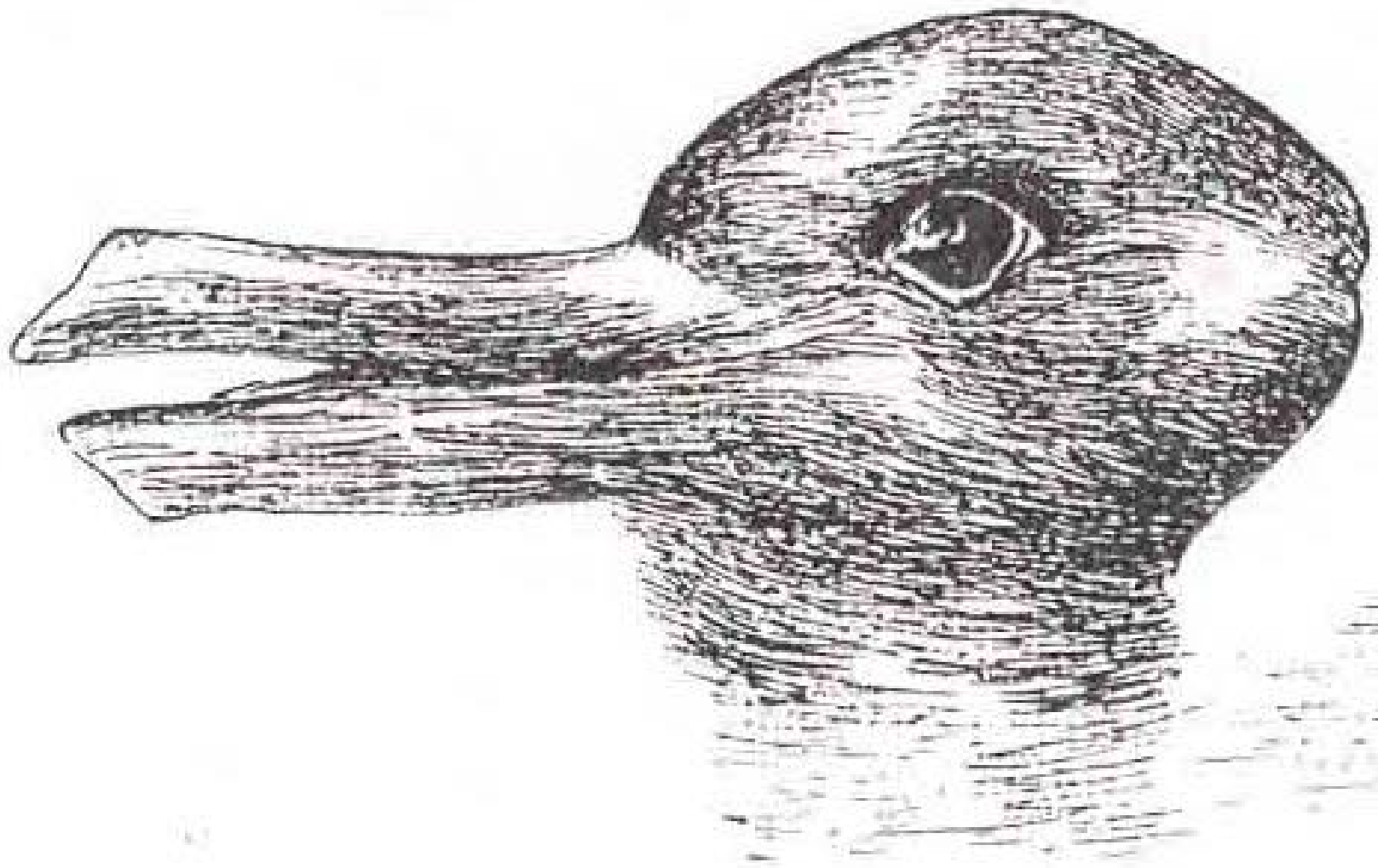
Life is an Optical Illusion



Wearing C.R.A.P Glasses Ruins Our I-sight

Can't *Readily Absorb Positivity*





Range of Reality



Pessimism

- Fearful
- Negative energy
- Tuned into bad vibrations
- Hopeless
- Impossibility thinking
- See the worst in people
- Unlucky
- Problem focused
- Unhappy



Optimism

- Courageous
- Positive energy
- Tuned into good vibrations
- Hopeful
- Possibility thinking
- Find the best in people
- Lucky
- Solution focused
- Happy

Growing @ the Speed of Change

Real Choices: Lead, Follow, or Wallow

Following

Hopeful Skepticism

Helpless Cynicism

“Let’s wait and
see what
happens.”

*They couldn't hit an elephant
from this dist.....*

Last words of General J. Sedgwick, Battle of
Spotsylvania, 1864



Real Choices: Lead, Follow, or Wallow

+ 100

Leading

“How can we capitalize on these changes?”

Following

Hopeful Skepticism

Helpless Cynicism

“Let’s wait and see what happens.”

Wallowing

“They are doing it to us again.”

- 100

To Wallow

1. **To roll one's self about, as in mire; to tumble and roll about; to move lazily or heavily in a medium; to flounder; as swine wallow in mire.**

“With Smithers out of the picture I was free to wallow in my own crapulence.”

2. **To roll; especially to roll in anything defiling or unclean.**
3. **To live in filth or gross vice; to deport one's self in a beastly and unworthy manner.**



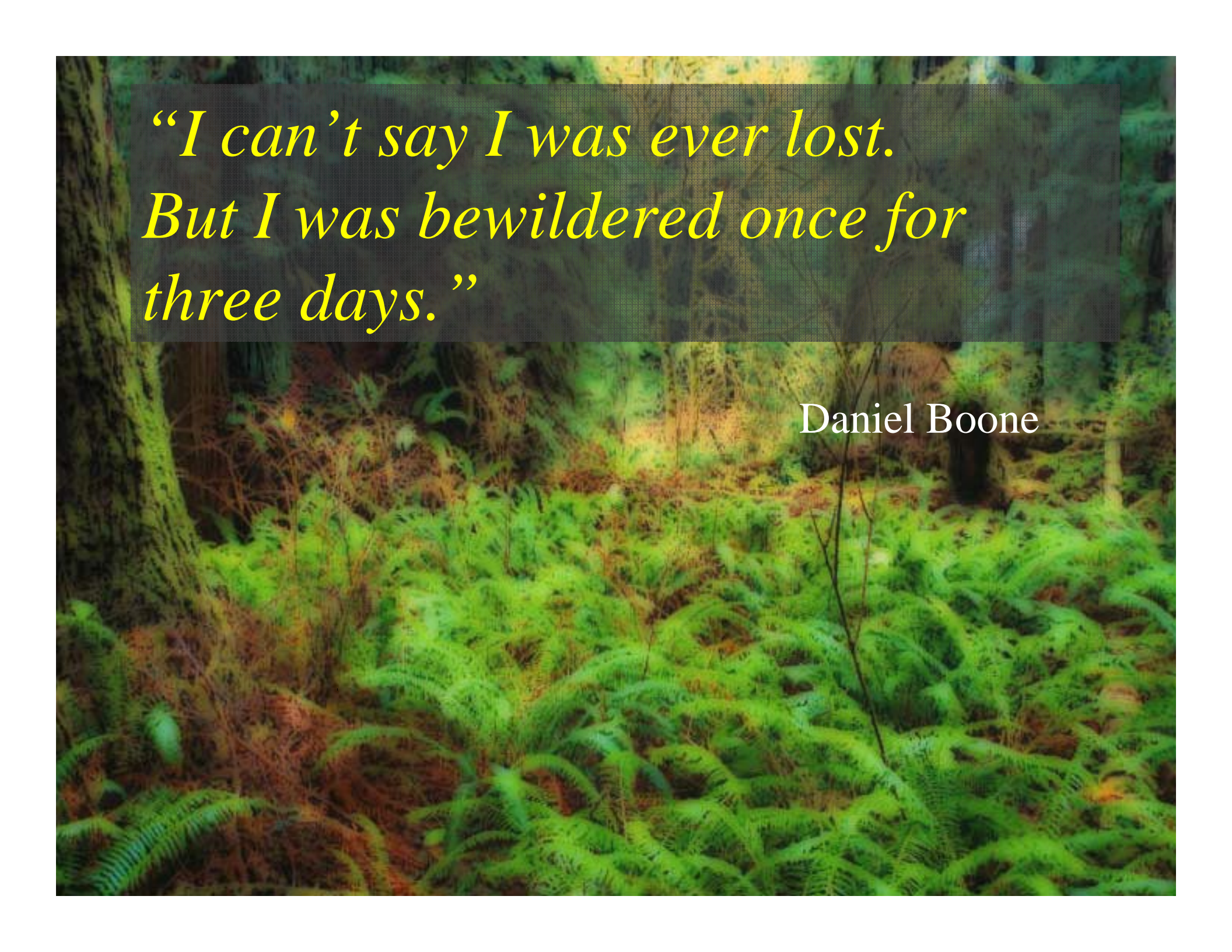


BITTER BUS

A close-up photograph of a yellow sign with the words "BITTER BUS" in bold, black, sans-serif capital letters. The sign is mounted on a yellow background and is flanked by black horizontal slats. The slats are secured with small silver screws. The entire image is set against a dark blue background.







*“I can’t say I was ever lost.
But I was bewildered once for
three days.”*

Daniel Boone



Our Attitude
More Than
Our Aptitude
Determines
Our Altitude

Wallow Words: The Tempting Ten

1. I am not a born leader
2. I don't have the authority
3. I am overloaded and overwhelmed
4. I am avoiding the moose-on-the-table
5. The bad news is getting me down
6. I want more stuff
7. I am too busy to learn
8. I can't let anyone see my mistakes
9. I carry anger and resentment
10. We don't communicate.

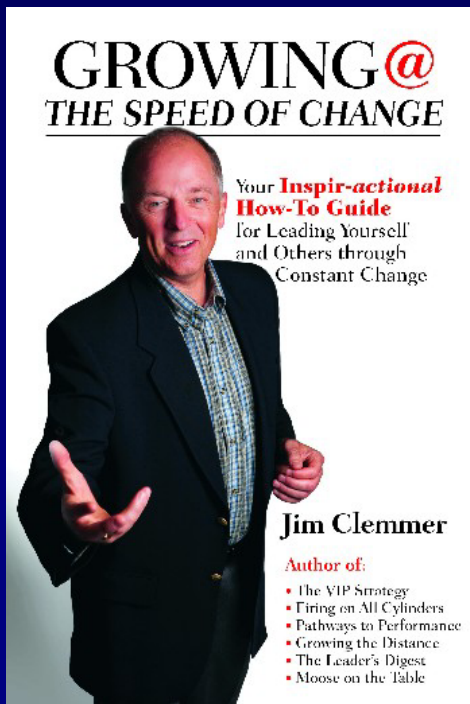
“Leadership in a (Permanent) Crisis”

“When the economy recovers, things won’t return to normal – and a different mode of leadership will be required...sets the stage for a sustained or even permanent crisis of serious and unfamiliar challenges.”

- **Foster Adaptation** – balancing the continuation of current practices while at the same time helping people develop the next practices.
- **Embrace disequilibrium** – keeping people uncomfortable enough to induce change but not so much that they fight, flee, or freeze.
- **Generate leadership** – building leadership across all levels of the organization to adapt to changing times.

Harvard Business Review, Ronald Heifetz, Alexander Grashow, and Marty Linsky

We All Need to Lead: Leadership is *Action*, Not a Position



Get Copies for Your Whole Team

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5,000 to 9,999	\$6.98	65%
10,000 or more	\$5.95	70%

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Nine Steps to Personal Leadership

1. **Magnetic Attraction: Vibrating the Strings of Your Force Field**
2. **In the Zone: Aligning Personal Values, Strengths and Purpose**
3. **Rewire Your Brain with Affirmations, Reframing, and Gratitude**
4. **Reclaim Your Time, Reclaim Your Life**
5. **Slow Down and Live Now**
6. **Grow Your Courage**
7. **Upward Leadership: Leading Your Boss**
8. **Get Help, Get Connected, and Get Persuasive**
9. **Grow for It**

Visualization/Imagery, Values/Strengths,
and Affirmations/Gratitude set up
powerful magnetic fields that attract the
positive or negative people, events, or
circumstances toward us .



The High Cost of Multi-tasking

...shifting attention every few minutes to respond to incoming e-mail increases cortisol (stress hormone) levels, which decreases memory function.

Studies by Glenn Wilson, a psychologist at London University's King College, showed an average IQ loss of 10 points among 1,100 frequent e-mail users.

Marijuana smoking causes only a four-point IQ drop.

You'd have to miss a whole night of sleep in order to get to the ten-point drop caused by the technology distractions measured in the study.



The Time Sucking E-mail Vampire

“Workers now spend over 40 percent of their workday on e-mail.

And they consider that more than a third of that time is waste.

That’s estimated to cost over \$300 billion a year in lost productivity and profits.”

Survey from Cohesive Knowledge Solutions



“We have lots of projects, goals, and priorities. We're constantly making lists and setting action plans.

But we seldom see anything through to completion before urgent new priorities come along.

We seem to operate by ‘random brain impulse.’ We’re like nervous water bugs with ADD that frantically flit from one thing to another.”

Courage

*“Courage is doing what you are afraid to do.
There can be no courage unless you're scared.”*

Eddie Rickenbacker, American WW1 ‘Ace of Aces’ and
President of Eastern Airlines.

*“...the only thing we have to fear is fear itself
- nameless, unreasoning, unjustified terror
which paralyzes needed efforts to convert
retreat into advance.*

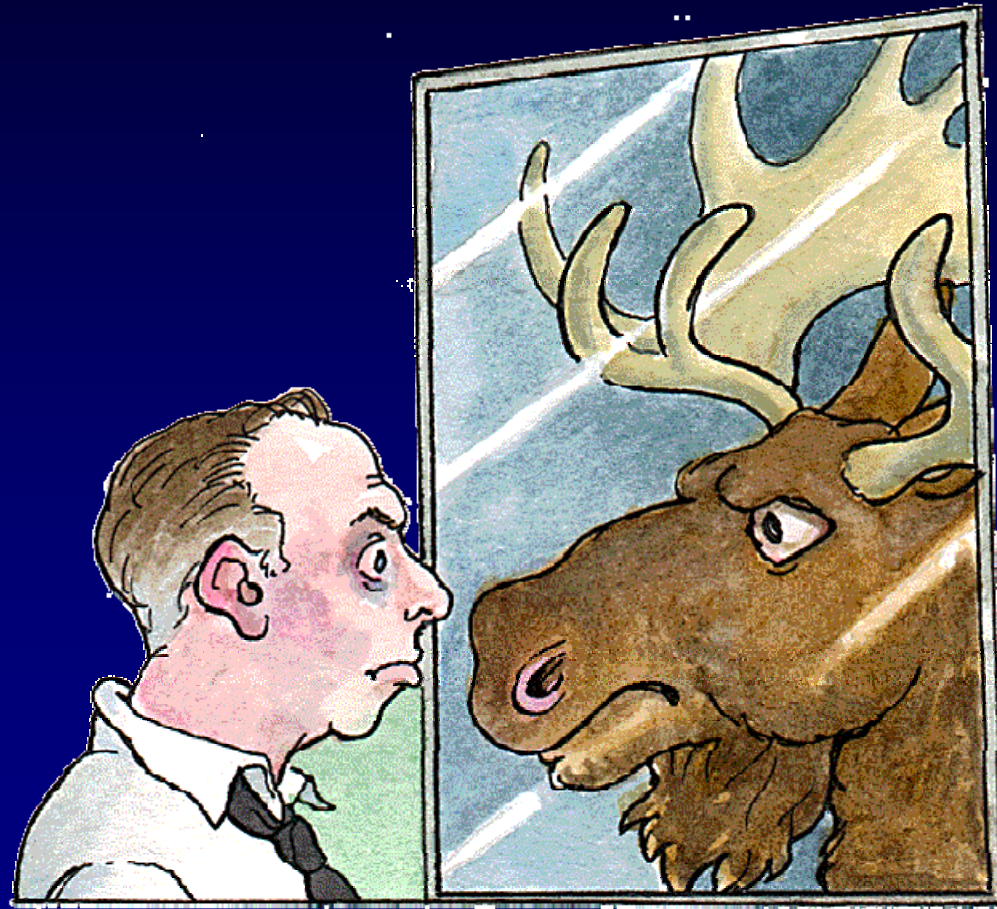
*This danger is brought on by those who
abandon faith and sneer at hope.”*

Fear

Franklin Delano Roosevelt, 32nd U.S. President

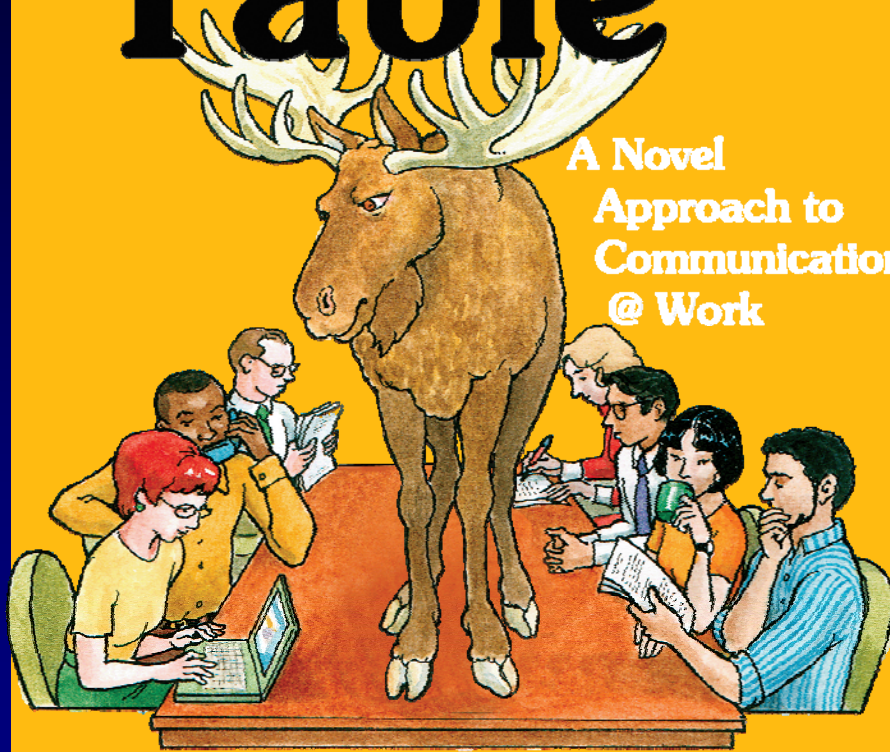


Courageous Conversations: Facing the Bull



Moose on the Table

A Novel
Approach to
Communications
@ Work



Jim Clemmer

Author of

The VIP Strategy
Firing on All Cylinders
Pathways to Performance
Growing the Distance
The Leader's Digest

Put Up or
Shut Up

www.JimClemmer.com

Degrees of Control

Direct
Control

Influence

No
Control

High

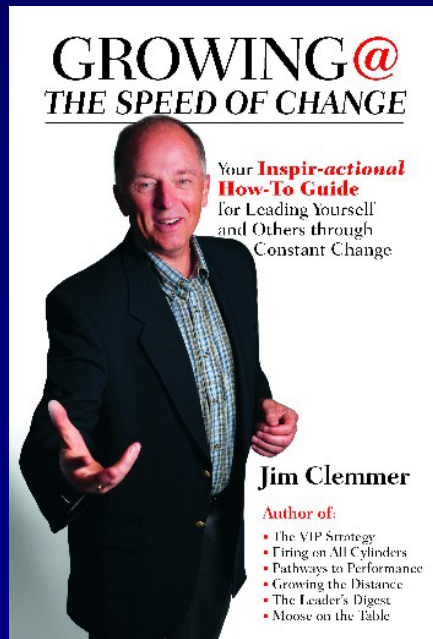
Moderate

Low

Change or Be Changed

**If the rate of external
change exceeds our rate of
internal change,
we are eventually going to
be changed.**

Leadership Development Strategies: Using This Book to Develop Leaders At All Levels



Get Copies for Your Whole Team

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5,000 to 9,999	\$6.98	65%
10,000 or more	\$5.95	70%

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Accelerating Pace of Constant Change

- Unpredictable markets, economies, and public mood swings
- Constant re-organizing and restructuring
- Continuous changes in leadership, direction, and priorities
- Ever-escalating customer demands
- Relentless pressure to do more with less
- Accelerating cycles of new technologies, methods, and approaches
- An endless stream of new processes and procedures
- A rapidly shifting workforce with a new generation of employees bringing different expectations

Constant Changes Calls for Constant Growth

- Increase shared leadership throughout your entire organization – “leadership is action, not position”
- Help staff at all levels deal with change, uncertainty, and turbulence – “stay off the Bitter Bus and out of Pity City”
- Strengthen buy-in and personal commitment to organizational change and improvement efforts
- Provide practical approaches and shared language to improve morale, increase engagement, and boost energy
- Reinforce organizational values and culture to encourage positivity, team work, and a “can-do” spirit
- Supplement learning and development programs
- Foster personal growth and development with “edutaining” approaches, especially for people who often don’t read this type of material

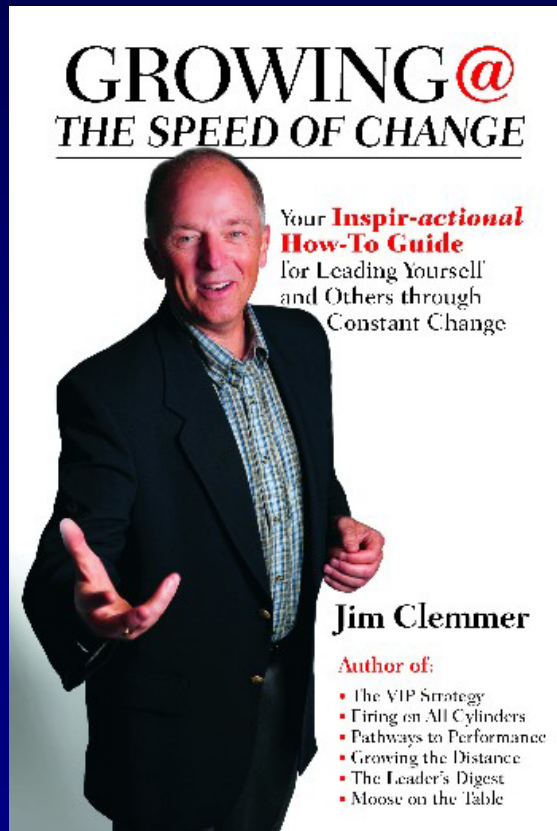
Examples of Leveraging These Approaches

- Established group norms/language – e.g. “Pity City,” “Bitter Bus,” “Taming the E-Mail Beast,” “Moose on the Table,” “C.R.A.P. glasses,” “reframing,” “scab picking”
- Distributed books to all staff for personal growth
- Used in book clubs/discussion groups (some virtual)
- Team members presented a section or short chapter at meetings, training sessions, or online learning
- Preparation for team development and planning retreats
- Part of personal/leadership development workshops and self-study programs
- Announced/framed new changes
- Basic principles of “Change Management” initiatives
- Foundation/Framework for project/improvement teams
- Setting team norms and meeting ground rules

Next Steps to Use These Approaches

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- Conference/Meeting Keynotes
- Half, One, and Two-day Workshops
- Management Team Retreats



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