



Tyson Leadership Study

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1. OVERVIEW

As part of my development plan for 2009, I interviewed thirteen Tyson leaders from several different levels and business units of the organization. These interviews occurred between January and June 2009¹. The study is intended to identify specific leadership skills important to Tyson that I can focus on for future personal development. While I have included the names and positions of those who participated in the study, for discretion's sake I have not associated their names with specific results.

Each participant was recommended by one or more respected Tyson leaders, which helped ensure that leaders with strong reputations were the source of the study's data.

I extracted over 200 comments from my interview notes into a database for analysis. I observed that the participants commented more often on topics that they are passionate about, so I created three different views of the data:

- For the first view I grouped the participants' comments into over a hundred different Tyson leadership skills, and ranked them by the number of comments mapped to each.
- For the second view I mapped each comment to the Leadership Architect[®] coaching and development framework. This framework is used by Tyson's Leadership and Professional Growth team. I ranked the components of the framework by the number of comments mapped to each.
- For the third view I identified the Leadership Architect[®] areas without comments mapped to them to identify any gaps.

This paper discusses the top ten skills and areas of the first two views. This paper also discusses the Leadership Architect[®] areas without comments mapped to them.

Integrity and trust top the list of desired leadership skills and attributes. This is not surprising since without these nothing else really matters. The other top ranked items generally fall into three categories:

- Personal and interpersonal skills
- Team building and team member development skills
- Committing to results and building accountability

The majority of the Leadership Architect[®] areas without mapped comments are related to managing relationships with bosses and peers, including comfort around higher management. Surprisingly, my notes do not capture any mention of balancing work and personal life.

¹ The names of the participants, the interview questions, and all of the data are in the [Supporting Data](#) section of this paper.

The results are a unique “leadership fingerprint” based on the participants’ views. This “Tysonized” version of Leadership Architect® and its tools can be used to focus my development on Tyson’s most valued leadership skills.

Some words of caution:

- I interviewed a small number of successful leaders relative to the total population of successful Tyson leaders
- The number of business units represented was small relative to the total population of Tyson BUs
- I mapped each of the participants’ comments to a Leadership Architect® Area based solely on my opinion after studying Leadership Architect®
- During each interview, I may have been more inclined to write down comments that resonated with me personally
- I did not measure the relative importance of each skill to each leader

Despite these potential shortcomings, I believe the results are very useful.

2. THE TYSON LEADERSHIP FINGERPRINT

In the interest of time, this paper focuses on:

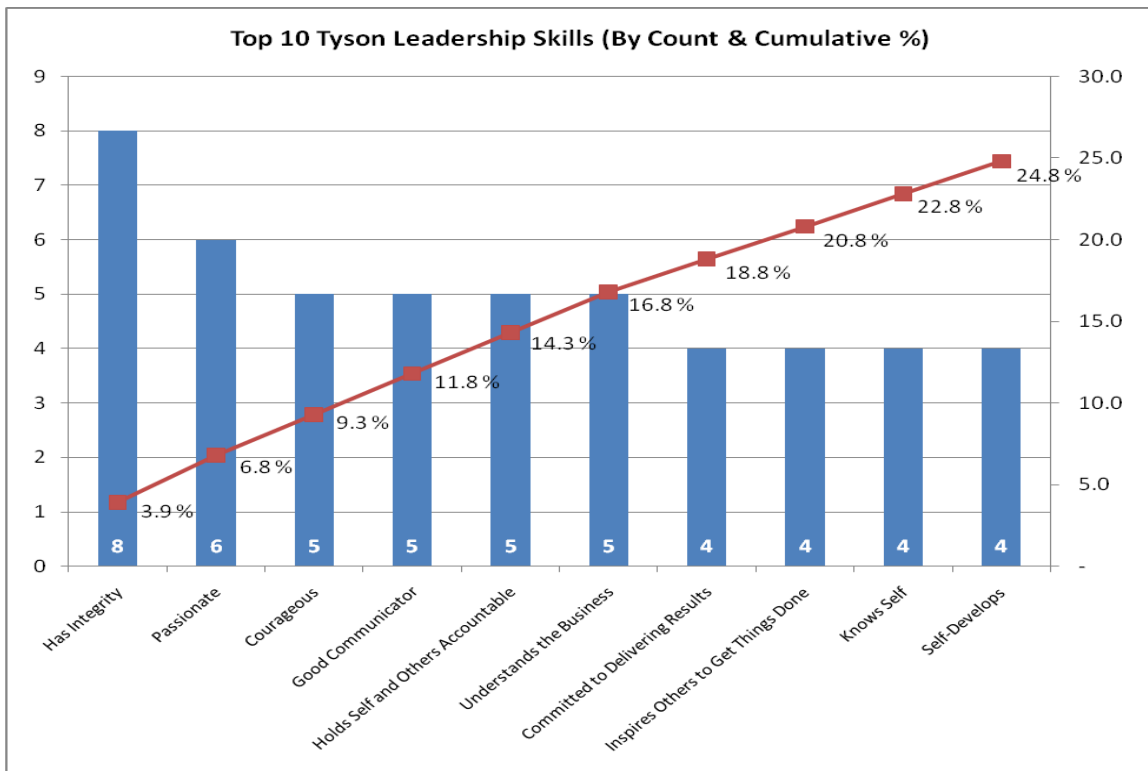
- The top ten Tyson leadership skills ranked by the number of participants’ comments mapped to each. These are the groupings I initially created in order to organize the participants’ comments.
- The top ten Leadership Architect® areas ranked by the number of participants’ comments mapped to each. Leadership Architect® is the development and coaching framework used by Tyson’s Leadership and Professional Growth team.
- The Leadership Architect® areas that did not have any participants’ comments mapped to them.

However, these are just the top of the heap. The complete data results are in the [Supporting Data](#) section of this paper.

2.1 THE TOP TEN TYSON LEADERSHIP SKILLS

This view of the results looks at the top ten Tyson leadership skills based on my groupings and the number of comments mapped to each.

These accounted for 50 of the 204 participants’ comments extracted from my interview notes, or 24.8% of the total. “Has Integrity” tops the list, with eight integrity-related comments from the participants. The same number of comments was mapped to several of the leadership skills, so the rankings only extend to fourth place.



The following section discusses each of the top ten in more detail.

Rank 1 – “Has Integrity”

“Right is right, even if everyone is against it; and wrong is wrong, even if everyone is for it.” – William Penn, founder and governor of Pennsylvania, 1644-1718

Integrity is the alignment of one’s professed beliefs and values to one’s actions, and is strongly related to honesty and ethics. Many consider hypocrisy to be the opposite of integrity. It is not surprising that integrity tops the list because it is difficult to trust or rely on those who do not “walk their talk”. Trust and reliability are the foundation for personal and interpersonal skills.

Values congruence, or the alignment of individuals’ ethical beliefs and values to those of the enterprise, is implied here. To be effective Tyson leaders we have to demonstrate Tyson’s core values, which means our words and actions should reflect Tyson’s core values to those around us. Leaders and team members who struggle with this may be in the wrong organization.

Thoughts from the participants included:

- Don’t ask anyone to do anything you aren’t willing to do yourself.
- Say what you mean, mean what you say, do what you say.
- Don’t commit to things you can’t do.
- Watch what people do when they think no one is looking and you will see what kind of person they are.
- Integrity and honesty can be difficult because at some point in your career doing the right thing will put you at risk.
- Consistent behavior leads to trust.

Rank 2 – “Passionate”

“If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.” – Antoine de Saint-Exupery, writer and aviator, 1900-1944

Passion, as discussed by the participants, refers to having a job that you enjoy, and where you know you make a difference. Passionate leaders are focused and productive, pouring thought and energy into doing a job well. They don’t waste time figuring out how to avoid doing something, and they don’t just “go through the motions”. Passion drives hard work, accountability, courage, and results, and the passionate leader inspires and motivates others.

Lack of passion may signal burnout, or that someone is in the wrong job, or that they’re in the wrong organization. It could also be a sign that they don’t know how their job makes a difference – how they count.

Thoughts from the participants included:

- My work makes a difference and makes others’ lives better.

- I'm living the dream – every day I get to work with the best people in the world.
- I love shaping the future... watching the vision become reality.
- Success breeds success so do what you're good at.
- Passionate people are driven to succeed.
- Good leaders are passionate about different things... but they're passionate about something.
- I desire a big impact over a big paycheck.

Rank 3 – “Courageous”

“It is easy in the world to live after the world’s opinion; it is easy in solitude to live after our own; but the great man is he who in the midst of the crowd keeps with perfect sweetness the independence of solitude.” – Ralph Waldo Emerson, American philosopher and writer, 1803-1882

Courage is about taking a stand and doing the right thing even when the world may make you suffer for it.

Thoughts from the participants included:

- You cannot become overly fearful of failure or your job security – this never leads to success.
- You can't worry too much about being liked – your personal stock will go up and down through your career no matter who you are. Be prepared to ride out some troughs from time to time.
- Leadership means being on point – out front on your own, exposed. If you want to lead, you'd better be comfortable being uncomfortable.
- Going along to get along does not work.
- You can't be easily intimidated – the elbows get sharper the higher up the ladder you move.

One of the participants pointed out that having a great reputation, a network of contacts in both your professional field and industry, at least six months' salary in the bank, and one or more non-work-related anchors (such as family or church) will empower you to do the right thing because you will worry less about the personal consequences.

Leaders must cultivate courage in their team members by creating an environment where bad news and diverse viewpoints are not punished, and team members are empowered to make decisions and take calculated risks. The best ideas come from constructive conflict and open debate between confident and empowered team members.

Rank 3 – “Good Communicator”

*“The problem with communication is the illusion that it has been accomplished.”
– George Bernard Shaw, Irish playwright, 1856-1950*

A lot is wrapped up in this skill – written and spoken communication skills, presentation skills, listening skills, and the ability to tailor messages based on audience. Communication is foundational to many other leadership skills – building relationships, inspiring and directing others, developing direct reports, conflict management and confrontation, negotiating, etc.

A critical point stressed by more than one participant is the importance of listening skills, including the ability to “hear what’s not being said”.

Thoughts from the participants included:

- It is enormously important to be a good communicator – to yourself as well as to those around you.
- Be brief and focused when providing information. Good leaders are very direct.
- Good communication is as much about listening as it is about speaking or writing.
- Get good at delivering a consistent message.

Rank 3 – “Holds Self and Others Accountable”

“It is time to restore the American precept that each individual is accountable for his actions.” – Ronald Reagan, 40th President of the United States, 1911-2004

Accountability is critical for achieving results. Once you identify your team’s goals and your team commits to them, it’s ‘go’ time. Everyone must carry their share of the weight in order for the team to succeed. The leader must clearly identify the goals, position the team for success, and then hold each team member accountable for the results. Accountability often means tough conversations, an issue addressed in the book “Crucial Confrontations” (see [Appendix B: Recommended Reading from Participating Tyson Leaders](#)).

Thoughts from the participants included:

- If you get the credit when things go right then you also have to accept responsibility when things go wrong.
- Each of us is responsible for our relationships and outcomes.
- Maintain your focus on the bottom line. We’re competitive on behalf of our shareholders – we’re in business for them, not our customers.
- Accountability is easier for teams whose members and leaders are achievement-oriented. Find and hire people who are achievement-oriented, then find ways to change or remove those who aren’t.

Rank 3 – “Understands the Business”

“I’m a firm believer that to really understand a business takes years, not months.” – Chris Corrigan, Australian businessman, KFM Chairman, 1946-

The participants referred to general business knowledge and a specific understanding of how Tyson’s BU’s operate and the markets they serve. Business acumen is distinctly different from the technical knowledge needed for one’s

profession. Each of us must understand how the company operates (including its competitive landscape) for us to know how we can positively impact sales volume, revenue, production costs, and profitability. For example, IS team members must know technical skills but they must also understand that:

- Software development is not Tyson's primary business
- IS development and maintenance costs have a direct impact on Tyson's bottom line
- Knowledge of the business areas IS serves makes IS a better business partner

Thoughts from the participants included:

- You must understand the protein business even if you're in Shared Services.
- We all have to understand and work within the limits of a low-margin business.
- World class is not an option for us – maybe best in class.

Rank 4 – “Committed to Delivering Results”

*“I prayed for twenty years but received no answer... until I prayed with my legs.”
– Frederick Douglass, American abolitionist and writer, 1818-1895*

A good leader commits to the performance of the team, demonstrates a sense of urgency in reaching goals and deadlines, and takes focused action to remove obstacles to the team's success. As mentioned before, delivering results is closely linked to accountability. Several participants linked this skill to team building and development. They believe the key is finding goal-oriented performers with successful track records, learning to develop this trait in each team member... and weeding out those who won't or can't commit to delivering results.

Thoughts from the participants included:

- Do not confuse 'nice' with 'not results-oriented'. You can be both.
- Knowing your team – their motivations and goals – is the key to getting results from them.
- You get results by hiring achievement-oriented people with a track record of success, then giving them clear goals and meaningful incentives.
- Failure and losing should eat you up inside.

Rank 4 - “Inspires Others to Get Things Done”

“Inventories can be managed but people must be led.” – H. Ross Perot, American businessman and founder of EDS, 1930-

Research shows that inspirational leaders rarely fit the stereotype of extroverted and charismatic - many are quiet and introverted. Workers identified inspirational leaders as strongly focused on doing only value-added activities, able to take a broader view of the organization than just their segment, able to formulate and communicate a vision, trustworthy, accessible to team members, and passionate

about their subordinates' jobs and the work their subordinates are doing². Inspirational leaders make sure that each team member feels like their performance is really impacting the success of the company, and that they are appreciated³.

Thoughts from the participants included:

- Encourage your team – a big part of your job is 'handing them a banana and a drink, and encouraging them to go on as they run their race'.
- Be accessible. Make time to get out and speak to people, and make sure you leave your door open on a regular basis for drop-ins. Make sure people know it's OK for them to drop-in.
- Your personal power, not your position in the organization, gets people to go above and beyond.
- The inspirational leader gets people to do things they never thought they could do, and celebrates those successes.

Rank 4 – "Knows Self"

"Observe all men; thy self most." – Benjamin Franklin, American Founding Father, 1706-1790

Knowing yourself means knowing your personal strengths, weaknesses, opportunities, and limits. It means being open to constructive criticism and learning from your mistakes. It does not mean endless 'navel gazing' and self-criticism. Feedback is very helpful – you may have hidden strengths or blind spots that others recognize. Identifying blind spots (unknown weaknesses) is especially important. While you can compensate for known weaknesses, a blind spot can get you into real trouble.⁴

Thoughts from the participants included:

- Be honest with yourself about your strengths and weaknesses.
- Be wary of over-relying on your strengths, and ignore your weaknesses at your own peril.
- Know how others perceive you. This is your personal 'brand'.
- Know how you contribute – how you count – for Tyson's success.

Rank 4 – "Self-Develops"

"All men who have turned out worth anything has had the chief hand in their own education." – Sir Walter Scott, Scottish novelist and poet, 1771-1832

² Farrington, Jonathan. "Some Secrets of Inspirational Leadership". 24 September 2006. Accessed 2 October 2009. <<http://www.buzzle.com/articles/secrets-inspirational-leadership.html>>.

³ Goffee, Robert and Jones, Gareth. "Followership: It's Personal, Too". Harvard Business Review. December 2001.

⁴ Eichinger, Robert W. and Michael M. Lombardo. *FYI For Your Improvement (4th Edition)*. Los Angeles: Lominger International & Korn/Ferry. 2006, p.326.

Whatever skills you have now are unlikely to be enough in the future. Acquiring new skills is the best insurance you can get for an uncertain future.⁵

Self-development, or self-directed learning, is identifying where you need to grow, and then finding the means to learn what you need to learn. Common tools include books, professional and academic continuing education, and the internet. Corporate training programs (like Tyson's Leadership College), participation in professional organizations, and stretch assignments⁶ are other effective means to broaden education and experience.

Thoughts from the participants included:

- Develop a life-long love of learning.
- Spend a lot of time practicing the three or four things that really matter to be effective. These things are not likely to be technical if you are a leader. They are most likely soft skills, like communication and team building.
- Seek out high performers, and learn from them. Stand on the shoulders of giants.
- A word of caution from one of the participants: education is great, but nothing substitutes for experience.

⁵ Eichinger and Lombardo, p.320.

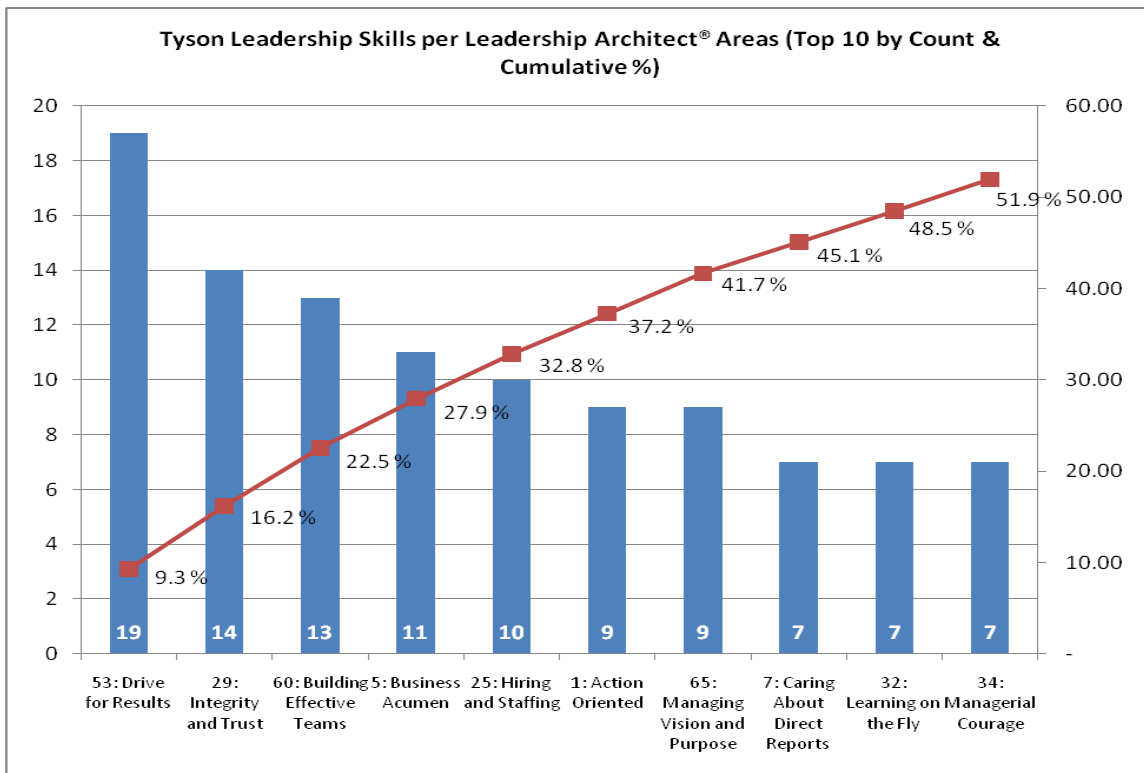
⁶ A great little book (64 pp) of ideas for stretch assignments is *Developmental Assignments: Creating Learning Experiences without Changing Jobs*. Cynthia D. McCauley. Center for Creative Leadership. 2006.

2.2 THE TOP TEN LEADERSHIP ARCHITECT® AREAS FOR TYSON LEADERS

This view of the results looks at the top 10 Leadership Architect® areas based on the number of participant comments mapped to each.

51.9% of the participants’ comments mapped to these ten Leadership Architect® areas. “Drive for Results” tops the list, with 19, or 9.3%, of the participants’ comments mapped to it alone.

The full results are found in the [Supporting Data](#) section of this paper. Again, the same number of comments was mapped to several of the leadership skills, so the rankings only extend to seventh place.



Because the following have been covered in some detail in the previous section, I will mostly provide information from Leadership Architect®. The number preceding each area’s name is from Leadership Architect®. As far as I can tell, these are only used for identification within the framework.

For each skill area, Leadership Architect® identifies characteristics of skilled practitioners, characteristics of weak practitioners, probable causes for under-performance, and actions you can take to improve. If you want more in-depth information on any of these skills I encourage borrowing or buying a copy of *FYI: For Your Improvement*.

The following section describes characteristics of skilled practitioners of each area.

Rank 1 - "53: Drive for Results"

"However beautiful the strategy, you should occasionally look at the results." – Winston Churchill, British statesman and writer, 1874-1965

A skilled practitioner:

- Can be counted on to exceed goals successfully
- Is constantly and consistently one of the top performers
- Is very bottom-line oriented
- Steadfastly pushes self and others for results

However, you cannot go for results at all costs without concern for people, teams, due process, norms, and ethics.⁷

Rank 2 - "29: Integrity and Trust"

"Your reputation and integrity are everything. Follow through on what you say you're going to do. Your credibility can only be built over time, and it is built from the history of your words and actions." – Maria Razumich-Zec, Executive, The Peninsula Hotels

A skilled practitioner of this skill:

- Is widely trusted
- Is seen as a direct, truthful individual
- Can present the truth in an appropriate and helpful manner
- Keeps confidences
- Admits mistakes
- Doesn't misrepresent him/herself for personal gain

However, there is a danger of being too direct, open, or honest. This can make others uncomfortable and lead to disruptions.

Leadership Architect® points out that integrity and trust is on almost every leadership success profile the authors have ever seen because without it almost nothing else matters.⁸

Rank 3 - "60: Building Effective Teams"

"Behind every able man, there are always other able men." – Chinese Proverb

A skilled practitioner of this skill:

- Blends people into teams when needed
- Creates strong morale and winning spirit in his/her team
- Shares wins and successes
- Fosters open dialog
- Lets people finish and be responsible for their work
- Defines success in terms of the whole team

⁷ Eichinger and Lombardo, p.313-4.

⁸ Ibid., p.175-6.

- Creates a feeling of belonging in the team

Be careful to make sure team members are still treated as unique individuals, that everything isn't open for debate, to develop individual leaders, and that you don't inhibit your ability to make tough or unpopular decisions.⁹

Rank 4 - "5: Business Acumen"

"Business is not financial science, it's about trading... buying and selling. It's about creating a product or service so good that people will pay for it." – Anita Roddick, British businesswoman and founder of The Body Shop cosmetics company, 1942-2007

A skilled practitioner of this skill:

- Knows how businesses work
- Is knowledgeable in current and future policies, practices, trends, technology, and information affecting his/her business and organization
- Knows the competition
- Is aware of how strategies and tactics work in the marketplace

You must make sure that you don't over-rely on these things at the expense of personal, interpersonal, managerial, and leadership skills.

If shared services' leaders don't understand the agenda, issues, and concerns of the business units they serve, and make comments or suggestions that don't match the BU's priorities, the BU's are not going to pay much attention to shared services' leaders.¹⁰

Rank 5 - "25: Hiring and Staffing"

"Hire people who are better than you are, then leave them to get on with it. Look for people who will aim for the remarkable, who will not settle for the routine." – David Ogilvie, British advertising executive, 1911-1999

A skilled practitioner in this area:

- Has a nose for talent
- Hires the best people available from outside or inside
- Is not afraid of selecting strong people
- Assembles talented staffs

The classic book *Good to Great* by Jim Collins stresses the importance of 'getting the right people on the bus and in the right seats'. His research showed that this is critical for all great companies and organizations¹¹.

Be careful not to overlook slow starters or to select based on solely surface characteristics. Don't be too quick to replace a person before you've worked with them. When interviewing look for evidence of rapid learning, passion and excitement about

⁹ Eichinger and Lombardo, p.357-8.

¹⁰ Ibid., p.25-6.

¹¹ Collins, Jim. *Good to Great*. New York, NY: HarperCollins Publishers, Inc., 2001.

the kinds of tasks that are critical in the role, and a penchant for going into new situations.¹²

Rank 6 - "1: Action Oriented"

"A little knowledge that acts is worth infinitely more than much knowledge that is idle."
– Kahlil Gibran, Lebanese American writer, 1883-1931

A skilled practitioner in this area:

- Enjoys working hard
- Is action oriented and full of energy for the things he/she sees as challenging
- Is not fearful of acting with minimum planning
- Seizes more opportunities than others

Be careful not to over-work yourself, push solutions before adequate analysis, be overly tactical and non-strategic, or ignore your personal life.

An action orientation is considered a strength by most successful senior managers. This is supported by Larry Bossidy and Ram Charan in their book *Execution: The Discipline of Getting Things Done* – some people are more capable than others at getting things done, and these are the people that should be put in positions of authority in the organization¹³.

Note that hesitation to act often comes from perfectionism, procrastination, or risk avoidance.

Interestingly enough, some studies suggest that successful managers are correct only about 65% of the time. The key is to make small decisions along the way so that you can course-correct as necessary.¹⁴

Rank 6 - "65: Managing Vision and Purpose"

"Where there is no vision the people perish." – Proverbs 29:18

A skilled practitioner in this area:

- Communicates a compelling and inspired vision or sense of core purpose
- Talks beyond today
- Talks about possibilities
- Is optimistic
- Creates mileposts and symbols to rally support behind the vision
- Makes the vision shareable by everyone
- Can inspire or motivate entire units or organizations

¹² Eichinger and Lombardo, p.151-2.

¹³ Bossidy, Larry and Charan, Ram. *Execution: The Discipline of Getting Things Done*. New York:Crown Business. 2002.

¹⁴ Eichinger and Lombardo, p.1-2.

Take care to be patient with those who don't understand or share your vision or sense of purpose, don't ignore the details and the day-to-day tasks, and don't leave anyone behind.

Research shows that organizations with sound and inspiring visions do better in the marketplace. As important as vision and strategy might be, communicating and managing them is even more critical.¹⁵

Rank 7 - "7: Caring About Direct Reports"

"A candle loses none of its light by lighting another candle." – Anonymous

A skilled practitioner in this area:

- Is interested in the work and non-work lives of direct reports
- Asks about their plans, problems, and desires
- Knows about their concerns and questions
- Is available for listening to personal problems
- Monitors workloads and appreciates extra effort

Be careful not to give direct reports too much room for excuses, and don't get too deep into their lives. Make sure you can make objective performance calls, and still be firm.¹⁶

Even just smiling regularly and saying hello in the hallway generates a huge return on such a small investment. People who feel cared about care back, and are more likely to invest themselves in the team's success. "Knowing your flock", as one senior Tyson leader puts it, means the leader can motivate each individual by knowing something about his/her history, their current situation, and a little about their dreams, preferences, and wishes.

Rank 7 - "32: Learning on the Fly"

"Leadership and learning are indispensable to each other." – John F. Kennedy, 35th President of the United States, 1917-1963

A skilled practitioner in this area:

- Learns quickly when facing new problems
- Is a relentless and versatile learner
- Is open to change
- Analyzes both successes and failures for clues to improvement
- Experiments and will try anything to find solutions
- Enjoys the challenge of unfamiliar tasks
- Quickly grasps the essence and underlying structure of most things

Be careful not to leave others behind or be too change-oriented.¹⁷

¹⁵ Eichinger and Lombardo, p.385-6.

¹⁶ Ibid., p.37-8.

¹⁷ Ibid., p.32-3.

This is a life skill, not just a leadership skill. For example, I did not study computer science in college; my first job at Tyson was in Food Service Marketing. Most of what I know about my profession I have learned on-the-job and through self-directed learning. I apply what I've learned to various situations to find out what works and what doesn't work, and this has been a very effective method for "filling my tool box" over the years.

Rank 7 - "34: Managerial Courage"

"Courage is doing what you're afraid to do. There can be no courage unless you're scared." – Eddie Rickenbacker, World War I American fighter ace and Medal of Honor recipient, 1890-1973

A skilled practitioner in this area:

- Doesn't hold back anything that needs to be said
- Provides current, direct, complete, and "actionable" positive and corrective feedback to others
- Lets people know where they stand
- Faces up to people problems on any person or situation (not including direct reports) quickly and directly
- Is not afraid to take negative action when necessary

Be careful of being overly critical, too direct or heavy-handed with feedback, and putting too much emphasis on the dark side.¹⁸

¹⁸ Eichinger and Lombardo, p. 207-8.

2.3 GAPS BETWEEN LEADERSHIP ARCHITECT® AND THE PARTICIPANTS' COMMENTS

[Exhibit 6: Leadership Architect® Areas Without Participants' Comments](#) lists Leadership Architect® areas without participants' comments mapped to them. These are potential gaps for our organization so it's important that we look at them.

Each of these skill areas can be assigned to one of three groups:

- Skill areas that overlap with one or more other areas that *do* have comments mapped to them.
- Skill areas considered more relevant to individual contributor jobs than to leadership roles at Tyson.
- Everything else. These are the items I focus on in this section.

The determination as to which group an area belongs was solely mine. These classifications are found in [Exhibit 6: Leadership Architect® Areas Without Participants' Comments](#).

The following areas are unlikely to be seen as individual contributor skills and don't overlap with other areas that have comments. This indicates they are the most likely gaps. I will leave it to others to determine their priority for Tyson leadership development. They are listed in alphabetical order.

4: Boss Relationships

A skilled practitioner in this area:

- Responds and relates well to bosses
- Would work harder for a good boss
- Is open to learning from bosses who are good coaches and who provide latitude
- Likes to learn from those who have been there before
- Is easy to challenge and develop
- Is comfortably coachable

Be careful of being overly dependent on bosses and high-status figures for advice and counsel. Be careful of picking the wrong boss to model.¹⁹

8: Comfort Around Higher Management

A skilled practitioner in this area:

- Can deal comfortably with more senior managers
- Can present to more senior managers without undue tension and nervousness
- Understands how senior managers think and work
- Can determine the best way to get things done with them by talking their language and responding to their needs
- Can craft approaches likely to be seen as appropriate and positive

¹⁹ Eichinger and Lombardo, p.19-20.

Be careful of 'managing up' too much. You may be seen as too political and ambitious. Don't let your career be too dependent on champions, and don't be too free with confidential information.

Senior managers are highly skilled to have gotten where they are. They don't have much time. They ask tough questions and expect answers. Sometimes they don't care how they make you feel. Many will push you to see what you're made of. They will not always be nice to you. However, they made mistakes on their way up the ladder, and the research shows that the successful leaders made more mistakes than the less successful ones.²⁰

26: Humor

A skilled practitioner in this area:

- Has a positive and constructive sense of humor
- Can laugh at him/herself and with others
- Is appropriately funny and can use humor to ease tension

Be careful of untimely or inappropriate humor. Don't use humor to deflect real issues and problems.²¹

42: Peer Relationships

A skilled practitioner in this area:

- Can quickly find common ground and solve problems for the good of all
- Can represent his/her own interests and yet be fair to other groups
- Can solve problems with peers with a minimum of noise
- Is seen as a team player and is cooperative
- Easily gains trust and support of peers
- Encourages collaboration
- Can be candid with peers

Be careful of trying to make everyone happy and being too accommodating.²²

43: Perseverance

A skilled practitioner in this area:

- Pursues everything with energy, drive, and a need to finish
- Seldom gives up before finishing, especially in the face of resistance or setbacks

Be careful of sticking to efforts beyond reason, being inflexible, stubborn, and unyielding. Don't confuse personal priorities with what most needs to be done.²³

²⁰ Eichinger and Lombardo, p. 43-4.

²¹ Ibid., p.157-8.

²² Ibid., p.249-50.

²³ Ibid., p. 255-6.

44: Personal Disclosure

A skilled practitioner in this area:

- Shares his/her thoughts about personal strengths, weaknesses, and limitations
- Admits mistakes and shortcomings
- Is open about personal beliefs and feelings
- Is easy to get to know to those who interact with him/her regularly

Be careful of excessive directness and leaving yourself open to criticism for your honesty.²⁴

47: Planning

A skilled practitioner in this area:

- Accurately scopes out length and difficulty of tasks and projects
- Sets objectives and goals
- Breaks down work into process steps
- Develops schedules and task/people assignments
- Anticipates and adjusts for problems and roadblocks
- Measures performance against goals
- Evaluates results

Be careful of being overly dependent on rules and procedures and being inflexible.²⁵ By the same token, don't swing the pendulum too far the other way. 'Ready-Fire-Aim' endangers budgets and schedules, which is why IS has a System Life Cycle (SLC).

Planning often seems at odds with executing, especially in our action-oriented environment, but time spent up front thinking through a problem and picking the right solution saves both time and money when executing. It also increases the likelihood that the customer will be pleased with the final product.

50: Priority Setting

A skilled practitioner in this area:

- Spends his/her time and the time of others on what's important
- Quickly zeroes in on the critical few and puts the trivial many aside
- Can quickly sense what will help or hinder accomplishing a goal
- Eliminates roadblocks
- Creates focus

Be careful of letting the 'trivial many' accumulate into a big problem, rejecting the priorities of others, chilling necessary complexity by requiring everything to be reduced to the simple, or being an action junkie.²⁶

²⁴ Eichinger and Lombardo, p.261-2.

²⁵ Ibid., p. 279-80.

²⁶ Ibid., p. 297-8.

Priority setting is a critical skill for all leaders. We are asked to do more than we can possibly accomplish with our limited resources – without accurate, value-driven priority setting your team will fail. Strategy, vision, and core values from the leadership team empower team members to quickly recognize what is (and isn't) important without the need for much debate. They also increase the likelihood that all parts of the organization are 'pulling on the same end of the rope'.

62: Time Management

A skilled practitioner in this area:

- Uses his/her time effectively and efficiently
- Values time
- Concentrates his/her efforts on the more important priorities
- Gets more done in less time than others
- Can attend to a broader range of activities

Be careful of being impatient with other peoples' agendas and pace. Give people enough time to get comfortable with you.²⁷

66: Work/Life Balance

A skilled practitioner in this area:

- Maintains a conscious balance between work and personal life so that one doesn't dominate the other
- Is not one-dimensional
- Knows how to attend to both
- Gets what he/she wants from both

Be careful of not being flexible when demands from one or the other demand change. Be willing to adjust one at the expense of the other. There is unique pressure on those with both full-time jobs and full-time caregiver and home management duties.²⁸

²⁷ Eichinger and Lombardo, p. 367-8.

²⁸ Ibid., p.391-2.

3. NEXT STEPS

3.1 FOR ME

Based on the results it seems prudent to concentrate development of my leadership skills on these areas:

- Personal and interpersonal skills
- Team building and team member development skills
- Committing to results and building accountability

I can use the study's findings immediately as a basis for:

- Developing a 360 degree review for use with my boss, peers, customers, and direct reports
- Completing a self-assessment

I can use these results to extend my development plan.

I can also use this study to develop my team by helping them focus their own development plans, as well as selecting work assignments that will help them grow.

3.2 FOR TYSON FOODS

It would be valuable for someone, possibly a Tyson Leadership and Professional Growth team member, to perform a follow up project (or projects) with the following characteristics:

- Expand the scope of the study to include more leaders at varying levels of leadership, and from across all of Tyson's business units. Ensuring a statistically significant sample size of leaders would boost the reliability of the results.
- Filter for "successful" leaders to include in the study, recognizing that success criteria may change based on leadership level and business unit. For example, measures for successful Group Vice Presidents are different than those for successful Directors. Likewise for successful Sales leaders versus Operations leaders.
- Analyze the results not only for leadership skills valued for all Tyson leaders, but also for differences specific to each leadership level and business unit. This is similar to the previous point: for example, leadership skills and standards required of successful Chief Executives are different than those required of successful Vice Presidents. Likewise for successful Information Services leaders versus Human Resources leaders.
- Identify the relative importance to each leader of each leadership skill, and use the aggregate weight to adjust each skill's overall rank.
- Expand the conclusions beyond the top ten items in each category.
- Compare Tyson's leadership fingerprint to the fingerprint of other companies as well as generally accepted leadership priorities.

Leadership Study

- Engage local leadership resources, such as the University of Arkansas' Emerging Leadership Program, John Brown University's Soderquist Center, and Springdale's SVI, LLC, to learn practical applications of this research.

These would be invaluable for creating targeted training and coaching programs for Tyson leaders in development.

4. SUPPORTING DATA

4.1 EXHIBIT 1: TABLE OF PARTICIPANTS

The thirteen participants consisted of:

- One C-level Officer
- Four Group Vice-Presidents
- Five Senior Vice-Presidents
- One Vice-President
- Two Directors

The four participants ***italicized and bolded*** are no longer with Tyson Foods at the time of this writing (July-October 2009).

<i>Level</i>	<i>Interviewees</i>	<i>Title</i>
C	Greg Lee	COO
GVP	Hal Carper	GVP R&D, Logistics & Technical Services
GVP	Jeff Webster	GVP Renewable Products Division
GVP	Donnie Smith	Senior GVP Poultry & Prepared Foods
GVP	Rick Greubel	GVP & International President
SVP	Gary Cooper	SVP & CIO
SVP	Kevin Igli	SVP & Chief EHP Officer
SVP	Jean Beach	SVP CTRM
SVP	Wendy Davidson	SVP & GM, Food Service National Accounts
SVP	Dick Belsito	SVP Process Meats

Leadership Study

VP	Paul Davis	VP Customer Development Wal-Mart
Dir	Jennifer Booher	Director Category Mgmt
Dir	<i>Courtney Stanton</i>	<i>Director MSC Sales</i>

4.2 EXHIBIT 2: TABLE OF INTERVIEW QUESTIONS

These are the questions I used to guide each interview. I found that the Tyson leaders who participated are naturally inclined to share their backgrounds, their leadership philosophies, what they believe has made them and their peers successful, and the leadership lessons they’ve learned during their professional careers. Consequently, it was not necessary to ask each question during the interviews because I found that the dialog covered even the questions that weren’t asked. I also asked follow up questions based on the conversation, and these are not included in the list (although the leaders’ responses to those questions are included in the results). Each interview lasted between 60 and 120 minutes.

<i>Interview Questions</i>
Tell me about your background and career path.
What do you like best about being a leader? What do you like least?
Describe the perfect leader at Tyson Foods.
What kinds of character or personal attributes should a Tyson leader have?
What habits should a Tyson leader cultivate to be successful? Which should they avoid?
What type of person would not make a good leader?
Think about someone who you worked for that was not a good leader. Why weren’t they?
Describe how a successful Tyson leader manages his/her relationships with direct reports.
Think about someone who had a major positive impact on your career development. Why do they come to mind?
What kind of background and history should a Tyson leader have?
What kinds of job experiences should a Tyson leader have?
How can education play an important role in developing a Tyson leader?
Are there any questions I didn’t ask that you wish I had?

Leadership Study

Is there anyone in Tyson leadership in particular that you think I should definitely speak with?
Is it OK to follow up if I have additional questions?
What leadership/management book would you recommend to me if you could only recommend one?
What leadership/management book do you wish your supervisor (or a previous supervisor) would read?

4.3 EXHIBIT 3: RANKING OF TYSON LEADERSHIP SKILLS EXTRACTED FROM THE INTERVIEW NOTES

Rank	Tyson Leadership Skill	# of Related Comments
1	Has Integrity	8
2	Passionate	6
3	Courageous	5
3	Good Communicator	5
3	Holds Self and Others Accountable	5
3	Understands the Business	5
4	Committed to Delivering Results	4
4	Inspires Others to Get Things Done	4
4	Knows Self	4
4	Self-Development	4
5	Can Pick & Cultivate Great Team	3
5	Cultivates Constructive Conflict	3
5	Early Depth/Later Breadth of Experience	3
5	Flexible	3
5	Great Listener	3
5	Honest	3
5	Shares Success	3
5	Strong People Skills	3
6	Can Make Hard Decisions	2
6	Can Read & Understand Financials	2
6	Does Not Worry About Being Liked	2
6	Establishes Personal Over Positional Power	2

Leadership Study

6	Gives Team Support & Resources to Succeed	2
6	Good at Selecting Team Members	2
6	Good Instincts	2
6	Grooms Talent for the Pipeline	2
6	History of Success / Execution	2
6	Likes Change	2
6	Not Afraid to Take Chances	2
6	Picks Diverse Thinkers for Team	2
6	Puts Company Before Self	2
6	Sense of Responsibility for Others	2
6	Servant Heart	2
6	Sets Bar High	2
6	Smart	2
6	Strong Decision-Maker	2
6	Strong Work Ethic	2
6	Team Player	2
6	Unflappable	2
6	Visionary/Forward-Looking	2
7	100% Attuned to Customers	1
7	Able to Have the Tough Conversations	1
7	Accepts Bad News Gracefully	1
7	Accessible and Approachable	1
7	Asks for Help	1
7	Asks Questions	1
7	Asks Why Alot	1
7	Balances Looking Back with Looking Forward	1
7	Broad Exposure to Other Companies & Best Practices	1

Leadership Study

7	Builds Relationships	1
7	Can Be Nice & Results-Oriented at the Same Time	1
7	Can Get Buy-In from Peers	1
7	Can Sketch What's Going on Directionally for Decision-Makers	1
7	Can Translate Vision Into Objectives	1
7	Cares About People	1
7	Cares About the Business	1
7	Comfortable Being Alone	1
7	Confident	1
7	Credible	1
7	Curious	1
7	Decisive	1
7	Desires Big Impact Over Big Paycheck	1
7	Disagrees Appropriately	1
7	Does Not Do Others' Work for Them	1
7	Does Not Manage Through Fear	1
7	Does What They're Good At	1
7	Effective at Working Through Others	1
7	Effectively Balances Speed/Decisiveness with Quality	1
7	Effectively Connects Team Members, Strategy, & Tactics	1
7	Encourages Free Discussion	1
7	Energetic	1
7	Experienced in Many Business Areas	1
7	Finds Team Members Who Get Things Done	1
7	Gets Hands Dirty	1
7	Gives Credit Where Due	1
7	Good at Delegating & Directing	1

Leadership Study

7	Good Negotiator - Internally and Externally	1
7	Good Reputation	1
7	Has a Great Mentor	1
7	Has Broad Set of Skills	1
7	Hires Smart People with Growth Potential	1
7	Innovative & Encourages Innovation	1
7	Inspires Others to Do More Than They Thought They Could	1
7	Knows the Right Questions to Ask	1
7	Knows Their Job is to Make Their Customers Successful	1
7	Knows Which Issues Are Worth Fighting For	1
7	Knows Who Their Customer Is	1
7	Learns from Mistakes	1
7	Leaves Things Better Than They Found Them	1
7	Likes Solving Problems	1
7	Likes to Learn	1
7	Manages DR Performance	1
7	Manages to the Big Picture	1
7	Motivates Others to Achieve	1
7	Not Afraid of Lateral Moves	1
7	Not Afraid to Apologize	1
7	Not Afraid to Have Smart People Around	1
7	Not Paralyzed by Fear of Failure	1
7	Not Satisfied - Does Not Accept the Status Quo	1
7	Partners with Customers	1
7	Patient	1
7	Plans Their Succession	1
7	Presents Great Face to Customers	1

Leadership Study

7	Proactive	1
7	Protects Direct Reports	1
7	Provides Clear Objectives	1
7	Rewards Others	1
7	Sets Example for Others	1
7	Sets Targets & Pursues Them	1
7	Shows Angry Appropriately	1
7	Shows Personal Interest in Team Members	1
7	Stays Out of Their Team's Way	1
7	Stays Positive - Even When Feeling Negative	1
7	Steps Up When Needed	1
7	Stretches Self	1
7	Studies Their Team (Knows Their Flock)	1
7	Takes Responsibility for Outcomes	1
7	Thorough	1
7	Treats Others with Dignity and Respect	1
7	Trusts Team / Does Not Micromanage	1
7	Understands Difference Between 'World Class' and 'Best In Class'	1
7	Understands Their Business' Key Issues	1
7	Values Others' Contributions	1
7	Volunteers for Internal Projects & Organizations	1
7	Weeds Out Unnecessary Bureaucracy	1
7	Works Hard On the Skills They Use Most	1
TOTAL		204

4.4 EXHIBIT 4: MAP OF TYSON LEADERSHIP SKILLS TO LEADERSHIP ARCHITECT® AREAS

Detailed descriptions of each area of the framework are found in Eichinger and Lombardo’s book, *FYI FOR YOUR IMPROVEMENT, 4TH EDITION*. Numbers in parentheses are rolled-up counts of participants’ comments.

Leadership Architect® Factor	Leadership Architect® Cluster	Leadership Architect® Area	Tyson Leadership Skill	# of Related Comments
Factor I: Strategic Skills (29)	Cluster A: Understanding the Business (11)	5: Business Acumen (11)	Understands the Business	5
			Can Read & Understand Financials	2
			Broad Exposure to Other Companies & Best Practices	1
			Experienced in Many Business Areas	1
			Has Broad Set of Skills	1
			Understands Their Business' Key Issues	1
	Cluster B: Making Complex Decisions (13)	17: Decision Quality (3)	Good Instincts	2
			Effectively Balances Speed/Decisiveness with Quality	1
		30: Intellectual Horsepower	Smart	2

		(3)	Knows the Right Questions to Ask	1
		32: Learning on the Fly (7)	Likes Change	2
			Curious	1
			Learns from Mistakes	1
			Likes Solving Problems	1
			Likes to Learn	1
			Volunteers for Internal Projects & Organizations	1
	Cluster C: Creating the New and Different (5)	14: Creativity (1)	Innovative & Encourages Innovation	1
		58: Strategic Agility (4)	Visionary/Forward-Looking	2
			Can Translate Vision Into Objectives	1
			Effectively Connects Team Members, Strategy, & Tactics	1
Factor II: Operating Skills (17)	Cluster D: Keeping on Point (3)	16: Timely Decision Making (3)	Strong Decision-Maker	2
			Decisive	1
	Cluster E: Getting Organized (2)	39: Organizing (2)	Gives Team Support & Resources to Succeed	2

Leadership Study

	Cluster F: Getting Work Done Through Others (10)	18: Delegation (3)	Does Not Do Others' Work for Them	1
			Effective at Working Through Others	1
			Good at Delegating & Directing	1
		19: Developing Direct Reports and Others (3)	Grooms Talent for the Pipeline	2
			Plans Their Succession	1
		20: Directing Others (2)	Does Not Manage Through Fear	1
			Provides Clear Objectives	1
		27: Informing (1)	Can Sketch What's Going on Directionally for Decision-Makers	1
		35: Managing and Measuring Work (1)	Manages DR Performance	1
		Cluster G: Managing Work Processes (2)	52: Process Management (2)	Thorough
Understands Difference Between 'World Class' and 'Best In Class'	1			
Factor III: Courage (30)	Cluster H: Dealing with Trouble (20)	12: Conflict Management (6)	Cultivates Constructive Conflict	3
			Disagrees Appropriately	1

		Encourages Free Discussion	1
		Shows Angry Appropriately	1
	13: Confronting Direct Reports (1)	Able to Have the Tough Conversations	1
	34: Managerial Courage (7)	Courageous	5
		Can Make Hard Decisions	2
	57: Standing Alone (1)	Comfortable Being Alone	1
	9: Command Skills (5)	Does Not Worry About Being Liked	2
		Asks for Help	1
		Asks Questions	1
		Asks Why A lot	1
Cluster I: Making Tough People Calls (10)	25: Hiring and Staffing (10)	Can Pick & Cultivate Great Team	3
		Good at Selecting Team Members	2
		Picks Diverse Thinkers for Team	2

Leadership Study

			Finds Team Members Who Get Things Done	1
			Hires Smart People with Growth Potential	1
			Not Afraid to Have Smart People Around	1
Factor IV: Energy and Drive (28)	Cluster J: Focusing on the Bottom Line (28)	1: Action Oriented (9)	Not Afraid to Take Chances	2
			Strong Work Ethic	2
			Energetic	1
			Gets Hands Dirty	1
			Not Paralyzed by Fear of Failure	1
			Proactive	1
			Weeds Out Unnecessary Bureaucracy	1
		53: Drive for Results (19)	5	
		Committed to Delivering Results	4	
		History of Success / Execution	2	

			Sets Bar High	2
			Desires Big Impact Over Big Paycheck	1
			Leaves Things Better Than They Found Them	1
			Not Satisfied - Does Not Accept the Status Quo	1
			Sets Example for Others	1
			Sets Targets & Pursues Them	1
			Takes Responsibility for Outcomes	1
Factor V: Organizational Positioning Skills (14)	Cluster K: Being Organizationally Savvy (3)	38: Organizational Agility (2)	Establishes Personal Over Positional Power	2
		48: Political Savvy (1)	Knows Which Issues Are Worth Fighting For	1
	Cluster L: Communicating Effectively (5)	49: Presentation Skills (5)	Good Communicator	5
	Cluster M: Managing Up (6)	6: Career Ambition (6)	Early Depth/Later Breadth of Experience	3
			Does What They're Good At	1
			Has a Great Mentor	1

			Not Afraid of Lateral Moves	1
Factor VI: Personal and Interpersonal Skills (86)	Cluster N: Relating Skills (5)	3: Approachability (1)	Accessible and Approachable	1
		31: Interpersonal Savvy (4)	Strong People Skills	3
			Builds Relationships	1
	Cluster O: Caring About Others (8)	10: Compassion (1)	Cares About People	1
		7: Caring About Direct Reports (7)	Sense of Responsibility for Others	2
			Servant Heart	2
			Protects Direct Reports	1
			Shows Personal Interest in Team Members	1
			Studies Their Team (Knows Their Flock)	1
	Cluster P: Managing Diverse Relationships (6)	15: Customer Focus (5)	100% Attuned to Customers	1
			Knows Their Job is to Make Their Customers Successful	1
Knows Who Their Customer Is			1	

			Partners with Customers	1	
			Presents Great Face to Customers	1	
		23: Fairness to Direct Reports (1)	Treats Others with Dignity and Respect	1	
	Cluster Q: Inspiring Others (30)	36: Motivating Others (6)		Inspires Others to Get Things Done	4
				Inspires Others to Do More Than They Thought They Could	1
				Motivates Others to Achieve	1
		37: Negotiating (2)		Can Get Buy-In from Peers	1
				Good Negotiator - Internally and Externally	1
		60: Building Effective Teams (13)		Shares Success	3
				Puts Company Before Self	2
				Team Player	2
				Gives Credit Where Due	1
				Rewards Others	1

			Stays Out of Their Team's Way	1
			Steps Up When Needed	1
			Trusts Team / Does Not Micromanage	1
			Values Others' Contributions	1
		65: Managing Vision and Purpose (9)	Passionate	6
			Balances Looking Back with Looking Forward	1
			Cares About the Business	1
			Manages to the Big Picture	1
	Cluster R: Acting with Honor and Character (14)	29: Integrity and Trust (14)	Has Integrity	8
			Honest	3
			Credible	1
			Good Reputation	1
			Not Afraid to Apologize	1

	Cluster S: Being Open and Receptive (9)	11: Composure (5)	Unflappable	2
			Accepts Bad News Gracefully	1
			Confident	1
			Stays Positive - Even When Feeling Negative	1
		33: Listening (3)	Great Listener	3
		41: Patience (1)	Patient	1
	Cluster T: Demonstrating Personal Flexibility (14)	40: Dealing with Paradox (4)	Flexible	3
			Can Be Nice & Results-Oriented at the Same Time	1
		54: Self-Development (6)	Self-Development	4
			Stretches Self	1
			Works Hard On the Skills They Use Most	1
		55: Self-Knowledge (4)	Knows Self	4

4.5 EXHIBIT 5: RANKING OF LEADERSHIP ARCHITECT® AREAS

Rank	Area	Cluster	Factor	Count of Participants' Comments	% of All
1	53: Drive for Results	Cluster J: Focusing on the Bottom Line	Factor IV: Energy and Drive	19	9.31 %
2	29: Integrity and Trust	Cluster R: Acting with Honor and Character	Factor VI: Personal and Interpersonal Skills	14	6.86 %
3	60: Building Effective Teams	Cluster Q: Inspiring Others	Factor VI: Personal and Interpersonal Skills	13	6.37 %
4	5: Business Acumen	Cluster A: Understanding the Business	Factor I: Strategic Skills	11	5.39 %
5	25: Hiring and Staffing	Cluster I: Making Tough People Calls	Factor III: Courage	10	4.90 %
6	65: Managing Vision and Purpose	Cluster Q: Inspiring Others	Factor VI: Personal and Interpersonal Skills	9	4.41 %
6	1: Action Oriented	Cluster J: Focusing on the Bottom Line	Factor IV: Energy and Drive	9	4.41 %
7	7: Caring About Direct Reports	Cluster O: Caring About Others	Factor VI: Personal and Interpersonal Skills	7	3.43 %
7	32: Learning on the Fly	Cluster B: Making Complex Decisions	Factor I: Strategic Skills	7	3.43 %
7	34: Managerial Courage	Cluster H: Dealing with Trouble	Factor III: Courage	7	3.43 %
8	6: Career Ambition	Cluster M: Managing Up	Factor V: Organizational	6	2.94 %

Leadership Study

			Positioning Skills		
8	54: Self-Development	Cluster T: Demonstrating Personal Flexibility	Factor VI: Personal and Interpersonal Skills	6	2.94 %
8	36: Motivating Others	Cluster Q: Inspiring Others	Factor VI: Personal and Interpersonal Skills	6	2.94 %
8	12: Conflict Management	Cluster H: Dealing with Trouble	Factor III: Courage	6	2.94 %
9	9: Command Skills	Cluster H: Dealing with Trouble	Factor III: Courage	5	2.45 %
9	49: Presentation Skills	Cluster L: Communicating Effectively	Factor V: Organizational Positioning Skills	5	2.45 %
9	11: Composure	Cluster S: Being Open and Receptive	Factor VI: Personal and Interpersonal Skills	5	2.45 %
9	15: Customer Focus	Cluster P: Managing Diverse Relationships	Factor VI: Personal and Interpersonal Skills	5	2.45 %
10	55: Self-Knowledge	Cluster T: Demonstrating Personal Flexibility	Factor VI: Personal and Interpersonal Skills	4	1.96 %
10	31: Interpersonal Savvy	Cluster N: Relating Skills	Factor VI: Personal and Interpersonal Skills	4	1.96 %
10	58: Strategic Agility	Cluster C: Creating the New and Different	Factor I: Strategic Skills	4	1.96 %
10	40: Dealing with Paradox	Cluster T: Demonstrating Personal Flexibility	Factor VI: Personal and Interpersonal Skills	4	1.96 %
11	16: Timely Decision Making	Cluster D: Keeping on Point	Factor II: Operating Skills	3	1.47 %
11	19: Developing Direct Reports and Others	Cluster F: Getting Work Done Through Others	Factor II: Operating Skills	3	1.47 %

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11	30: Intellectual Horsepower	Cluster B: Making Complex Decisions	Factor I: Strategic Skills	3	1.47 %
11	18: Delegation	Cluster F: Getting Work Done Through Others	Factor II: Operating Skills	3	1.47 %
11	33: Listening	Cluster S: Being Open and Receptive	Factor VI: Personal and Interpersonal Skills	3	1.47 %
11	17: Decision Quality	Cluster B: Making Complex Decisions	Factor I: Strategic Skills	3	1.47 %
12	52: Process Management	Cluster G: Managing Work Processes	Factor II: Operating Skills	2	0.98 %
12	20: Directing Others	Cluster F: Getting Work Done Through Others	Factor II: Operating Skills	2	0.98 %
12	37: Negotiating	Cluster Q: Inspiring Others	Factor VI: Personal and Interpersonal Skills	2	0.98 %
12	38: Organizational Agility	Cluster K: Being Organizationally Savvy	Factor V: Organizational Positioning Skills	2	0.98 %
12	39: Organizing	Cluster E: Getting Organized	Factor II: Operating Skills	2	0.98 %
13	23: Fairness to Direct Reports	Cluster P: Managing Diverse Relationships	Factor VI: Personal and Interpersonal Skills	1	0.49 %
13	14: Creativity	Cluster C: Creating the New and Different	Factor I: Strategic Skills	1	0.49 %
13	10: Compassion	Cluster O: Caring About Others	Factor VI: Personal and Interpersonal Skills	1	0.49 %
13	41: Patience	Cluster S: Being Open and Receptive	Factor VI: Personal and Interpersonal Skills	1	0.49 %
13	57: Standing Alone	Cluster H: Dealing with Trouble	Factor III: Courage	1	0.49 %
13	48: Political Savvy	Cluster K: Being Organizationally Savvy	Factor V: Organizational	1	0.49 %

Leadership Study

			Positioning Skills		
13	35: Managing and Measuring Work	Cluster F: Getting Work Done Through Others	Factor II: Operating Skills	1	0.49 %
13	13: Confronting Direct Reports	Cluster H: Dealing with Trouble	Factor III: Courage	1	0.49 %
13	3: Approachability	Cluster N: Relating Skills	Factor VI: Personal and Interpersonal Skills	1	0.49 %
13	27: Informing	Cluster F: Getting Work Done Through Others	Factor II: Operating Skills	1	0.49 %
Grand Total				204	100.00 %

4.6 EXHIBIT 6: LEADERSHIP ARCHITECT® AREAS WITHOUT PARTICIPANTS' COMMENTS

Factor	Cluster	Area	Potential Reasons Why No Comments
Factor I: Strategic Skills	Cluster A: Understanding the Business	24: Functional/Technical Skills	Perceived as necessary for lower level or individual contributor, not leaders
		61: Technical Learning	Perceived as necessary for lower level or individual contributor, not leaders
	Cluster C: Creating the New and Different	2: Dealing with Ambiguity	Overlaps with "40: Dealing with Paradox"
		28: Innovation Management	Overlaps with "14: Creativity"
		46: Perspective	Overlaps with "5: Business Acumen" and "65: Managing Vision and Purpose"
Factor II: Operating Skills	Cluster D: Keeping on Point	50: Priority Setting	Potential gap.
	Cluster E: Getting Organized	47: Planning	Potential gap.
		62: Time Management	Potential gap.
	Cluster G: Managing Work Processes	59: Managing Through Systems	Perceived as necessary for lower level or individual contributor, not leaders
		63: Total Work Systems (e.g. TQM/ISO/Six Sigma)	Perceived as necessary for lower level or individual contributor, not leaders

Leadership Study

Factor III: Courage	Cluster I: Making Tough People Calls	56: Sizing Up People	Overlaps with “25: Hiring and Staffing” and “60: Building Effective Teams”
Factor IV: Energy and Drive	Cluster J: Focusing on the Bottom Line	43: Perseverance	Potential gap.
Factor V: Organizational Positioning Skills	Cluster L: Communicating Effectively	67: Written Communications	Overlaps with “49: Presentation Skills”
	Cluster M: Managing Up	8: Comfort Around Higher Management	Potential gap.
Factor VI: Personal and Interpersonal Skills	Cluster P: Managing Diverse Relationships	21: Managing Diversity	Overlaps with “25: Hiring and Staffing”
		4: Boss Relationships	Potential gap.
		42: Peer Relationships	Potential gap.
		64: Understanding Others	Overlaps with “7: Caring About Direct Reports”, “36: Motivating Others”, “25: Hiring and Staffing”, and “60: Building Effective Teams”
	Cluster R: Acting with Honor and Character	22: Ethics and Values	Overlaps with “29: Integrity and Trust”
	Cluster S: Being Open and Receptive	26: Humor	Potential gap.
44: Personal Disclosure		Potential gap.	

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Cluster T: Demonstrating Personal Flexibility	45: Personal Learning	Overlaps with 54: Self-Development” and “55: Self-Knowledge”
Cluster U: Balancing Work/Life	66: Work/Life Balance	Potential gap.

5. APPENDICES

5.1 APPENDIX A: ABOUT MY TEAM AND ME

About My Team

I lead a team called the IS Program Management Office, or PMO, which is composed of fourteen senior IS professionals whose IS careers average more than 15 years each. Our team exists solely to help Tyson Foods maximize the return on its IS investment by:

- Helping management identify the highest-value IS projects that will help Tyson sell more protein for higher prices at lower costs
- Helping our project teams drive down the time and cost to complete projects

We do this by:

- Optimizing project performance across IS
- Continually improving IS processes and governance systems (seven systems are managed by us)
- Providing gold-standard project managers and training specialists to projects
- Maximizing IS team and team member capabilities via coaching and training

We keep our hands dirty by:

- Working as project team members on projects such as Hold-Release-Track-Trace (HRTT), GTS Export Docs, 3C, and Cattle Buyer Information System (CBIS), just to name a few from this year
- Developing and maintaining the systems that provide information about Tyson's project portfolios (such as council priorities and on-target completion rates) and about IS time reported (such as time spent on projects versus time spent on support)
- On-going efforts to ensure that our application development process consists only of those activities that create real value, not bureaucracy
- Developing and delivering IS training and coaching

I'm very proud of the performance gains made by Tyson IS since I joined the PMO in August 2007. For example, Tyson has increased:

- The on-schedule completion rate for medium and large projects from 47.7% in FY2007 to 66.3% FYTD2009²⁹
- The on-schedule completion rate for small projects from 81.7% in FY2007 to 89.7% FYTD2009³⁰
- The number of completed projects from 872 in FY2007 to 1,999 FYTD2009³¹

While all of IS deserves credit, my team played an integral part via the services we provide.

About Me

This is the first direct leadership role I have had in my career although I have led various IS efforts as an application development team member. From 1996 to 2007 I was a business analyst who gained increasing responsibility working on Live Production and Operations systems, but I also worked on projects for other business units. From 1990 to 1996 I worked in Food Service Marketing as an assistant product and pricing manager for Food Service's Beef and Pork Division, where I created my own pricing programs. That's when I first became interested in a career in IS. Before that I was in school at Luther College in Decorah, IA, where I earned my B.A. in Business Administration and Biology in 1990.

I am a volunteer instructor for the Northwest Arkansas Chapter of the Project Management Institute (PMI). I am also a PMI-certified Project Management Professional (PMP) and an International Institute of Business Analysis Certified Business Analysis Professional (CBAP). I am a Past President of the Northwest Arkansas Chapter of the IIBA, and I serve on both the University of Arkansas' ITRI Executive Education Advisory Council and NWACC's Computer Information Advisory Board. I present on application development and project portfolio management topics for professional organizations including the Sam Walton College of Business at the University of Arkansas.

I am a full-time single father with a twelve-year old son, Matthew, and I'm a now-retired Cub Scout leader after five years. I love to spend time with my son, and I'm a scuba diver, guitarist, and reader (history, biography, current events, and professional development). I have lived in Springdale since 1990.

²⁹ "2009 KPI Closed Project Report". *Program Management Office*. Tyson Intranet. Accessed 2 Sep 2009.

³⁰ Ibid.

³¹ Ibid.

5.2 APPENDIX B: RECOMMENDED READING FROM PARTICIPATING TYSON LEADERS

Tyson leaders recommended the following fifteen books for aspiring leaders. Descriptions are taken from Amazon.com.

YOU'RE IN CHARGE, NOW WHAT? THE 8 POINT PLAN (THOMAS NEFF AND JAMES CITRIN)

For any manager in a new position, from CEO to department subhead, the title's question is of paramount importance. The authors of this seminal book, top brass at leading global executive search firm Spencer Stuart, answer it with a comprehensive approach to maximizing the first 100 days on the job, drawing dramatically on the experience of more than 50 chief executives (as well as other corporate personnel) interviewed in depth. The authors' clear, sound eight-point plan covers the bases of what incoming business leaders need to know, from how to prepare physically and mentally for the first 100 days to crafting a strategic agenda; dealing with and transforming corporate culture; shaping the management team; working with a boss or a board; and more. What truly distinguishes this book from available management volumes, besides its inspiring hit-the-ground-running approach, is the material gleaned from the chief executives (among them, for example, Gary Kusin of Kinko's; Paul Pressler of Gap Inc.; Jonathan F. Miller of AOL; Steve Bennett of Intuit), which is full of entertaining, enlightening first-person anecdotes. Notably, this material focuses on steps to avoid as well as on appropriate actions to take. Lawrence Summers, for instance, named president of Harvard University in 2001, recalls that he "didn't fully appreciate the importance of simply providing traditional institutional reassurance.... I failed to appreciate that if you're going to be questioning everybody and challenging everybody, you have to do a lot of reassuring in return." Near book's end, Neff and Citrin (*Lessons from the Top*, etc.) distill their plan into two principles: "Listen and Learn. Underpromise and overdeliver." Their expert elaboration of those principles throughout will make their work a guiding light to many an incoming manager.

OUR ICEBERG IS MELTING: CHANGING AND SUCCEEDING UNDER ANY CONDITIONS (JOHN KOTTER, HOLGER RATHGEBER, PETER MUELLER, AND SPENSER JOHNSON)

Harvard Business School professor Kotter, author of the bestselling *Leading Change* (1996), teams up with executive Rathgeber to offer his contribution to the "business fable" genre. Kotter presents his framework for an effective corporate change initiative through the tale of a colony of Antarctic penguins facing danger-inspired, perhaps, by today's real-life global warming crisis (or, perhaps, by *March of the Penguins'* box office). Under the leadership of one particularly astute bird, a small team of penguins with varied personalities and leadership skills implement a thoughtful plan for coaxing the other birds in their colony through a time of necessary but wrenching change. The logic of Kotter's fictional framework is wobbly at times-his characters live and act very much like real penguins except that one carries a briefcase and another ("the Professor") cites articles from scholarly journals-and the whimsical tone will not be to everyone's taste. However, this light, quick read should fulfill its intended purpose: to serve as a springboard for group discussions about corporate culture, group dynamics and the challenges of change.

THE TEN FACES OF INNOVATION: IDEO'S STRATEGIES FOR DEFEATING THE DEVIL'S ADVOCATE AND DRIVING CREATIVITY THROUGHOUT YOUR ORGANIZATION (TOM KELLEY AND JONATHAN LITTMAN)

Kelley's latest builds on *The Art of Innovation*, which celebrated the work culture that distinguishes his high-profile, award-winning industrial design firm, IDEO. This book covers much of the same territory, but focuses on the type of worker and team-building rather than the work environment. The authors define 10 personas, including Anthropologists, who contribute insights by observing human behavior; Experimenters, who try new things; Hurdlers, who surmount obstacles; Collaborators, who bring people together and get things done; and Caregivers, who anticipate and meet customer needs. Like its predecessor, the book is breezy and well written, with plenty of self-promotion. Kelley and Littman weave classic and recent stories of business innovation, such as 3M's Scotch tape, Volvo's three-point seatbelts and Netflix's mail-in DVDs, with IDEO's own success stories with clients ranging from the Boston Beer Company, for whom IDEO designed a new Sam Adams tap handle, to Organ Recovery Systems, for whom IDEO helped develop ways to expedite kidney transport. Aspiring business innovators and fans of *The Art of Innovation* may find further inspiration in this handbook.

LIFE@WORK (JOHN MAXWELL, STEPHEN GRAVES, AND THOMAS ADDINGTON)

Beginning with Charlie, a hard-charging businessman and recent Christian convert who feels himself torn between "Charlie Love" and "Charlie Money," the authors lament that the church, looking on the secular workplace with distance if not suspicion, has little to offer the Charlies in its midst. The authors—Graves and Addington are producers of *Life@Work Journal* and Maxwell is the foremost leadership guru among evangelicals—deploy a wealth of quotations and illustrations, loosely organized around themes of skill, calling, service and character. Although the book seeks to inspire Charlie and those like him to "reforge" their work and faith selves into a double-edged sword, it runs long on cheerleading but short on insight or practical guidance. Discussing the important and difficult subject of calling, the authors assert without apparent irony, "Like a giant job-match service in the sky, Jesus pairs His children up with His kingdom tasks." Among the book's frequent references to Jesus, his teaching is rarely discussed; most curiously, his comments about the incompatibility of serving God and Mammon is never mentioned. Although team authorship can produce excellent business books, the approach stumbles here as uneven quality and multiple authorial "I"s give the text a cut-and-paste feel.

THE ONE-MINUTE MANAGER (KENNETH BLANCHARD AND SPENCER JOHNSON)

For more than twenty years, millions of managers in Fortune 500 companies and small businesses nationwide have followed *The One Minute Manager's* techniques, thus increasing their productivity, job satisfaction, and personal prosperity. These very real results were achieved through learning the management techniques that spell profitability for the organization and its employees.

The One Minute Manager is a concise, easily read story that reveals three very practical secrets: One Minute Goals, One Minute Praisings, and One Minute Reprimands.

The book also presents several studies in medicine and the behavioral sciences that clearly explain why these apparently simple methods work so well with so many people. By the book's end you will know how to apply them to your own situation and enjoy the benefits.

That's why *The One Minute Manager* has continued to appear on business bestseller lists for more than two decades, and has become an international sensation.

GOOD TO GREAT: WHY SOME COMPANIES MAKE THE LEAP... AND OTHERS DON'T (JIM COLLINS)

In what Collins terms a prequel to the bestseller *Built to Last* he wrote with Jerry Porras, this worthwhile effort explores the way good organizations can be turned into ones that produce great, sustained results. To find the keys to greatness, Collins's 21-person research team (at his management research firm) read and coded 6,000 articles, generated more than 2,000 pages of interview transcripts and created 384 megabytes of computer data in a five-year project. That Collins is able to distill the findings into a cogent, well-argued and instructive guide is a testament to his writing skills. After establishing a definition of a good-to-great transition that involves a 10-year fallow period followed by 15 years of increased profits, Collins's crew combed through every company that has made the Fortune 500 (approximately 1,400) and found 11 that met their criteria, including Walgreens, Kimberly Clark and Circuit City. At the heart of the findings about these companies' stellar successes is what Collins calls the Hedgehog Concept, a product or service that leads a company to outshine all worldwide competitors, that drives a company's economic engine and that a company is passionate about. While the companies that achieved greatness were all in different industries, each engaged in versions of Collins's strategies. While some of the overall findings are counterintuitive (e.g., the most effective leaders are humble and strong-willed rather than outgoing), many of Collins's perspectives on running a business are amazingly simple and commonsense. This is not to suggest, however, that executives at all levels wouldn't benefit from reading this book; after all, only 11 companies managed to figure out how to change their B grade to an A on their own.

MY AMERICAN JOURNEY (COLIN POWELL AND JOSEPH PERSICO)

Colin Powell is the embodiment of the American dream. He was born in Harlem to immigrant parents from Jamaica. He knew the rough life of the streets. He overcame a barely average start at school. Then he joined the Army. The rest is history--Vietnam, the Pentagon, Panama, Desert Storm--but a history that until now has been known only on the surface. Here, for the first time, Colin Powell himself tells us how it happened, in a memoir distinguished by a heartfelt love of country and family, warm good humor, and a soldier's directness.

MY AMERICAN JOURNEY is the powerful story of a life well lived and well told. It is also a view from the mountaintop of the political landscape of America. At a time when Americans feel disenchanted with their leaders, General Powell's passionate views on family, personal responsibility, and, in his own words, "the greatness of America and the opportunities it offers" inspire hope and present a blueprint for the future. An utterly absorbing account, it is history with a vision.

THE SERVANT: A SIMPLE STORY ABOUT THE TRUE ESSENCE OF LEADERSHIP (JAMES HUNTER)

In this absorbing tale, you watch the timeless principles of servant leadership unfold through the story of John Daily, a businessman whose outwardly successful life is spiraling out of control. He is failing miserably in each of his leadership roles as boss, husband, father, and coach. To get his life back on track, he reluctantly attends a weeklong leadership retreat at a remote Benedictine monastery.

Leadership Study

To John's surprise, the monk leading the seminar is a former business executive and Wall Street legend. Taking John under his wing, the monk guides him to a realization that is simple yet profound: The true foundation of leadership is not power, but authority, which is built upon relationships, love, service, and sacrifice.

Along with John, you will learn that the principles in this book are neither new nor complex. They don't demand special talents; they are simply based on strengthening the bonds of respect, responsibility, and caring with the people around you. Perhaps this is why *The Servant* has touched readers from all walks of life—because its message can be applied by anyone, anywhere—at home or at work.

If you are tired of books that lecture instead of teach; if you are searching for ways to improve your leadership skills; if you want to understand the timeless virtues that lead to lasting and meaningful success, then this book is one you cannot afford to miss.

LEADERSHIP SECRETS OF ATTILA THE HUN (WES ROBERTS)

Roberts's sensational New York Times bestseller shows how the legendary military commander's principles of leadership can be applied to contemporary business situations.

THE INNOVATOR'S DILEMMA (CLAYTON CHRISTENSON)

The author, an associate professor at Harvard Business School, asks why some well-managed companies that stay on top of new technology and practice quality customer service can still falter. His own research brought a surprising answer to that question. Christensen suggests that by placing too great an emphasis on satisfying customers' current needs, companies fail to adapt or adopt new technology that will meet customers' unstated or future needs, and he argues that such companies will eventually fall behind. Christensen calls this phenomenon "disruptive technology" and demonstrates its effects in industries as diverse as the manufacture of hard-disk drives and mass retailing. He goes on to offer solutions by providing strategies for anticipating changes in markets. At the heart of *The Innovator's Dilemma* is how a successful company with established products keeps from being pushed aside by newer, cheaper products that will, over time, get better and become a serious threat. Christensen writes that even the best-managed companies, in spite of their attention to customers and continual investment in new technology, are susceptible to failure no matter what the industry, be it hard drives or consumer retailing.

HIGH FIVE! THE MAGIC OF WORKING TOGETHER (KENNETH BLANCHARD AND SHELDON BOWLES)

High Five! combines the spellbinding charm of a timeless parable with cutting-edge information about why teams are important and what individuals and organizations can do to build successful ones.

Through the story of Alan Foster, a workplace one-man band, *High Five!* identifies the four key ingredients of winning teams. Although Alan is an effective producer, he is unwilling to share the spotlight by partnering on projects and is fired because, as his boss puts it, "Alan, we need good producers who are *good team players*, too." It is a bitter pill for him to swallow.

Leadership Study

While mulling over his disappointment, he takes his son to his grade-five hockey practice, where it is clear that his son's team, the Riverbend Warriors, knows nothing about teamwork, either. When the team's two overworked coaches learn of Alan's plight, they persuade him to join their ranks, and he finds himself charged with teaching himself and the players the meaning of teamwork. With the help of a woman friend—a former girls' basketball coach who has "won more high school basketball championships than anyone"—Alan and the Warriors learn the magic of teamwork and that "none of us is as smart as all of us."

With its simple style and easy-to-follow techniques, *High Five!* is a must-read for anyone seeking to learn the value and power of teamwork.

QUIET STRENGTH: THE PRINCIPLES, PRACTICES, AND PRIORITIES OF A WINNING LIFE (TONY DUNGY AND NATHAN WHITAKER)

He led his team to #1 in the world—and showed the world a better way to live, lead, and succeed.

When Tony Dungy led the Indianapolis Colts to victory in Super Bowl XLI—and made history as the first African American coach to win the big game—millions of people, amazed by the success of his quiet, authoritative leadership style, wondered: how does he get it done?

In the pages of this fascinating memoir, Tony Dungy reveals the secrets to his success—principles, practices, and priorities that have kept him on track despite overwhelming personal and professional obstacles, including firings, stereotypes, and the tragic loss of a child.

In the face of so much adversity, Tony has not only survived but risen to the very top of his profession in a way that's won the respect of fans, players, and even his competitors. His thoughts on leading, succeeding, and attaining true significance will inspire you to take a long, hard look at the things that *really* matter in your own life.

BILLION DOLLAR LESSONS: WHAT YOU CAN LEARN FROM THE MOST INEXCUSABLE BUSINESS FAILURES OF THE LAST 25 YEARS (PAUL CARROLL AND CHUNKA MUI)

With lessons learned from extensive research into 750 major bankruptcies between 1981 and 2006, including Enron, Conoco, Texaco, Kmart, and Refco, authors Carroll and Mui set out to help corporate management avoid failure from bad strategies. Almost one-half of the failures could have been avoided if the companies had been aware of strategy pitfalls or had become cautious in the face of clear warning signs. The authors describe seven basic strategic failures, including estimating synergy from mergers, which proves to be exaggerated; aggressive use of accounting or financing mechanisms; staying the course in spite of a clear business threat; and riding the wrong technology, which fails. We also learn about the psychological implications of management banding together when something is wrong rather than individuals standing up for what is right and the important benefits of introducing a devil's advocate into a strategy's deliberative process. This well-researched book provides valuable insight for corporate executives and investors.

CRUCIAL CONFRONTATIONS: TOOLS FOR TALKING ABOUT BROKEN PROMISES, VIOLATED EXPECTATIONS, AND BAD BEHAVIOR (KERRY PATTERSON, JOSEPH GRENNY, RON MCMILLAN, AND AL SWITZLER)

Behind the problems that routinely plague organizations and families, you'll find individuals who are either unwilling or unable to deal with failed promises. Others have broken rules, missed deadlines, failed to live up to commitments, or just plain behaved badly--and nobody steps up to the issue. Or they do, but do a lousy job and create a whole new set of problems. Accountability suffers and new problems spring up. New research demonstrates that these disappointments aren't just irritating, they're costly--sapping organizational performance by twenty to fifty percent and accounting for up to ninety percent of divorces.

Crucial Confrontations teaches skills drawn from 10,000 hours of real-life observations to increase confidence in facing issues like:

- *An employee speaks to you in an insulting tone that steps crosses the line between sarcasm and insubordination. Now what?
- *Your boss just committed you to a deadline you know you can't meet--and not-so-subtly hinted he doesn't want to hear complaints about it.
- *Your son walks through the door sporting colorful new body art that raises your blood pressure by forty points. Speak now, pay later.
- *An accountant wonders how to step up to a client who is violating the law. Can you spell unemployment?
- *Family members fret over how to tell granddad that he should no longer drive his car. This is going to get ugly.
- *A nurse worries about what to say to an abusive physician. She quickly remembers "how things work around here" and decides not to say anything.

Everyone knows how to run for cover, or if adequately provoked, step up to these confrontations in a way that causes a real ruckus. That we have down pat. Crucial Confrontations teaches you how to deal with violated expectations in a way that solves the problem at hand, and doesn't harm the relationship--and in fact, even strengthens it.

Crucial Confrontations borrows from twenty years of research involving two groups. More than 25,000 people helped the authors identify those who were most influential during crucial confrontations. They spent 10,000 hours watching these people, documented what they saw, and then trained and tested with more than 300,000 people. Second, they measured the impact of crucial confrontations improvements on organizational and team performance--the results were immediate and sustainable: twenty to fifty percent improvements in measurable performance.

VALUE IMPERATIVE: MANAGING FOR SUPERIOR SHAREHOLDER RETURNS (JAMES MCTAGGART, PETER KNOTES, AND MICHAEL MANKINS)

Moving beyond the strategies that managers have employed to create shareholder value -- now the standard for business performance -- management experts James McTaggart, Peter Kontes, and Michael Mankins reveal their powerful new framework for the systematic, day-to-day *management* of shareholder value. The authors attack head-on the fundamental weaknesses in current management practices, namely, the stranglehold that budgeting has over strategic planning and the lack of imagination in management plans that prevents real changes and consequences. They provide a systematic approach to "value based management" that eliminates these weaknesses, offering proven strategies for managing large, complex companies to consistently produce superior results for stockholders.

Leadership Study

Building on more than 16 years of consulting experience with many of the largest and best-known companies in North America, Europe, and Australia, the authors delineate the fundamental principles of value creation, as well as the primary obstacles. Starting with the principle that "cash flows drive value," McTaggart, Kontes, and Mankins show how to create a single governing objective that will enable managers to make decisions most likely to increase the company's competitive, organizational, and financial strength. Building on the objective of maximizing shareholder value, they outline the value based management framework that directly links a company's strategies and organization to its value in capital markets. Using real-world examples, they describe how to develop business and corporate strategies that substantially improve competitive position and increase market value, often within only two to five years. And as most large companies lack the internal processes necessary to manage for value on a sustained basis, the authors show managers how to build the five key processes that are institutional value drivers: governance, strategic planning, resource allocation, performance management, and top management compensation. Mastering these capabilities is fundamental to the ongoing, consistent creation of shareholder value over time.

All companies, the authors argue, inherently possess an enormous potential to create higher value for their shareholders. With hundreds of examples of companies that have successfully employed the beliefs, principles, and practices of value based management, this book shows general managers how to generate superior returns and realize their business's full value potential.

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