



The **L3** Leadership “State of Being”

A Holistic Approach  
to Leadership

By Marc Michaelson  
and John Anderson

# *Envision!*

Envision your organization as the best place to work, with a highly engaged and productive workforce.

Envision your leaders at all levels aligning to the organization's vision, mission and values.

Envision leaders, managers, employees, partners and customers building collaborative advantage.

Envision all employees engaged and motivated to reach their highest potential.

## **Envision...**

A place where people lead themselves well, build high performance teams, and create the very best place to work.

The L3 Leadership “State of Being” turns imagination into reality.

## INTRODUCTION

With all the talk about Leadership these days, many managers and executives are frustrated by the myriads of approaches to Leadership Development. The L3 Leadership model assumes a different position than traditional, or even more progressive leadership models. L3 Leadership is more about *who* you are than *what* position you hold, *what* training you have had, or *what* personality traits you bring to work and other life situations. **L3 is based on the fact that personal leadership is a “state of being.” It is who you are, what you believe, and how you behave.**

The L3 model of Leadership explores three critical attributes of effective leaders. These three attributes are:

### **L1 Leading Self:**

Total Life Leadership. Achieving personal mastery and work/life integration.

### **L2 Leading With Others:**

Creating and sustaining Collaborative Advantage.

### **L3 Leading Others:**

Cultivating the Best Place to work: culture of high engagement, retention, performance and productivity.

## L3 LEADERSHIP IS A PERSONAL “STATE OF BEING.”

This state of being reflects your foundation values. It encompasses your vision of the future and your presence in the moment. This leadership model emphasizes a state of being, which is the sum total of your attitudes and beliefs, actions and values.

*“People of genius are admired. People of wealth are envied. People of power are feared. But only people of character are trusted.”—Arthur Friedman*

More specifically, The L3 model comprises three integrated leadership competencies that determine how you lead and who will follow.

**L1 Total Life Leadership and Personal Mastery:** It is how you conduct your entire life. It is the harmonious blending of all the various facets of your life: body, mind and spirit, family, social, career and financial. L1 is grounded in your personal values and reflects your approach to life. It is your authenticity, integrity and balance.

**L2 Building Collaborative Advantage:** It is developing your capacity to lead in a collaborative manner. Your position in L2 reflects the foundation of L1 and frees you to work with individuals and teams from a position of mutual self-interest. When people are well managed in the L1 portion of their lives they are available and present to forge productive relationships in all aspects of their life. Working collaboratively models a wide spectrum of behaviors that are frequently not present in our organizational environments.

When people approach an interaction from a position of creating possibilities, it gives tacit permission for others to follow. When these behaviors are patterned, over time, collaboration becomes the way we live in relation to others.

**L3 Cultivating The Best Place To Work:** It is represented by the environment we create through personal mastery, collaborative relationships and envisioning the future. L3 becomes the “culture”

of the work team, department, division or company. When we honor the tenants of L1 and L2 and our daily comportment reflects the behaviors embodied in them, we create our very own personal L3 Leadership Capacity.

The foundational elements of the L3 Leadership Model are:

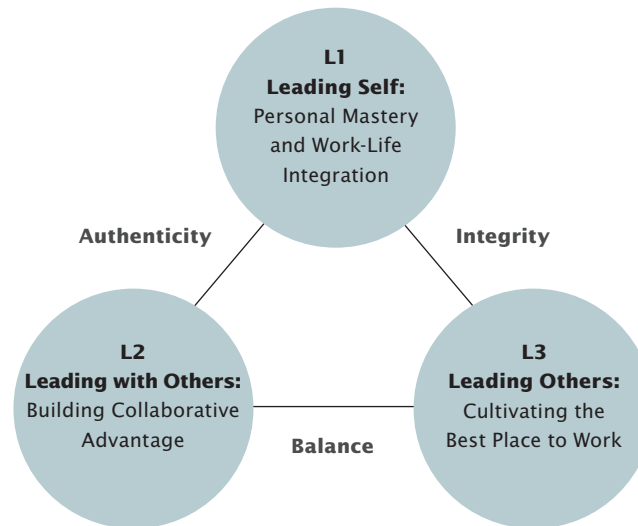
**Integrity:** The quality or condition of being whole or undivided; completeness.

**Authenticity:** The quality or condition of being authentic, trustworthy, or genuine.

**Balance:** A harmonious or satisfying arrangement or proportion of parts or elements.

When people routinely act with integrity, are authentic in their approach and model healthy total life integration, they set the tone for high employee engagement and peak performance.

The three levels (L1, L2 & L3) form a development path to high impact leadership and management.

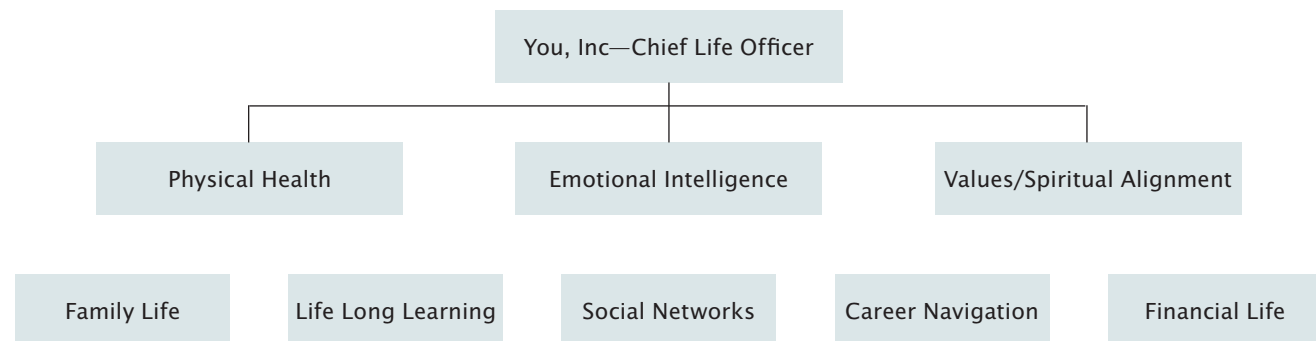


## THE FIRST LEVEL (L1) IS TOTAL LIFE LEADERSHIP: YOU, INC. ("LEADING SELF".)

Leadership begins with an internal sense of self-confidence, emotional intelligence and balance that brings forth an authentic leadership presence. This "quiet confidence" effortlessly engages followers who will support the leader by offering trust, passion, calculated risk, emotional intelligence, and a host of other supportive attributes that provide high performance and productivity.

This is the basis of L3 at the "Leading Self" level. This notion can perhaps best be understood through a familiar business image—an organizational chart.

### **Remember Who You Really Report To!!**



*Leading organizations successfully today requires leaders to transform themselves personally. New leadership literature shows a consistent correlation between personal leadership success and their level of self-mastery. The greater their self mastery, the greater their success.*

**Leadership does not depend on pay or position. It depends on character, integrity, authenticity, and above all, belief in oneself.**

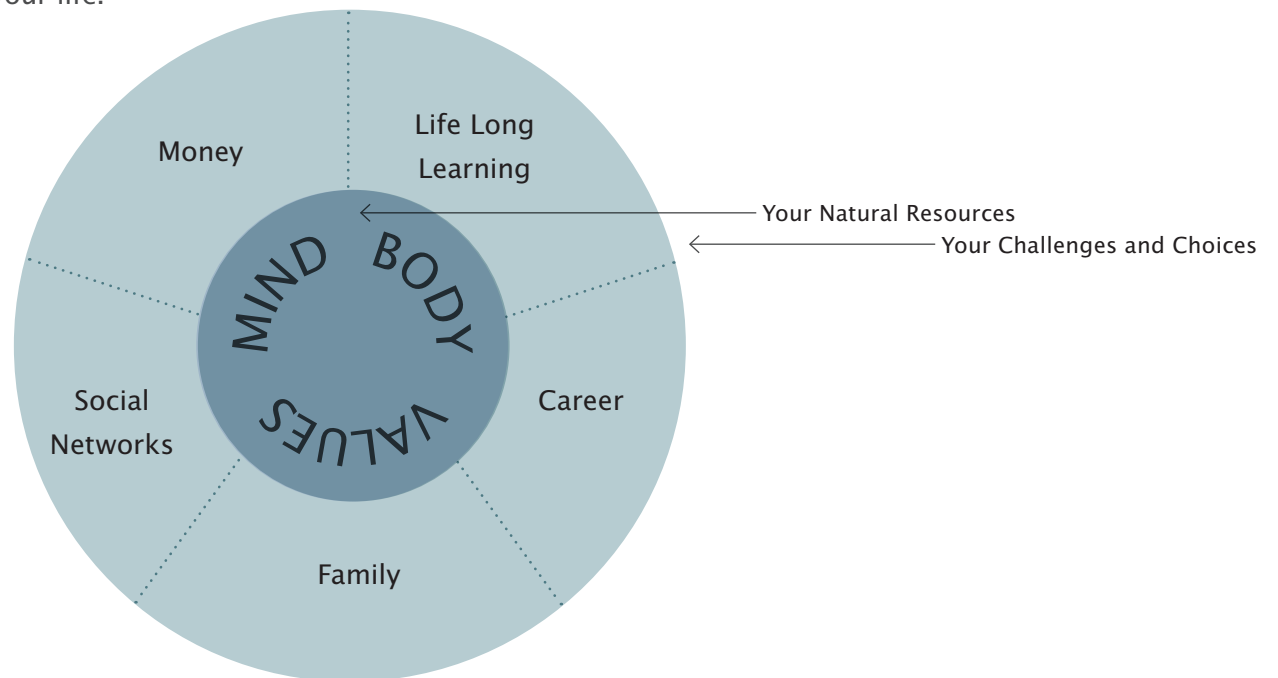
Life and work are fundamentally interrelated—human beings not only “work to live” but, given the right conditions and opportunities, will “live to work.” In other words, how you spend most of your working hours, and create the resources to sustain yourself and your family, can be—ought to be—an activity which expresses your values, gives meaning to your life, and brings you enduring satisfaction. And, it is one component among many in a successful, satisfying life.

Leadership begins with an internal sense of self-confidence, emotional intelligence and balance that brings forth an authentic leadership presence.

If you picture “You, Inc.” you can see that this organization is headed by your top management team—Physical Health and Energy, Emotional Intelligence, Values and Beliefs areas—that make up your You, Inc. organization’s “natural resources.” If this team isn’t operating effectively, the whole organization suffers from lack of drive and motivation, poor productivity, and insufficient energy. The five departments reporting to You, Inc.’s top management team are Learning, Family, Social, Career, and Financial. If any of these departments is operating below par, the organization as a whole won’t operate smoothly or optimally. So, as you can see, the image of the “You, Inc.” shows us how important the different “departments” of life are and illustrates the relationships between them.

We all know a successful business needs a plan in order to succeed. Similarly, in order to manage the multiple demands in our personal and professional lives, we as individuals need a “business plan”— a Personal Life Plan. This Personal Life Plan, or Total Life Leadership Plan as we commonly refer to it, addresses every aspect of your life and, when properly implemented and monitored can bring great success and joy to your life.

Another way of interpreting the various elements of our work and life can best be described in the wheel of life. The wheel is made up of the basic elements of the average person’s life. Each of these elements demands your attention, time, and energy. In order to feel you are living a fulfilling life, you need to be satisfied with how things are going in the areas that are most important to you. We show the Wheel as being made up of an inner “hub” and an outer “ring.” In the hub are “Physical,” “Psychological,” and “Values,” or in other words, our Body, Mind and Spirit. These are your “natural resources.” How well you maintain these vital resources largely determines what you achieve in your life.





Here are four important keys to L1, Leading Self. We refer to them as the Four P's of Self-Leadership: Purpose, Performance, Planning and Problem Solving.

Let's take them one at a time:

**Purpose:** Knowing what is important to you and where you are going.

**Performance:** Understanding how you (You, Inc.) are currently performing in all departments of work and life.

**Planning:** Mapping out a direction to improve, maintain, and lead all areas of work and life.

**Problem Solving:** Using your resources and skills to make needed changes in your life and work.

As noted on the previous page in the L1 portion of our Leadership Model, the Four P's of Self-Leadership are: Purpose, Performance, Planning and Problem Solving.

**Let's do a brief exercise. From the list of areas (or departments) in You, Inc., choose the three areas that you value the most in your life.** Once you have determined your top three, rate them on a scale of 1 to 10 as to how satisfied you are with your performance in each area selected. The departments, once again, are: Physical, Emotional, Values/Beliefs, Family, Learning, Social, Career, Financial.

1 _____	Rating _____
2 _____	Rating _____
3 _____	Rating _____

Notice each score and decide what you will do to improve (increase) the score if need be.

Knowing what you value most is the first step in formulating your L1 Total Life Leadership Vision, Mission, and Plan. Knowing what you value most and how satisfied you are. Whatever you value highly should yield higher levels of satisfaction. If not, this is an indication of needed effort on your part to raise your satisfaction levels to align with what you value most.

Next, let's see how You, Inc. is performing in the various departments of life and work.

**Rate your current performance in all eight departments (areas) of Total Life Leadership.**

For each statement below, answer True or False.

<b>Physical Health and Energy</b>	My physical health is excellent for my age.	T	F
	I have adequate energy to match my work and life demands.	T	F
<b>Emotional Intelligence</b>	I recognize and handle my feelings personally and in relation to others.	T	F
	I have adequate coping skills for managing stress and change.	T	F
<b>Values/Beliefs Alignment</b>	I have a set of values that guide my life and work.	T	F
	My values are aligned in my life and work.	T	F
<b>Family Life and Balance</b>	My family and close friends are there for me when I need support.	T	F
	I make time for family and friends on a regular basis.	T	F
<b>Life-Long Learning</b>	I have a learning plan for life and work.	T	F
	I regularly update my learning requirements for life and work.	T	F
<b>Social Networks</b>	I have a strong social network from which I draw support and enjoyment.	T	F
	I am involved in community activities.	T	F
<b>Career Navigation</b>	I have a personal career development plan.	T	F
	I integrate my work and life dimensions with minimal stress.	T	F
<b>Financial Management</b>	I have a short and long term financial plan.	T	F
	I make regular adjustments to my plan as circumstances change.	T	F

**Scoring number of T's**

14-16 Excellent Total Life Leadership  
 12-14 Good Total Life Leadership  
 10-12 Adequate Total life Leadership

8-10 Marginal Total Life Leadership  
 6-8 Poor Total Life Leadership

Now we will develop our Vision, Mission and Plan for L1 Total Life Leadership.

Think about what you value most, how satisfied you are currently, and how you are currently performing. This data provides you information to formulate a L1 Leadership POV (Point of View)—a Vision, Mission, and Plan.

## MY PERSONAL VISION FOR L1: TOTAL LIFE LEADERSHIP

### **My Vision to Action**

My personal vision for my Total Life Leadership is:

My goals for achieving my vision are:

As measured by:

My first quarter (next 90 days) action plan:

Once you have a strong L1 Vision and have begun to practice the tenets of L1, you become available to create the L2 portion of your Leadership Practice. Building and sustaining Collaborative Advantage requires a properly managed L1. Leaders who show the ability to successfully integrate the work and non-work areas of their lives set the tone for true collaboration. Others will observe and replicate the behaviors their leaders demonstrate.

## THE SECOND LEVEL IS L2, LEADING WITH OTHERS: BUILDING COLLABORATIVE ADVANTAGE

The ability to create Collaborative Advantage in one's organization emerges from the stability and foundation established at L1.

### **The Challenge:**

Organizations, leaders, and individuals are being asked to address increasingly complex challenges. Rapid, continuous changes in technology drive the need for organizational changes and, perhaps more importantly, behavioral changes. Today's complex networks of relationships mandate a new level of cooperation and collaboration. Frequently people are being asked to obtain business results in environments where the traditional hierarchical structure no longer applies. In other words, people need to accomplish results by influencing others, often across organizational boundaries with no direct "line" control of the resources. The drumbeat of "do more with less" is now complicated by the need to form alliances throughout the business enterprise and beyond.

Collaborative partnerships are complex relationships that require deliberate formation and maintenance.

Collaboration is now the order of the day, with people inside organizations, their customers, suppliers and even competitors. While widely viewed as beneficial, effective collaboration can be very difficult to achieve. The challenges to effective collaboration become more complex as the number of people and organizations in the collaboration effort increase. Collaborative partnerships, therefore, are the most complex and challenging to manage.

**Collaborative partnerships are complex relationships that require deliberate formation and maintenance.**

By focusing on a set of foundational and sustaining elements right from the start, collaborative leadership can get started faster and with less difficulty. Existing collaborators can assess whether they have overlooked any of the elements that might be contributing to current difficulties. Either way, in new or established collaborations, time is required to build a foundation from which these elements yield the behaviors and discipline for high performance partnerships and collaborative relationships.

We invite you to take a look at your current experience with collaboration. This process will give you a chance to “sit and think” about how things are going, what you could do to improve, and actions that have the best chances for creating impact and improvement.

## HOW ARE YOU EXPERIENCING COLLABORATION NOW?

Increasingly, any kind of achievement requires the crossing of boundaries, often bringing improbable partners together for a free exchange of knowledge, skills and resources across disciplines, cultures and organizational units.

Describe a time when you were inspired by working with a person or a group in a collaboration that utilized everyone's strengths.

1. What did you learn about connecting across boundaries?
2. What were the outcomes?
3. What behaviors would you expect?
4. What kinds of organizational systems, norms, or practices would make it possible?

## **MIT Research Reveals Four Barriers to Creating Collaborative Advantage**

First Barrier: Unwillingness to Seek Input and Learn From Others.

There is a prevailing attitude in our unit that people ought to fix their own problems and not rely on help from others outside the unit.

Second Barrier: Inability to Seek and Find Expertise.

Our employees often complain about the difficulty they have locating colleagues who possess the information and expertise they need.

Third Barrier: Unwillingness to Help.

Our people keep their expertise and information to themselves and do not want to share it across organizational units.

Fourth Barrier: Inability to Work Together and Transfer Knowledge.

Our employees have not learned to work together effectively across organizational units to transfer tacit knowledge.

**As leaders signal the importance of collaboration by working together among themselves, employees are more likely to be motivated to seek and provide the help they need to be successful.**

First we are going to look at **L2, Leading With Others for Collaborative Advantage:** *Foundational and Sustaining Elements.*



## L2—LEADING WITH OTHERS: SIX FOUNDATIONAL ELEMENTS

These are the actions and behaviors that need to be addressed in the initial stages of forming a collaborative partnership. If dealt with effectively, a climate of openness and trust begins to develop. Research has shown that investment in building a strong foundation for a partnership is significant in the determination of future success.

**Choose a collaborative relationship that you are or have been involved in and answer the following TRUE or FALSE questions for that relationship.**

- |   |   |   |
|---|---|---|
| <b>1. A Compelling Collaborative Vision:</b> Your collaboration has a compelling vision that is clear, exciting and worthy of partnership.      | T | F |
| <b>2. Shared Leadership:</b> Members share leadership where appropriate, not relying on any one person for all leadership functions.            | T | F |
| <b>3. Shared Challenge and Solution Approach:</b> All partners share in the definition of the challenge and definitions of suggested solutions. | T | F |
| <b>4. Shared Power Equity:</b> There is sharing of power and equity on key decisions and action items tied to mutual collaborative strategy.    | T | F |
| <b>5. Interdependence:</b> The collaboration uses the diverse skills of members and partners inside and outside the organization.               | T | F |
| <b>6. Mutual Accountability and Responsibility:</b> Members share responsibility and accountability for the results of the entire group.        | T | F |

## L2—THE COLLABORATIVE ADVANTAGE: SIX SUSTAINING ELEMENTS

The Collaborative Advantage Sustaining Elements are those actions that maintain the energy, commitment and enthusiasm necessary for the partnership over time. .

<b>1. Continuous Attention to the Collaborative Process</b>	T	F
The collaboration has agreements for how it will work together and works to improve them.		
<b>2. Strong Communication Links</b>	T	F
Members keep other members informed about work contracts, problems.		
<b>3. Explicit Decision Making Process</b>	T	F
The decision making process is clear and transparent to all members.		
<b>4. Trust and Commitment</b>	T	F
Members act according to agreed upon values regarding output and process for achieving results.		
<b>5. Credit and Recognition</b>	T	F
The collaboration has explicit agreements on how to handle visibility, authority, and I. P. of members.		
<b>6. Interest Based Negotiation/Problem Resolutions</b>	T	F
The collaboration utilizes the components of Interest Based Negotiations to achieve greater shared success		

## Key Questions

1. Based on your ratings, which were your strongest Foundational Elements?
2. Which Foundational Elements need improvement?
3. What support do you need from your collaboration partners in order to be successful in creating a strong foundation for collaboration?
4. Which were your strongest Sustaining Elements?
5. Which Sustaining Elements need improvement?
6. What support do you need from your collaboration partners in order to be successful in sustaining collaborations?

### **Seven Collaborative Advantage Relationships:**

#### **Adapted from Marshall Goldsmith's Article "Partnering The New Face Of Leadership."**

There are at least seven different partnerships that require maintenance and regular attention. Not everyone has all seven, but most of us have four or more. There are three inside your organization: Direct Reports, Co-workers and Other leaders and managers. And there are four outside your organization: Customers, Suppliers, Competitors and Consultants.

Based on our global economy and the 24-7-365 business environment we all live in, there are several new realities to being successful in business today. The challenge of leadership is growing. Building partnerships inside and outside the organization is going to become a requirement, not an option, for future leaders. On the next page we have contrasted some of the traditional behaviors with the new realities of today's world.

### **The Old and The New!**

- Telling direct reports (who know less than we do) what to do is a lot simpler than developing relationships with partners (who know more than we do).
- Being able to work in a “silo” is a lot simpler than having to build partnerships with peers across the organization.
- “Taking orders” from managers is a lot simpler than having to challenge ideas which may not meet customer needs.
- Selling a product to customers is a lot simpler than providing an integrated solution.
- Getting the lowest price from suppliers is a lot simpler than understanding their complex business needs.
- Competing with competitors is a lot simpler than having to develop a complex customer-supplier-competitor relationship.

Let's think about some of the challenges of changing many of these long practiced behaviors and the magnitude of overturning decades old realities for the 21st Century business.

## BUILDING COLLABORATIVE PARTNERSHIPS INSIDE THE ORGANIZATION

In traditional organizations, sharing resources across organizational boundaries has been the exception rather than the rule. Today, we must build and maintain these relationships to remain competitive. Sharing costs, risks and credit for business successes rather than competing internally is the new formula for success.

### **Partnership With Direct Reports**

The concept of partnering to develop people's skills is sometimes a difficult one. When we begin to view our direct reports as "partners" in the business as opposed to people working "for" us, we can reshape the relationships. Offering "stretch assignments" and challenging people to continuously develop their skills goes a long way toward achieving the success we seek. Also, really "knowing" people—their hopes and dreams—enables us to "partner" in a much more effective way.

### **Partnership With Co-Workers**

Working with peers to achieve organizational success can be tricky. Often, peers are seen as competitors for the next promotion or "plumb" assignment—and they are! In a collaborative culture, this competition is seen through different eyes. Instead of "out-doing" the other person to get noticed, we must work "with" others effectively in order to advance. Donating resources for the greater good of the enterprise and working together to achieve mutual success are hallmarks of a healthy, collaborative culture.

### **Partnering With Other Leaders**

Thinking more strategically about organizational success allows you to be available for mentoring and being mentored. Sharing ideas and success stories, creating an atmosphere of cooperation and mutual respect is key to collaboration. Building and leveraging the total human resource of an organization is now everyone's job.

## BUILDING PARTNERSHIPS OUTSIDE THE ORGANIZATION

### **Partnering With Customers**

Traditionally, “vendors” sold “products” and/or “services” to customers in a relative vacuum. Customers were faced with the daunting task of integrating various components purchased from multiple vendors and integrating them into a “solution” for their business.

Today, customers require integrated solutions that are designed specifically for their business and they want to have relationships with fewer suppliers. Leaders from supply organizations will need to become more like partners and less like salespeople.

### **Partnering With Suppliers**

If you are on the other side of the equation, you will have to develop a deep understanding of your supply partner’s business and forge a long-term relationship that is mutually beneficial. Historically, purchasing professionals were rewarded for “getting the lowest price,” while today, building lasting, mutually beneficial relationships with supply partners is more important. Many leaders realize that their success is directly related to their supply partner’s success.

### **Partnering With Competitors**

The most radical change in the role of leader as partner has come in the area of

partnering with competitors. Only a few years ago, collaborating with a competitor to satisfy a mutual customer was unthinkable, while today it is becoming commonplace. Customers are demanding (and they deserve) integrated solutions to their business problems and challenges. Forward thinking leaders today see their competitors as potential customers, suppliers, and partners.

## Partnering With Consultants

Consultants are playing an ever more important role in successful companies. From Technical Consultants who bring specific technical expertise to an engagement, to Management and Leadership Development Consultants who tend to work with people and processes, businesses are utilizing these “experts” to augment their people and compliment their knowledge.

With flexibility and agility the order of the day, being able to “rent’ this expertise instead of “buying” it allows organizations small and large to better manage their workforce and control their overhead costs.

Of the seven different Partnerships described above, choose one from inside your organization and one from outside and characterize where the relationship is today, where you would like it to be and what specific actions you could take to move it in the desired direction.

Inside Relationship:

Where It Is Today:

Where I’d Like It To Be:

Outside Relationship:

Where is it today?

Where would I LIKE IT TO BE?



## MY PERSONAL VISION TO ACTION

### **L2 Leading With Others Building Collaborative Advantage**

Based on your assessments of your current Collaborative Advantage abilities, you can now formulate a L2 Leadership POV (Point of View)—a vision, mission, and plan.

My personal vision for L2 Collaborative Advantage is:

My goals for achieving my vision are:

As measured by:

My first quarter (next 90 days) action plan:

*Once you have achieved good self-leadership and have invested in building Collaborative Advantage in your organization, you are ready to build the Best Place to Work. L1 and L2 serve as the foundation for building the Best Place to Work and, in fact, once you have become proficient in both L1 and L2, you have already begun building your Best Place to Work.*

People have taken note of your leadership and the way you lead and manage yourself and your team, and by noticing, they have already begun to shift. Demonstrating the integrity of your internal values, telling the truth about your business and the many situations we find ourselves in, and really leveraging your direct reports and others throughout the organization sets the stage for others to follow. By your very actions, you have given others the “permission” they need to mirror your behaviors.

## THE LAST LEVEL IS L3: LEADING OTHERS

As we have said, Levels L1 and L2 provide the foundation for the best of authentic leadership. This is the high result level where L1—Leading Self, and L2—Leading With Others, gives way to real L3 Leadership **Power**. This is not position power or even influence power, but rather a **Regenerative Power** that is additive to the organization and its people.

Engaging, mobilizing, and motivating others to realize their own L3 Leadership POWER fuels the leadership engine. This POWER creates a climate of self-responsibility, trust, and risk taking based on people who lead themselves well. People who lead themselves well make stronger leaders, who in turn create stronger teams, and together they build high performance organizations.

Marcus Buckingham of MIT led the analysis of data from surveys conducted by the Gallup Organization between 1997 and 2001 of over three million employees in 350 companies.

The data also includes nationally representative samples from interviews with employees in the US, UK, Germany and Japan. His team discovered some essential truths about the connection between a fully engaged staff and exceptional bottom line results.

Three key insights which emerged from this data were:

1. 70% of US employees are not engaged at work.
2. All organizations' cultures are equally inconsistent.
3. The longer an employee stays with a company, the less engaged they become.

On the other hand, when one studies the companies in the top 10% and the bottom 10% of profitability, and then compares those companies' retention statistics, one finds a clear statistical correlation between the loss of staff and the low profit margin of an enterprise.

This data underscores the impact that truly effective front-line managers have on organizational success. These great managers are key to the selection and retention of the most talented and engaged employees.

Their ability to select for, clarify expectations around, deploy with an eye for peak performance, and develop staff to emphasize natural talents leads to an engaged staff that produces bottom line results.

## GREAT LEADERSHIP—BEST PLACES TO WORK— BRING GREAT RESULTS

In a best place to work, how people are treated adds significantly to the competitive advantages available to the organization. The Great Place To Work Institute's research covering best employers for Fortune magazine's "100 Best Companies to Work for in America" annual article confirms that these great workplaces benefit from the following:

- Receive more qualified job applications for open positions.
- Experience a lower level of turnover.
- Experience reductions in health care costs.
- Enjoy higher levels of customer satisfaction and customer loyalty.
- Foster greater innovation, creativity and risk taking.
- Benefit from higher productivity and profitability.

## BEST COMPANIES OUTPERFORM THEIR PEERS

Numerous independent studies have shown that companies from the “100 Best” list deliver higher returns than their peers. When you invest in your people, you invest in your organization’s success. A comprehensive review by the Department of Labor of more than 100 studies that examined the link between progressive people practices and improved bottom line results concluded that:

- There is a positive relationship between training, motivating, and empowering employees and improvements in productivity, employee satisfaction and financial performance.
- When developing and implementing a people strategy with progressive people practices, a combination of practices is more effective than a single practice.
- The impact of progressive people practices is greater over the long term (3 plus years), indicating that practices need to be integrated into the work environment to provide benefits.

## WHAT MAKES THE BEST PLACE TO WORK?

**This section is adapted from and based on The Great Place To Work Institute's guidelines for a Great Place to Work.**

THE BEST PLACE TO WORK is one in which you “trust the people you work for, have pride in what you do, and enjoy the people you work with.”

Any company, division, team, or workgroup can be a great place to work.

**Trust between managers and employees is the primary defining characteristic of the very best workplaces.**

A great workplace is measured by the quality of the three, interconnected relationships that exist there:

- The relationship between employees and leadership/management.
- The relationship between employees and their jobs/company.
- The relationship between employees and other employees.

## The L3 Dimensions Of A Best Place To Work

Leaders can create a Best Place to Work Culture by doing the following.

### Creating a Culture of Trust

The essential ingredient for the primary workplace relationship between the employee and the employer is trust. In the L3 model, trust is composed of three dimensions: **Credibility**, **Respect**, and **Fairness**.

**Credibility** means managers regularly communicate with employees about the company's direction and plans—and solicit their ideas. It involves coordinating people and resources efficiently and effectively, so that employees know how their work relates to the company's goals. It's the integrity management brings to the business. To be credible, words must be followed by appropriate actions.

**Respect** involves providing employees with the equipment, resources, and training they need to do their job. It means appreciating good work and extra effort. It includes reaching out to employees and making them partners in the company's activities, fostering a spirit of collaboration.

**Fairness** At an organization that's fair, economic success is shared equitably through compensation and benefit programs. Everybody receives equitable opportunity for recognition. Decisions on hiring and promotions are made impartially, and the workplace seeks to free itself of discrimination, with clear processes for appealing and adjudicating disputes.

### Pride and Camaraderie

The final two dimensions relate to workplace relationships between employees and their jobs/company (Pride), and between the employee and other employees (Camaraderie).

As companies become great, the division between management and labor fades. The workplace becomes a community. Employees take pride in their job, their team, and their company. People take pleasure in their work—and in the people they work with—in a deep and lasting way.

Now let's do a simple assessment of the key ingredients of a The Best Place To Work

In the boxes below, rate your organization in terms of the various elements of A Great Place to Work. Indicate where you are today, where you would like to be and what actions you need to take to move your organization forward.

ATTRIBUTES OF A BEST PLACE TO WORK			
CREATING A CULTURE OF TRUST	WHERE YOU ARE NOW	WHERE YOU WANT TO BE	ACTIONS TO TAKE
Credibility			
Respect			
Fairness			
Pride & Camaraderie			

Now it is time to put your L3 "Leading Others in The Best Place to Work" Vision to an Action Plan.

## MY PERSONAL VISION FOR L3 LEADING OTHERS IN THE BEST PLACES TO WORK

Based on your assessments of you current Leading Others in the Best Place to Work,  
it is now time to write a personal vision statement that defines your third level of L3 Leadership,  
L3 Leading Others in a Best Place To Work

My personal vision for Leading Others in The Best Place to Work is....

My goals for achieving my vision are

As measured by

My first quarter (next 90 days) action plan:



## A FINAL NOTE...

### **L3 Leadership Legacy—The sum total of your L1+L2+L3**

Whatever your position, if you influence change in the lives of those around you, you are engaged in an act of leadership. And if you are a leader in any sense, you are creating a legacy as you live your daily life.

Your leadership legacy is the sum total of the difference you make in people's lives, directly and indirectly, formally and informally.

Will you consciously craft your legacy or simply leave it up to chance?

What can you do to create a positive, empowering legacy that will endure and inspire? 📖



Visit the Glowan Consulting Group at [glowan.com](http://glowan.com).

## ABOUT THE AUTHOR

Marc Michaelson and John Anderson are principals of the Glowan Consulting Group. Marc Michaelson is a consultant, trainer, executive coach, and author with 30 years of international experience in human resource development and organizational effectiveness. He has provided coaching, consulting, and training solutions to sector organizations across a variety of industries. John R. Anderson's background includes general management and profit responsibility at the Chief Executive and Board level. He is the author of *Running the Corporate Rapids*.

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