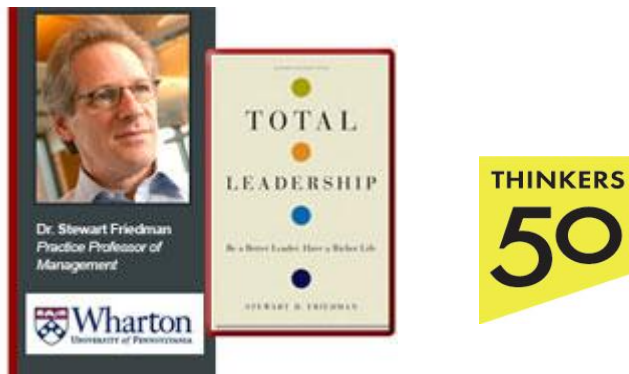


Total Leadership



Mission

The purpose of Total Leadership is to improve performance in all four domains of life: work, home, community, and self by creating mutual value among them.

Leadership in business can't be just about business anymore. It has to be about life as a whole. Our goal is to help leaders everywhere — for leadership must be embodied at all levels, not only by executives — create sustainable change.

This is a better approach to integrating work and the rest of life than the pursuit of “balance,” which presumes the necessity of tradeoffs. With what we call “four-way wins,” all parties benefit. And when you look at it this way, you see that your actions as a leader serve a larger purpose, making the world better. You feel part of something that's bigger than your own life and so find greater meaning in what you do.

Robert Reich, professor,
University of California at Berkeley,
former U.S. Secretary of Labor

“In the future, being a leader will require new ways to integrate work with the rest of one's life, resulting in more effective leadership and a more fulfilling life. Total Leadership points the way.”

Total Leadership was created by Stewart Friedman, founding director of the Wharton School's Leadership Programs and its Work/Life Integration Project, and former head of Ford Motor's Leadership Development Center. It is a proven method for learning how to achieve four-way wins following these principles:

BE REAL, act with authenticity by clarifying what's important

BE WHOLE, act with integrity by respecting the whole person

BE INNOVATIVE, act with creativity by continually experimenting

Total Leadership

Our purpose is to help people enact these principles to become better leaders and have richer lives; to produce stronger business results, find clearer purpose, feel less stressed and more connected to people who matter most, contribute further to important causes, and get greater support for generating change.

We deliver engaging, results-driven leadership development and personal growth through coaching, consulting, and events.

Essential to our success are the real collaboration and meaningful connections that thrive in the coaching communities (online and in person) we organize and cultivate.

Total Leadership is unique because, unlike most approaches to leadership development, which focus on professional skills, it is about performance in all parts of life. And, unlike most work/life and self-help programs, which focus more on family and personal needs than on business results, Total Leadership is about winning in all domains, including work, by creating mutual value among them.

Four-way wins are there for the taking. You have to know how to look for them and then generate the support needed to achieve them. Let us show you.

What you do

You examine what and who matter most to you, then you design and implement experiments to produce "**four-way wins**": results that are meaningful not only for your work, or family, or community, or self (mind, body, and spirit), but for all these seemingly disparate domains.

What you gain

Total Leadership will help you perform better according to the standards of the most important people in your life, feel better in all domains, and have greater harmony among the domains because you will have more resources at your disposal to fit the parts of your life together. You'll achieve more four-way wins because you'll be a more inspired, effective leader.

Timothy Ferriss,
author, *The 4-Hour Workweek*

“In a world of work-life trade-offs, Stew Friedman offers what most think impossible: a field-tested program that gives you not only what you want in business, but also what you want in life. Brilliant!”

”

Total Leadership

What it is



Total Leadership is a proven method for producing sustainable change in all parts of life that can be learned and practiced by individuals, groups, or organizations. It is informed by decades of research and practical application by Stew Friedman, a veteran Wharton School faculty member.

1) Begin



Learning the Total Leadership method and producing four-way wins is possible for anyone willing to practice being real (acting with authenticity), being whole (acting with integrity), and being innovative (acting with creativity). Leadership can — indeed must — be learned. It is learned by taking action toward a direction you choose, gaining support, exercising skills, reflecting on your experience, and then coaching others.

And you can always get better at leadership, much as a master musician is always perfecting the tools of her craft. Right from the beginning, then, and through each successive step, you practice to enhance your skills and your impact. The process starts by defining your goals for your Total Leadership experience.

Total Leadership

2) Act with authenticity



Acting with authenticity gives you the strength that comes from doing what you love, drawing on the resources of your whole life, knowing that you're creating value for your self, your family, your business, your world.

Effective leaders articulate a vision —a compelling image of an achievable future — that inspires them and the people around them. Their everyday actions fit not only with their personal values but also with the values of the groups of which they are a part. Through continual observation and reflection they know their priorities, their strengths and weaknesses. They increase commitment to common goals by genuinely talking and listening to the people they care most about. And they hold themselves and others accountable for pursuing valued goals.

In this first part of the Total Leadership experience, you explore what it means for you to be real, to clarify what's important. You start by writing about how crucial events in your past have shaped your values and about your aspirations for your life in the future. Then you take what I call the four-way view by assessing the relative importance of work, home, community and self; how much you actually focus time and attention to each of these parts of your life; how satisfied you are with them; and how well the goals you pursue in them are aligned with each other. This is the foundation for authenticity and for everything that follows: knowing what really matters to you.

Skills for Being Real

- align actions with what's important by focusing on what matters most
- cultivate awareness of leadership priorities in all domains
- genuinely convey a true leadership story — past, present, and future
- passionately articulate a clear leadership vision
- pursue accountability for meeting valued goals with metrics

Total Leadership

3) Act with integrity



Acting with integrity satisfies the craving for a sense of connection, for coherence in the disparate parts of life, and for the peace of mind that comes from adhering to a consistent code. Effective leaders take responsibility for recognizing and respecting the value of all aspects of life. They align the interests of different people in gaining support for common goals. They maintain the boundaries that enable value to be created at work as well as in other aspects of life. They nurture social networks and partnerships that provide the support needed for achieving meaningful results.

In this second part, then, you explore who really matters to you. First, you identify the most important people in your life and what you expect of them as well as what they expect of you. You think through how these performance expectations affect each other, looking perhaps for the first time at these central relationships in your life as an interdependent system, and asking whether this system has integrity; whether and how the pieces fit together as a whole. Then you think about how you use different forms of communication to connect with these “key stakeholders,” as I call them, and then you’ll prepare for and conduct dialogues with each, to verify your assumptions and to see what things look like through their eyes. This is often the most challenging part of the Total Leadership program, and the most rewarding, as you gain new insight about what really matters to your most important people.

Skills for Being Whole

- build networks of trust by caring about and contributing to others
- communicate to clarify and negotiate expectations
- ethically influence others to generate support in all domains
- transfer assets and skills across domains
- manage boundaries and smooth transitions between domains

Total Leadership

4) Acting with creativity



Acting with creativity allows you to adapt to fit new circumstances, gives you confidence to try new ways of doing things, and keeps you vital. Effective leaders continually re-think the means by which goals are achieved; they keep a results-driven focus while providing maximum flexibility (choice in how, when, and where things get done). They have the courage to experiment with new arrangements and communications tools to better meet the expectations of people who depend on them. They don't rely on face time for getting things done, but use it wisely while taking advantage of the flexibility and control afforded by new media.

With a new, clearer perspective on what and who matters most, you've set the stage for what is the usually most enjoyable part of the process; being innovative, in which you design and implement smart experiments — based on all that you've learned in the process so far — to produce better results in all parts of your life.

There are nine types of Total Leadership experiments. In taking well-considered action to create meaningful, sustainable change, you discover invaluable lessons about how, as a leader, to bring others along with you in the direction you've chosen by serving their interests as well as your own — by making them win while you win.

Skills for Being Innovative

- question assumptions about current methods, esp. those requiring tradeoffs
- encourage flexibility in means while focusing on results
- courageously embrace change
- foster a learning environment through smart trial-and-error
- seek cross-domain synergies in resolving conflict

Finally, you carefully review what you've done to distill the lessons you've learned. You assess the impact of your experiments on your performance and ask what worked, what didn't, and why. You take a fresh look at the expectations of your key stakeholders and at your values and aspirations. And you see for yourself what these insights mean for what you can do to continue your growth as a successful leader intent on having a rich life. And then the process begins anew.

Total Leadership

Who it's for

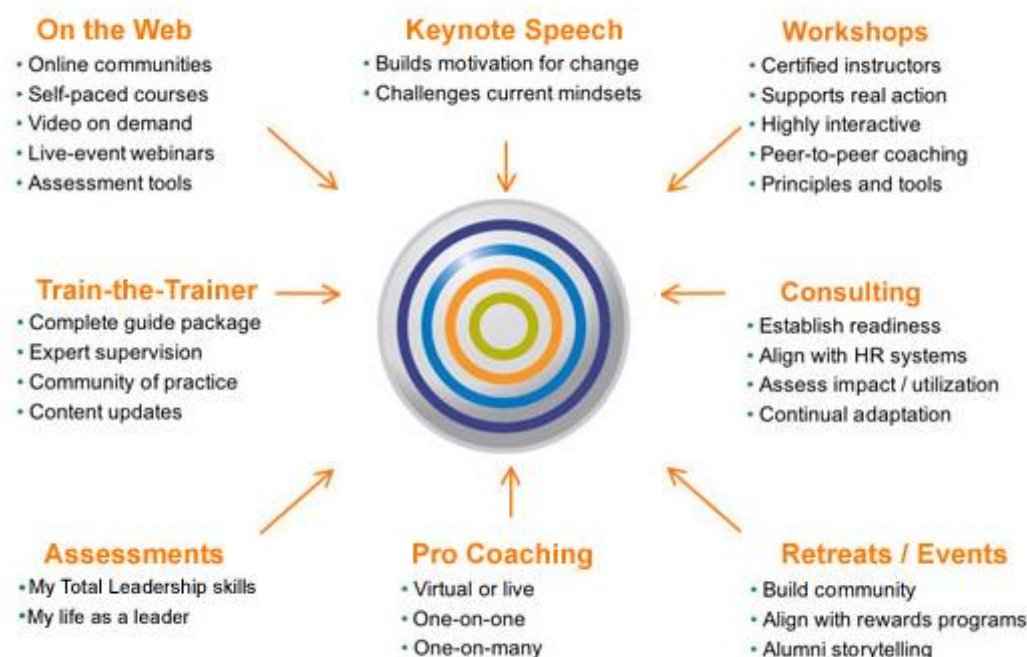
Total Leadership can work for people at any organizational level, in any career stage. If you are succeeding in one aspect of life while under-performing in others, or failing to capture value from one part of life and bring it to bear in others, or living with too much conflict among different roles in life, then TL is for you.

Total Leadership Solutions

Our mission is the foundation for all Total Leadership services: To improve performance in all four domains of life – work, home, community, and self (mind, body and spirit) — by creating mutual value among them. Most leadership programs focus on the development of leaders in their current or future jobs, while most wellness or work/life programs focus mainly on improving wellbeing.

Total Leadership takes a holistic view, in which the purpose is to improve performance in all four domains of life — work, home, community and self — by finding mutual value among them. This counter-intuitive approach drives measurable results for both the individual and the organization.

Blended Delivery for Sustainable Change and Measurable ROI



Total Leadership

Keynote

The keynote can be delivered in a variety of timeframes, from 60 minutes to two hours. Wharton Professor Stew Friedman has delivered this keynote nationally and internationally to non-profits, government agencies, and multi-national corporations with audience members ranging from the C-suite to the front line. See client list.

Stew brings passion and practical ideas for action to his highly engaging keynotes. With his worldwide experience as a successful leader of change in organizations for three decades — he's an accomplished executive, award-winning educator, widely-cited researcher, sought-after consultant, high-impact coach, and dynamic speaker — he knows how to help people in organizations produce sustainable results.

Now more than ever, a leader's success isn't just about being a great businessperson. You have to be a great person, performing well in all domains of your life — work, home, community, and self... and that's a tall order. Based on his best-selling, award-winning book, this is the challenge that Stew will put before your group; how to achieve greater performance by finding mutual value among all life domains.

This dynamic, interactive experience begins with an overview of Total Leadership — how to achieve four-way wins — and focuses on three principles:

Be real — acting with authenticity by clarifying what's important

Be whole — acting with integrity by respecting the whole person

Be innovative — acting with creativity by experimenting what how things get done

Participants assess satisfaction and performance in all four domains and the alignment of their actions with their values. They explore what it means to lead with impact in all domains and leave with a game plan and scorecard for an experiment designed to produce a four-way win, along with a peer coach devoted to supporting their progress.

As a result of this keynote participants will:

- Learn how to reframe the idea of business leadership by applying new skills and insights at work, at home, in the community, and within the self
- Learn how to transform the way you allocate your attention, skills and resources by identifying your core values
- Learn new strategies for engaging others in the process of change

Total Leadership

Workshops

Total Leadership workshops can be delivered in either short or long form, in person or virtually.

- **Short form** – half-day, full-day, two-day
- **Long form** – the four-session series

Wharton Professor Stew Friedman and our Client Services team have delivered workshops nationally and internationally to non-profits, government agencies, and multi-national corporations with audience members ranging from the C-suite to the front line.

Workshops go beyond a keynote speech and are tailored to your organizations needs. Stew and his team bring passion and practical ideas for action to our highly engaging workshops. With Stew's worldwide experience as a successful leader of change in organizations for three decades — he's an accomplished executive, award-winning educator, widely-cited researcher, sought-after consultant, high-impact coach, and dynamic speaker — he knows how to help people in organizations produce sustainable results.

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Workshops

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Total Leadership

Depending on your organization's goals and available time, we will tailor the workshop to best suit your critical needs. We will spend the additional time on some or all of the following essentials:

- Leadership values and vision
- Stakeholder analysis and dialogues
- Designing and implementing experiments for sustainable results

As a result of this workshop (short form) participants will:

- Learn how to reframe the meaning of leadership by applying new skills and insights at work, at home, in the community, and within the self
- Learn how to transform the way they allocate their attention, skills and resources
- Learn new, practical strategies for engaging others in producing sustainable change
- Articulate and get feedback on their leadership visions
- Take a systems view of the performance expectations of key stakeholders in all life domains
- Prepare for undertaking dialogues with key stakeholders to clarify and revise expectations
- Design multiple experiments and refine their game plans and scorecards for them
- Build a coaching network to support their progress in pursuing four-way wins

Long Form — the Four-Session Series

In this program Stew Friedman or a certified Total Leadership Program Leader guides participants through the exercises of the program and in their use of a peer coaching network to support their progress. This proven program can be delivered in person, virtually, or in an in-person and virtual combination. It includes lectures; a variety of engaging, interactive exercises; and peer-to-peer coaching (P2P) — all supported by our proprietary Web-based platform. Monthly sessions are two hours each, except the fourth, which is three hours. There is P2P coaching among participants in trios throughout the program, and ongoing thereafter.

Composition and posting of the program's exercises are done by participants on the private and secure TL Web-based platform, enabling sustainable coaching connections and community-building. Our professional staff tracks every participant's progress and results, while respecting confidentiality and privacy; reports on utilization and impact; and works closely with clients to ensure positive impact for participants via clear performance expectations.

Total Leadership

The program progresses through the stages noted on this graphic:



There are four workshop sessions, to be held in person (or, as an option, the middle two sessions can be done virtually) with preparation before each session, and P2P coaching (conducted by participants in trios on their own schedule) between the four sessions. If desired, these P2P coaching sessions can be facilitated by a TL Program Leader.

Here is what a participant's schedule of events looks like (whole group sessions in green: individual preparation and small-group P2P coaching sessions in blue):



As a result of this workshop (long form) participants will:

- Learn how to reframe the meaning of leadership by applying new skills and insights at work, at home, in the community, and within the self.
- Learn how to transform the way they allocate their attention, skills and resources
- Learn new, practical strategies for engaging others in producing sustainable change
- Articulate and get feedback on their leadership visions
- Take a systems view of the performance expectations of key stakeholders in all life domains
- Prepare for and undertake dialogues with key stakeholders to clarify and revise expectations
- Design and refine multiple experiments and implement them, documenting actual results
- Build a coaching network to support their progress in pursuing four-way wins
- Reflect on the results of their experiments to produce new knowledge about leading change

Total Leadership

Consulting

Wharton Professor Stew Friedman has consulted nationally and internationally to non-profits, government agencies, and multi-national corporations on a wide range of organizational and leadership issues. See client list.

Stew and our Client Services team provide consultation and advice on establishing the readiness of your organization for a Total Leadership initiative, aligning the program's goals and methods with essential HR systems to fully engage all essential actors, assessing the impact and implications of participants' performance and skills improvements, and continually adapting to increasing demands for leadership and innovation.

Professional Coaching

In this program Stew Friedman or a certified Total Leadership Program Leader guides participants in an individual or small-group setting through the exercises of the program and in their use of a peer coaching network (if more than one participant) to support their progress.

This program can be delivered in person, virtually, or in an in-person and virtual combination. It includes a variety of engaging, interactive exercises and can also include peer-to-peer coaching (P2P), all supported by our proprietary Web-based platform. There are typically ten (10) one-on-one meetings with Dr. Friedman or a certified Total Leadership Program Leader, and the content and goals are in essence the same as our long form workshop.

Formats for professional coaching:

- In person one-to-one private executive coaching
- In person one-to-group coaching (from two to six participants)
- Virtual one-to-one private executive coaching
- Virtual one-to-group executive coaching (from two to six participants)

Assessments

Through years of extensive research, we have developed a set of Total Leadership assessment tools that you and your organization can use to inform people your organization – and their stakeholders both inside and outside of your organization – about the core Total Leadership concepts; how they apply to each individual participant; and how individuals, groups and organizations compare. Perhaps most importantly, smart application of these assessment tools enables your organization to show how leadership skills and attributes are enhanced as a result of going through the Total Leadership program.

Total Leadership

The substance of the two primary assessment tools derives directly from our three core principles of being real, being whole, and being innovative. *My Total Leadership Skills* is an 18-item inventory and *My Life as a Leader* has nine items. Another useful and unique quantitative measure is *My Four-Way View*, which asks about how important each domain of life is, how much attention is devoted to each, and well-being in each.

On the Web

All Total Leadership Programs make use of our Web platform, which offers a secure, privacy-protected, online community for social learning that increases the sustainability and impact of real change.

Composition and posting of the program's exercises are done by participants at an exclusive, private and secure group on the TL site. Participants provide coaching feedback to each other throughout the program, and they have complete control over who has access to their content.

Our online community enables ongoing support for and interaction among Total Leadership program alumni, both virtually and in person, who share best practices, provide continual coaching for each other, and help to teach the next generations of program participants. In addition, we offer self-paced courses, live Webinars (that cover essentially the same content as the keynote speeches), and e-learning with video on demand.

In our video-based program, Stew Friedman guides participants through the exercises of the program and in their use of a peer coaching network to support their progress in a series of ten 15-minute episodes. This program includes a variety of engaging, interactive exercises and peer-to-peer (P2P) coaching, all supported by our proprietary Web-based platform. The content and goals are in essence the same as our long form workshop.

Further, using the standard series as the framework, we have the ability to customize e-learning solutions to meet the needs your organization. Such customization could include:

- Logo and branding
- Revising video content to better align with your organization's culture and terminology
- Interviews with your CEO or other senior executives to reinforce your organization's important themes
- Discussions and interactions that are specific to your organization's challenges

Total Leadership

Business and Personal Results

Total Leadership came to fruition when Stew Friedman was recruited to head up a leadership development program at a Fortune 50 company in the late 1990's. Starting with thirty-five high-potential managers from across the globe, they followed all the steps in the Total Leadership program and, in the span of about four months, implemented changes that touched work and the other parts of their lives.

Their experiments produced a combined \$5.8 million in cost savings, \$0.7 million in new revenue, and \$0.5 million in productivity gains.

In addition to the quantifiable dollar results, these business professionals improved their relationships with customers and colleagues, and felt more satisfied with their jobs. They felt more

deeply connected to their families and their communities, especially since they had drawn them into the process of change. They reported feeling healthier and less stressed. They were making better use of leisure time. And they were feeling better about the company, and more excited about tying their futures to its future.

They accomplished these results not by instituting lean manufacturing or quality-control programs like Six Sigma. They did it by reframing the idea of business leadership, by applying new skills and insights at work, at home, in the community, and within the self.

By now many more people have tested the Total Leadership method in classes at the Wharton School and in workshops around the world. They find that, by proceeding through a guided series of exercises and experiences, they can make changes that allow them to focus their time and energy better. Their core values surface, allowing them to transform the way they allocate their attention, skills, and resources. As a result, their daily actions become more closely aligned with their values. They work smarter, with greater focus and commitment. They achieve the results that matter to them most, in all areas of their lives.

Brett A. Hurt,
Founder and CEO, Bazaarvoice

“Stew's class at Wharton transformed my development as a leader and internet entrepreneur. This book and the exercises in it are equally powerful — I'm buying a copy for everyone in my company.”

Total Leadership

Most leadership programs focus on the development of leaders in their current or future jobs. Total Leadership takes a holistic view. The goal is to improve performance in all four domains of life — work, home, community and self by finding mutual value among them. Each day we learn more about how this counter-intuitive approach drives measurable results. Here are some of the things people are saying about the impact of Total Leadership.

Booz Allen Hamilton participants said:

- After the Total Leadership program, I developed new add-on business with existing clients from \$12 million to \$20 million
- As a result of my work in the Total Leadership program, I doubled the number of client contacts/month which led to four new business developments totalling at least a \$1 million value with expected follow-on work
- This course got me to think of things differently and actually make changes in my life. Possibly one of the best courses offered at Booz Allen
- I recommend this course to people who say they just don't have enough time. This course teaches you how to use the same time for multiple things –

Lucca Saggese of Saudi Basic Industries Corporation:

- Increased his efficiency at work by 35%
- Increased his bottom line by 30%
- Was better able to focus on the most important aspects of his work; by committing time to his fitness goals, he learned to delegate small tasks to employees who benefited from the opportunity to expand their skills while allowing him to do more high-value work

Subu Jayaram of Dell:

- Obtained a 51% market share with China Mobile (China's largest telecom provider)
- Secured over \$100M in a new business opportunity
- Launched a new Dell product before the holiday period, leading to the sale of over 10K units in a weekend QVC show
- Was more productive, energized and focused at work as a result of his new fitness program

John Moots of MarketBridge:

- Was able to secure a \$1.6M extension on his project
- Received a promotion
- Retained a key member of his team who was thinking of leaving

Total Leadership

Improved Satisfaction and Performance

We have studied hundreds of participants to compare how they assess their satisfaction before and after they've taken themselves through Total Leadership.

Their levels of satisfaction increase by an average of 20 percent in their work lives, 28 percent in their home lives, and 31 percent in their community lives. Perhaps most significantly, their satisfaction with their own interior lives — physical, emotional, intellectual, and spiritual — increases by 39 percent. Similarly, they report that they believe their own performance at work, at home, in their communities, and within themselves has improved, respectively, by 9, 15, 12, and 25 percent.

Both satisfaction and performance get better. Total Leadership is not an abstract idea; it is a structured method that produces measurable change. You become more focused on the things that matter and so you feel more grounded, more like the person you want to be. You generate more support and feel more connected to the important people in your life. You become more resilient in response to the vagaries of our turbulent world. And you become more open to discovery and so feel more hopeful, indeed enthusiastic, about the future and your power to shape it.

Jane Lin-Baden,
CEO, Audacee Digital Inc., China

“Stew’s class and book helped me tremendously to rediscover and reaffirm my core work values. For a journey to authenticity, this is the must-read road map for leaders and leaders to be.”

Client List

These are some of the organizations where different applications of the Total Leadership approach have been used to improve performance in all domains of life. Due to confidentiality we are unable to disclose our full client list.

Education

- Instituto de Empresa (Spain)
- Pearson Learning
- Pontificia Universidad Católica de Chile
- Rasmussen
- Robert Wood Johnson Clinical Scholars
- Universidad de Monterrey (Mexico)
- Universidad del Turabo (Puerto Rico)

Financial Services

- Citigroup
- FINRA
- Lehman Brothers
- Merrill Lynch
- Pension Benefit Guarantee Corporation

Total Leadership

Government Agencies

- Johnson Space Center
- National Forum on Workplace Flexibility
- Office of the Director of National Intelligence
- State Government Affairs Council

Manufacturing

- Air Products
- Coca Cola Enterprises
- Daimler Chrysler Financial Services (Berlin)
- Dubai WorldFord Motor Company
- Silberline

Non-Profits

- Beacon Work/Life Connections
- Comunidad Mujer (Chile)
- Jewish Federation of Greater Philadelphia
- Leadership Austin
- National Non-Profit Leadership Group
- Teach for AmericaToigo Foundation
- Urban League of Philadelphia

Pharmaceuticals and Healthcare

- Alnylum
- Animas (a Division of J & J)
- AstraZeneca
- Children's Hospital of Philadelphia
- CRC
- Eisai
- Enterprise for Health (London)
- GSK
- Hospital of the University of Pennsylvania
- Johnson & Johnson
- Mayo Clinic
- Merck

Retail Sales

- Baker Retailing Initiative
- Sears
- Target

Services

- Accenture
- Booz Allen

Total Leadership

- Hamilton
- Bright Horizons Family Solutions
- CEO Think Tank Challenger Grey
- The Chartis Group
- Kelleher
- Russell Reynolds
- Workplace Options

Sports and Entertainment

- Disney
- ESPN
- National Basketball Association
- National Football League

Technology and Telecommunications

- Ariba
- Bazaarvoice
- eBay
- Embarq
- Google
- IBM
- Juniper Networks
- Microsoft
- Phase Forward
- Primary Integration

Trade Groups and Associations

- 85 Broads
- Independent Sector
- Junior League
- The Marker (Tel Aviv)
- National Business Group on Health
- National Convenience Stores Distributors Association
- Penn Club of NY
- Securities Industry Institute
- Selling Power
- Society for Human Resource Management
- Wharton Alumni Clubs: LA, NYC, Philadelphia, San Diego, Atlanta, San Francisco, London, Toronto
- Wharton Leadership Conference
- Yale CEO Institute
- Young Presidents Organization