

Provoking Thought and Amplifying Action

Articles and
Expert Tips
for 2012!



Michelle Randall



Note from Michelle:

Are YOU ready to make 2012 remarkable?

Over the last three years we've learned one thing for certain - that nothing is certain. The economy is recovering, then it's not. Hiring is increasing, then it isn't. There's one thing we can rely on and that's ourselves. We can chart a course, build our teams and give our all.

This booklet is a collection of some of the favorite articles I wrote and expert interviews I gave in 2011. These range from strategy to leadership and cross the globe from the US to China.

My goal in everything I do is to ignite the best in your most precious resource. You.

A handwritten signature in blue ink that reads "Michelle".

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American Comebacks

by Sally Deenan, Success Magazine



Tips For a Comeback

- *Don't go it alone.*

When things are toughest, many business leaders isolate themselves. That's precisely the wrong response, since it's nearly impossible to be creative in a vacuum, says executive coach Michelle Randall. Talk with coaches, mentors and members of your team. "When things do turn around, the leaders who do this have created a more trusted team than ever before," says Randall, the principal of Enriching Leadership International, a global management consultancy.

- *Turn vendors into allies.*

Ask for more generous terms and programs while always positioning them as being in the vendors' best interest—because they are.

- *Get focused.*

“People I’ve seen stage successful comebacks were completely focused on the desired outcome. As a result,” Randall says, “they sought any course of action that would get them there.”

- *Be flexible.*

“My clients who have pulled off the most successful comebacks have been relentless in their belief that they could do it. As a result they were flexible in finding opportunities and marshaled the people around them to create extraordinary results.”

- *Don't wallow in self-pity.*

“People I’ve seen be less successful got mired down in why-me thinking. That victim mentality wasted time and energy and made them overly apologetic with vendors, customers and employees instead of acting like peers. ”Remember, Randall says: “Every real business has been through plenty of crises. It’s what they do when that happens that defines them.”

The Story Behind the Comebacks: What We Learned from Our Business Recovery Stories

by Lisa Ocker, Editor Success Magazine

Everyone likes a good comeback story. We root for the underdog and we cheer when David slays Goliath.

Today, as the economy teeters with uncertainty, comebacks are harder to come by. No problem finding failures. And there are plenty of survival stories, too. But Survival is not the title of this magazine.



So, I knew our task wouldn't be easy when we set out to write stories about businesses that faced certain failure yet managed to rebound to profitability through resourcefulness and hard work.

To head up the effort, I tapped a longtime freelancer and friend, Sally Deneen, whom I've known since our newspaper days in South Florida going back to the 1980s. I asked her to recruit and coordinate the efforts of a team of reporters around the country to bring us comeback stories from their own communities. Sally would also fill in the gaps by gathering tips from experts and other business owners.

For Sally, the tips from executive coach Michelle Randall were most interesting. Among them: Don't go it alone, don't wallow in self-pity and remember that every business is a comeback story to some extent. Quoting Randall, she says, "Every real business has been through plenty of crises. It's what they do when that happens that defines them."

Are You Surrounding Yourself With Fools? (You Should Be.)

by Michelle Randall, Expert Blogger for Fast Company

Not having
broadcast TV,
my husband
and I just
discovered
The Tudors.



Beyond the fun of religion, sex, and beheadings; at its heart, the series is a fascinating depiction of how a young Henry VIII transforms into an infamous tyrant, to whom no one who dares speak the truth or else find themselves on the chopping block--quite literally. There is only one exception, Henry's Fool, Will Sommers, who speaks the truth that no one else dares, with equal parts searing wit and jaw-dropping directness. He could do this because absolute monarchs granted relative immunity only to their court jesters.

Thinking about my own role as an executive coach, I realized that I am indeed a Fool. My clients are really great leaders and very powerful people in their organizations. Despite corporate governance prohibiting capital punishment, my clients are among the many executives who are not provided with meaningful feedback that they trust by their peers, direct reports or even their bosses.

As a result, executive development becomes increasingly challenging with each promotion. After administering hundreds of interviews for 360 reviews, I know far too well that I can only elicit candid feedback by guaranteeing to protect the identity of the respondents.



Would most executives exact revenge for a cutting performance review by a peer or direct report? Maybe. Is the fear of upsetting someone up the hierarchy generally justified? Probably. That's why it's important to create the space for Fools. We're all riddled with blind spots. If the emperor doesn't make certain that there's someone around who will tell him he's not wearing clothes, then it's his own fault for running around naked.

Last month I had the pleasure of spending a couple of days in a group with Marshall Goldsmith, Fast Company columnist and executive coach extraordinaire. To me, he is the living embodiment of the modern Fool. Now I may be overstepping my bounds by dubbing a man who has a business school named after him a Fool. However, watching him over the course of a few hours, he repeatedly delivered admonitions with such easy humor and ringing clarity that his message got through even the thickest armor. It was mastery of the tools wielded to speak truth to power for centuries and a perfect illustration of why the Joint Chiefs of Staff listen to him.

The global marketplace is incredibly competitive. The top of the corporate pyramid gets pretty narrow. Generations of authoritative monarchs were

enlightened enough to understand the value of Fools, how about you? Take a good look at the people you surround yourself with. Who do you trust to give you the kind of feedback that can shake you to your core and set you on the right track? Who has actually done this for you in the last three months? If you cannot name at least two people, or don't see the point, then I'm afraid you may be playing yourself as the fool.

Comments:

Great article, Michelle!

Dan Weedin

Excellent point! Suggestion: You may want to advise readers to go buy a thick skin once They solicit the Fool's opinions...

Theresa Behenna

IBM is a Freak Show and Other Things Big Blue is Doing Right

by Michelle Randall, Expert Blogger for Fast Company

Ever wonder what it takes to truly become the best of the best? For 100 years? Earlier this month I spent a few days in Hawaii with the best 0.1% of IBM employees. It was an inaugural event called The Best of IBM, and the people there



were being honored not only for their accomplishments, but also the spirit in which they achieved them. This spirit was described as ‘wild ducks’ and while worthy of another article, the concept is that wild ducks refuse to be tamed. They don’t accept being spoon-fed objectives and directives without adding their own critical and unique contribution. In other words, Big Blue was celebrating their rebels within and asking them not to change.

IBM is a global leader that has soared to great heights and grappled with doomed prospects. As the company celebrated the rare feat of 100 years in business, it may be the strongest it has ever been. The following are three things that every company can learn from IBM to contribute to their own success.

Create a Freak Show

In this case freaks are those rare individuals whose unique insights and approaches create an extraordinary impact and singular working environ-

ment. Great leaders are freaks who catalyze extraordinary results. Breakthrough scientists are freaks who change our understanding of possibility.

Exceptional salespeople are freaks that every company would be thrilled to have. By bringing together the



Michelle Randall, with Ginny Rommetti, IBM CEO

top 0.1% of their massive workforce from around the globe, IBM celebrated the freaks who contribute most to the company's competitive prowess.

These people were humble about their individual accomplishments and genuinely interested in each other. As a result, the seeds of community comprised of influential freaks were sowed. Since attendees were pulled from every corner of the planet, the influence of this freak show will potentially extend far beyond the people who attended.

Cultivate Frustration

At the event, IBM encouraged its freaks to continue their constructively rebellious ways. The top 0.1% were instructed not to be tamed, but instead to innovate from within no matter how frustrating that may be.

Frustration is passion combined with impatience. For a company to grow and evolve at a healthy pace, both elements are paramount. As a result, frustration has an important place in achieving results, and the frustrated freaks will lead the way.

In speaking with IBM's exemplary team members, their frustration was pal-

pable. Every one was passionate, engaged, and impatient, genuinely wanting the best for their clients, the organization and themselves. They envision a brighter future and want it now, whether a technical lead aspiring to simplify processes, a manager aiming to create a more effective rate of change, or an exceptional salesman's yearning to explore scientific breakthroughs.

Commit and recommit and recommit

As part of the 100-year celebration, IBM released a video called 100x100. It counts down 100 extraordinary innovations from adding machine through to the Jeopardy champion, Watson and is impressive to watch. One hundred years of technical and scientific breakthroughs are a breathtaking aspiration for academic institutions. IBM is a business, which makes it far more subject to the turbulence of financial markets, shareholder demands and competitive pressures than any ivory tower.

Scientific leadership requires unwavering vision and quarterly financial recommitment to push the forefront of research. I know this because the freak I'm married to is a scientist who tests the limits of physics as an IBMer. Certainly his work may result in phenomenal products; however, his discoveries are so fundamental that they would take decades to productize if that's even possible.

When I've watched my husband give talks about his recent breakthroughs, I ask the same question, "What's the point?" Other physicists quietly gasp as the sacrilege of questioning the importance of beautiful discoveries, but I'm a business woman and I'm engaged with practicality.

IBM is a practical company committed to being the best of the best. The Nobel Prize is awarded for scientific discoveries that change the future of humanity, not for product improvement, nifty design or quarterly results. IBM can claim seven Nobel Laureates, which very few other institutions in the world can. One hundred years of being a business leader for four hundred quarters is another rarely paralleled feat. What can fast growing compa-

nieslearn from the best of the best? Recruit and hire freaks. Once you have them, foster constant creative rebellion in the best interests of the organization. Tap into the tremendous energy borne from frustration. But make sure that frustration is healthy and not toxic by actually improving.

Finally, if you're going to be the best, commit to it--not once a year during strategy formulation or an annual event, but everyday in your culture, hiring and financial decisions. It's easy to cut corners that are well justified by market pressures or financial expedience. That's not what the best of the best are doing. What will you be?

Michelle's note: Since I wrote this article in June, Warren Buffet has invested \$11bn in IBM for a 5% stake. In October, Ginny Rommetty has been tapped as the newest CEO. Her appointment continues decades of freak show behavior: hiring its first professional women,

25 college seniors working in Systems service, in 1935.

In 1943, it named its first woman vice president. It instituted a three-month family leave policy in 1956, 37 years before the federal government made it law.

Comments:

"Create a Freak Show" I love it! So much of the rest of the world, school, peer groups, etc, try to scare the freakiness out of us, when it's really a source of genius. Long live the freaks, let your freak flags fly!

David Kaiser, PhD

Results-Driven Strategy

Press Release, American Chamber of Commerce in Beijing, China

Michelle Randall, president of the global management consultancy firm Enriching Leadership International, recently addressed the American Chamber of Commerce in Beijing, China on How to Integrate Strategy and People for High-Stakes Growth. Speaking to a group that included senior officers at leading companies and organizations headquartered in Beijing, her topic was How to Integrate Strategy and People for High-Stakes Growth.



Michelle Randall discusses small business strategies with AmCham-China members and guests.

Ms. Randall discussed the importance of developing a results-driven strategy centered on clearly defined goals instead of believing what she sees as the mistaken yet pervasive notion that strategy drives results. She emphasized the importance of incorporating execution and accountability into every aspect of strategy development to make implementation more effective.

Ms. Randall also spoke about how companies can profit from seeking outside help for strategy development. "Having an outsider lead the process avoids the dangers of the CEO stifling the diversity of approaches, whether it's done intentionally or not," she said. Other benefits discussed included an



outsider's ability to broach taboo topics normally ignored by an organization and the best practices and intellectual property they can bring to the table.

She warned that companies should not shy away from strategy development for cost reasons, stating that the biggest investment any company will make is with time. "With a results-driven strategy process, business leaders can expect a ten times return on their investment," she said. Ms. Randall stressed the importance of building a well-balanced team and promoting employees with both skills and spirit to management positions, noting that, "The potential of any company expands directly with the development of its people." One staffer who attended said, "The presentation was lively and interactive, with attendees asking questions and engaging in a dialogue with Ms. Randall about their own experiences and challenges they have come up against in their work environment."

3 Things Groupon (Or Anyone) Needs To Do If They Want To Succeed In China

by Michelle Randall, Expert Blogger for Fast Company



This ad is for Groupon.cn which is not owned by Groupon. Welcome to China. Some people believe that competition has kept Groupon from succeeding there. Obviously, it's just a small part of the picture.

When I saw a poster for Groupon in a Shanghai subway this summer, my first reaction was, "What a perfect match!" I love buying Groupons on my iPhone and I thought that the cost-conscious, cellphone-toting Chinese public would too. And they do.

But Groupon has proven that it's not ready for them. The company recently announced that it will be "fine tuning" its strategy in China. By that, they mean shuttering many of their 80 Chinese offices, slashing 400 jobs, and dealing with a pending lawsuit from former employees.

They may be tuning, but it isn't fine. Groupon made a number of blunders in

China. Here are three things they will need to do differently to have a shot at success in the future.

1. Have a real strategy

According to a Groupon spokesman, “Groupon’s approach to international expansion is to aggressively create a large presence upfront and refine our strategy as we gain deeper insight into the market.” While I generally applaud smart, bold moves into new markets, this isn’t one of them.

Groupon is spending millions of dollars and putting its reputation on the line on the back of a sloppy strategy. For a company that spent \$1.60 for every dollar it made in revenue in 2010 and whose aspirations to go public have placed it under a microscope, a throw-everything-at-the-wall-to-see-what-sticks strategy is unaffordable and potentially disastrous.

Working to understand the market you’re entering and developing the cultural agility of your organization may not be as sexy as making a big splash up front. But if you want to expand internationally with any kind of sustainability, they’re as necessary as learning how to swim before jumping into the middle of a lake.

2. Treat people like they’re smart (because they are)

While Groupon was pouring money into its China expansion, the company ran a Super Bowl ad in the U.S. that promoted a restaurant deal with the line “The people of Tibet are in trouble. Their very culture is in jeopardy.” Yes, Super Bowl ads need to be edgy to get noticed and Groupon’s ad received plenty of attention. But it must have come as quite a shock to their marketing department when the ad spread like wildfire through the Chinese blogosphere.

Perhaps Groupon thought that Chinese consumers wouldn’t make the connection between the commercial and the company because Groupon operates in China under the name Gaopeng. But their potential customers did make the connection. Because they’re smart.

Being a successful international organization means being able to function in a borderless business environment where information flows in real time. The adage that all press is good press does not apply to a foreign entity attempting to enter a very competitive and crowded market. Instead of deeply offending their customers, Groupon should have been more culturally agile by demonstrating a heartfelt respect for potential buyers and a genuine desire to understand them in order to add value not just take their money.

3. Localize and listen

One of the few things that Groupon did right in China was to have local partners. The company purchased a 40% stake in a joint venture with the Chinese Internet giant Tencent Holdings and the private equity firm Yunfeng Capital. The goal of a localized joint venture is to work with partners that already have a deep understanding of the target market and can add valuable input to help make the venture successful. Of course, this doesn't work if you don't actually listen to your partners.

In a Wall Street Journal article, an unnamed manager at Gaopeng was quoted saying, "Groupon came into China and tried to expand too aggressively. That strategy just doesn't work in China." When managers are giving quotes like that to journalists, it's because they haven't been heard. Or heeded.

While I was in China, I interviewed the general manager of a large foreign retailer there. She told me that when the needs of her foreign employer and the demands of the Chinese market were at odds, the local demands always came first. Groupon's story is one of cultural failure. It isn't that different from other companies that have attempted to jump the Great Wall only to fall flat on their faces. Best Buy, Barbie, and Marks & Spencer have all done the same, with Gap soon to join their ranks.

A culturally agile organization listens and responds to local market dynamics, customers, employees and partners. This is how companies like BMW, McDonalds, and IBM are doing so well in China. Groupon may yet learn this lesson. They certainly won't be successful until they do.

Should You Hire For Skill Or Spirit?

by Michelle Randall, Expert Blogger for Fast Company



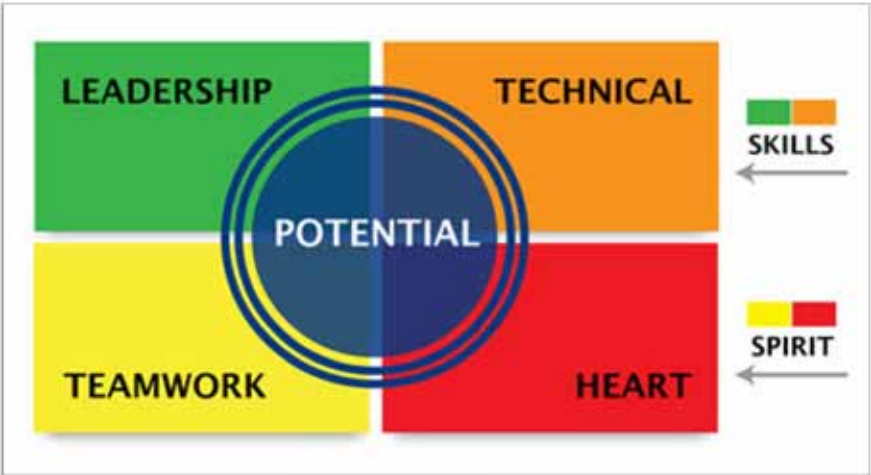
Companies spend a huge amount of time and resources crafting business strategies. Even so, most of these strategies end in failure.

I saw one company spend half a million dollars and hundreds of employee hours implementing a new strategy, only to admit that it wasn't working. They had to spend even more money and lay off employees trying to put things back to the way they were before. The next time the company tried to introduce a new strategy, it was met with considerable employee resistance.

If employees don't buy into a strategy, it's doomed to failure from the start. After all, strategy doesn't execute itself. People execute it. This is why it's vital to integrate strategy and people. Because people represent the potential of the business, high-growth companies need high-growth employees. Employee development is the key ingredient in breaking through to the next level of growth. Employees have to develop new skills that allow them to perform

at higher levels so that they can quickly deliver on the potential of the strategy and the company itself. While it's certainly possible to hire for new capabilities, there are tremendous benefits of promoting from within. Just a few benefits include: retaining technical knowledge; honoring the informal, social fabric of the organization; and fostering the culture of the company. Employee development needs to be included in both strategy creation and execution.

There are two main ways to assess people and their development: skills and spirit. Skills are things that can be trained. A leader can be coached on how to become more influential and engage their team to achieve great results. An employee can be trained technical skills such as engineering, accounting, and marketing that they need to do their jobs really, really well.



Spirit refers to the “soft” skills that can’t be trained effectively. You have to hire for them. These are hard to find but are necessary for a company to function smoothly. One of these skills is teamwork--the ability to put the needs of the group ahead of personal desires.

Another is heart, as in “put your heart into it.” This describes true commitment and passionate engagement. Employees with heart take ownership of their jobs and go the extra mile. One of my clients, a growing manufacturing

company, got a huge order that had to be delivered on a rush basis. Everyone at the company had to pull out all the stops to get the job done on time. Two women working on the manufacturing floor had the idea to make posters to keep track of progress. These were updated several times a day so that everyone could see how close they were to completion. The posters helped keep everyone motivated, and with a lot of extra effort the order was filed with zero errors. The two women demonstrated both teamwork and heart. They were promoted to management positions shortly afterwards.

Too often, companies hire for skills without enough consideration for spirit. When that happens, you end up with a bunch of wonks who can't work together. There needs to be a balance between skills and spirit across the entire company. This same balance needs to exist within individual senior managers.

Michelle's note: This article sparked a firestorm of discussion. I found the comments well considered and thought provoking so I've included them here.

Comments:

Spirit. When I've hired for skill over spirit (in my definition, also known as "fit"), I've been right 50% of the time. When I've hired for spirit over skill, I've been right 90% of the time.

- Todd Wilson

Hire for talent and attitude and train for skills. You can't put in what God left out. It's hard to teach attitude but it is easy to train skills. If someone has the right attitude and talent it makes teaching skills easy. Rarely will someone acquire and then use the rights skills without the right attitude so they usually go hand in hand.

- Mark

Great article. I've been arguing this point for years. Seems some people forget this is how the more advanced units in the military operate. SEAL's, Ranger's, Special Forces, the pilots in SOAR - they recruit for heart and a desire to win at all odds. Then they train these soldiers to the tip of the spear, provide them with the most advanced tools available and that's how you get the Special Forces community we have today.

Can you imagine what it would be like today if every soldier coming in to the military had to show experience in firearms, demolitions, map reading or logistics before they were accepted into the service?

- M. Kinney

Leaders are treasure hunters. They identify character traits and qualities in others that are often overlooked and their investment of time spent nurturing these qualities will inevitably produce a loyal and dedicated resource of great value. Technical skills can be taught to a willing and capable learner that feels valued.

There are two investments an organisation can make that will return tremendous dividends.

Firstly: Invest in strong leadership that balances on-paper qualifications with a persons expressed passion, desire and drive to see others exceed their goals.

Secondly: Invest in training programs that enhance the skills of their employees. Survey their wants and develop a program that is uniquely tailored to their needs.

- Kevin Pavert

No company hires for heart or spirit. They hire for skills. They only care about what the employees can do to make management money.

At the end of the day, human nature is made of selfishness and greed! Money rules any company nowadays... and they don't care how much heart or people skills you really have. It is barely an afterthought.

And there is a big difference in what companies and management "say" and what they "do". And in most cases they want you to "do" what they "say" not as they "do". I have never worked for a company that was otherwise. I think that's why I am so jaded!!

So 'spirit' and 'heart' and all that stuff is great to talk about but to practice it in today's world where the only measure of success is money... is impossible.

This is a great article. As our economic landscape is dominated by service industry related jobs and businesses, "softskills" and their importance are becoming more evident. In the past, they were underemphasized.

- Karen

I do not agree, however, that soft skills and technical skills exist as absolutes or are they mutually exculsive. They are generally found as character traits along a contiuum-like a scale from 1 to 10, for example. Therefore, both "soft skills (heart and spirit)" and technical skills exist as absolutes or are they mutually exculsive. They are generally found as character traits along a contiuum-like a scale from 1 to 10, for example. Therefore, both "soft skills (heart and spirit)" and technical skills can be coached and taught. The difficulty lies in having the humility, heart and talent within the organization to teach those skills.

It all comes down to company culture and that starts at the top with Senior VPs, CEOs and Owners. We can give lip service to emphasizing "heart" and "spirit" but if it is not in grained in the business culture and vision, it will not fly. The culture does not grow or expand much beyond just talking about having heart and spirit if this is the case.

Karen's jaded comments about greed and selfishness are true to a certain extent. I have experienced greed and selfishness in corporate America.

I work now for an excellent organization that emphasizes the importance of soft skill and technical skill training and as sets. I also work with small business owners and I am inspired daily by their ingenuity, skill, spirit and heart. Many of them are pursuing a dream or idea with tremendous risk on their part. Their efforts often do not yield results for many years. I do not see much greed there.

The American dream is still alive. The more the business owners I work with possess both soft skills (heart and spirit) and job specific technical skills approaching the "10" level, the more successful they are.

- Brian Colton, Business Account Executive

I find this article somewhat disturbing. While working for the federal government, I have encountered issues where people have been hired for spirit with the understanding that skills can be taught, however one must also understand a balance is needed for any company to succeed. We are currently dealing with most of our staff being hired for their spirit, but they lack skills to the extent that most the employees barely know how to turn on the computer. We are dealing with individual who lack the necessary technical skills to complete those tasks. Take design for example, sure any one can learn those skills, but to have the knack to understand and apply that knowledge it takes talent. Talent cannot be taught, regardless of how much people practice those skills. At this point, we are noticing that we are being held back by those who are hired for spirit. Those individuals who are guided by spirit have a hard time to accept change, thus allow the company to evolve as technology grows.

I understand the need to obtain more spirit motivated individuals, but

I caution those interested in having more of one type as oppose to the other. The best company would be an equal balance between the groups to be successful.

- George S

So if you've recently hired someone and realize that they are lacking in spirit and are generally a mis-match for the position - how do you ethically let them go? "Lacking in Spirit" is hard to quantify and document...

- Jill Thiare

My point is this, an organization must have a balance between skills and spirit. Individual senior leaders, or anyone who aspires to those roles, must be balanced within themselves. The rest of the team doesn't. People development must be a part of the business strategy. Assess the organization's tendency toward skills or spirit so you can hire, train and develop the organization toward balance.

The benefit is your ability to expand the bullseye of potential and achieve high-stakes growth!

- Michelle Randall

Worst New Year's Resolutions For Your Wallet

By Jenna Goudreau, Forbes Magazine

Like unclear resolutions, plans that are too strict will also be too

Forbes

hard to accomplish. Executive coach Michelle Randall warns against making inflexible resolutions. "Willpower only goes so far," she says. "Because only one course of action is 'right,' one failure derails the whole process and smashes resolve." For those feeling the spending hangover of the holidays, an obvious resolution might be to stop shopping cold turkey. However, making such a rigid pronouncement is less helpful than coming up with guidelines for how to reasonably shop. For example, resolve to write out and stick to a list every time you go to the store in order to stay on budget. If you're prone to impulse purchases while windowshopping, commit to visiting a mall only once a month and with set amount of cash.

Giving yourself unrealistic deadlines will similarly sabotage your success in 2011. Instead of resolving to secure a new job by February, psychologist Robin Goodman suggests first considering the reality of your industry and the economy to better decipher your options. You may have more luck asking for a raise than trying to change companies. At the same time, resolving to take specific actions—like updating your resume and making two new contacts a week—will give you more control, making it less likely that you'll give up too soon.

Work With Us To Make 2012 Exceptional

We accelerate results for high-growth companies through consulting and coaching leaders and their teams. 2012 is going to be a huge year for Enriching Leadership International, here's a preview of some of our value-laden offerings:

Consulting and Executive Coaching

Did you know we've moved heavily into consulting? While we may be best known for executive coaching, our clients have requested more engagement from us in their strategy development, execution and team development.

*Curious about the phenomenal results we can help your team achieve?
Contact us.*

Speaking

Does your trade association or company event need a phenomenal speaker? Michelle has a limited number of speaking engagements still available in her schedule for 2012. She is speaking on any of the topics in this collection of articles along with leadership, strategy and culture. She customizes her talks to the specific audience.

Discuss your event with Michelle before her final engagements are completely booked out. Michelle will continue to write as a leadership expert for Fast Company.



Global China Capital Access

Providing strategy-based access to high-quality American companies and world class talent. Global China Capital is the world's largest group of independent business and thought leaders focused on creating very successful equity investments by: Helping Chinese private equity funds secure high quality deal flow and equity investments with outstanding US companies, and helping US companies secure high quality Chinese capital.

If you're considering your own China strategy, discuss it with our experts.

Read our blog at globalchinacapital.com

New Resources

Results-Driven Strategy

available as eBook and booklet



Develop a winning gameplan that achieves results and grows potential.

Getting the Most from an American Workforce

available as eBook and booklet



Retaining the best American talent, is a continual challenge. As a result, foreign managers in acquired companies need to manage in ways they may never have imagined necessary—or possible.

Mastering Cultural Agility

available as eBook and booklet



Tackle the skills to get results with teams around the world and here at home.

Creating Results with Cultural Profit

available as Audiobook, eBook and podcast series



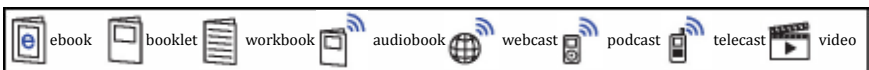
Did you know your organization is leaving money on the table? This audiobook and podcast series gives you the ins and out of cultural profit. Exploring how to become a culturally agile leader and develop the agility of your organization gives you the tools to turn achievable treasured skills into bottom-line results.

Cultural Profit Home Study Program

available as Webinars, videos, eBooks, workbook, podcasts and teleseminars.



For companies wanting to reap the rewards of cultural profit with a maximum of employee flexibility, the home study program provides an excellent avenue to gain the needed skills. Designed for managers leading a 'virtual' team spread around the globe to a retail manager with a multilingual, poly cultural team here at home, this program is a rich resource for anyone leading a cross cultural team who is focused on getting results.



If you find this booklet useful, pass it on. Your colleagues will appreciate it!

Visit our website www.enrichingleadership.com to access a huge and growing library of free resources.

Follow Michelle's Fast Company Expert Blog at www.fastmichelle.com

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