

## **CHANGE AGENTS – SEPTEMBER 2007 NEWSLETTER**

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### **A Note From Gayla Hodges. . .**

Welcome to the first issue of *More Than Small Change*, the Change Agents, Inc. newsletter. So many exciting things are happening in the world of business and in our world as a company, we want to share informational with you on a regular basis. As with every other Change Agents Endeavor, we want this newsletter to be interactive, fun and of great value to you. Please share your feedback liberally and often. Welcome to the world of change!!

#### **Change Agents Reports**

#### **Our Natural Effectiveness™ Philosophy**

How many times have you attended a leadership workshop where you were asked to identify a leader you admire and then list the things they did that made them a great leader? This is a great way to get people thinking about leadership and the leadership behaviors they have observed in others. In fact, I’ve used this exercise myself in many past leadership sessions.

If you go to a bookstore, browse online or visit your local library you will find literally thousands of books on the topic of Leadership: How to be a Great Leader, What Great Leaders Do, What it takes to be a Great Leader, and more.

Lominger Ltd, Inc. has identified sixty-six competencies leaders need in order to be successful. They have done an excellent job of defining the behaviors associated with these competencies, and they even provide a roadmap for developing them. While this material is very helpful and can provide excellent development results, there is still a missing piece.

The more I look at the great leaders of our times and of the past, the more I'm convinced that there are only two true leadership qualities shared by all great leaders.

The first quality needed by all leaders is a **vision**. If you don't know where you want to go, it's pretty difficult to lead anyone there. My friend and colleague, Bob Llewellyn, "The Biz Bucks Guy" often says, "If you don't have a vision, you're a boring boss to work for." I agree wholeheartedly! In fact, I'll take the idea one step further to say, "If you don't have a vision, you're not really a leader."

While having a vision is essential to leadership, there is one other critical quality of leaders. To become a great leader you must **focus more on being than doing**.

- Who are you?
- What are your strengths?
- Are you leveraging those strengths or trying to fit the mold of leadership you've observed or been taught?

If fitting a leadership mold is your strategy, you will likely meet with some success. But it is important to ask, "What if you could be at your natural best and have that work for you?" This would mean that if you're not a great orator you can, instead, leverage your natural trait of extroversion to relate to people one-on-one to bring out the best in them. It would mean that if you are not a "people person" you might be an effective leader through your natural inclination toward organization and structure.

Effectiveness revolves around your personal traits. If we can measure how you work most efficiently and effectively (and we can), and then focus leadership around those characteristics and strengths, amazing things can happen.

This is our Natural Effectiveness™ philosophy. It is about defining the way *you* work most powerfully and positioning you to leverage your natural strengths to meet your goals.

What a relief! You don't have to figure out how to be someone else. All you have to do is be your most efficient and effective self, and it will give you tremendous power to lead, achieve and develop!

To learn more about how our Natural Effectiveness™ Philosophy and Natural Effectiveness™ Coaching can help you or your team discover your untapped potential, visit our website at <http://www.changeagentsinc.com> or call us at 623-362-3876 today. Ask about our free thirty minute assessment session.

### **Change Agents News**

**In the Press:** "Why Effective Teaming is the Smartest Way to Build Organizational Capability"

Various media have been reporting recently our insights into “Why Effective Teaming is the Smartest Way to Build Organizational Effectiveness.” To read the full press release, click here [need the precise link here \(I will pick it up and insert it into the actual newsletter\)](#).

**Our New Website:** A new and improved Change Agents, Inc. website is under construction at [www.changeagentsinc.com](http://www.changeagentsinc.com). Watch for more information on our programs, services and products.



### **Product Offerings**

Equine Assisted Learning

Join us at Renewal Ranch to discover *people development the equine way!*

In our continuing effort to bring innovative and accelerated change processes to our clients, we are please to offer Equine Assisted Learning (EAL) as an alternative to traditional corporate and personal development approaches.

Equine Assisted Learning (EAL) uses horses as active participants to help facilitate the learning experience. Horses are social animals. By examining equine behavior, and how the horses may or may not react to us, we can better understand what may be more effective in our human relationships.

The equine-assisted model helps individuals learn about themselves and others by participating in activities with horses and then processing thoughts, feelings, behaviors and patterns. Because horses have personalities, much like people do, they provide instant and honest feedback. Twelve hundred pounds of feedback is hard to ignore!

The way a horse reacts to an individual’s interaction provides a visual metaphor for how co-workers or peers may react internally to that person’s actions in a work or personal environment. This gives insight as to why individuals are (or are not) getting the results they desire from their personal and professional relationships.

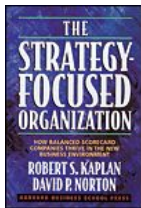
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Equine Assisted Learning (EAL) uses a team approach, bringing together a horse specialist, a trained facilitator and the horses to complete the learning environment. All activities are conducted from the ground, making equine assisted learning less strenuous than most ropes courses and more fun than classroom teambuilding.

Working with the horses provides insights not often found in traditional teambuilding, executive coaching, leadership development and conflict resolution experiences. Our Phoenix facility, Renewal Ranch, offers a full range of development opportunities.

To learn more about Equine Assisted Learning (EAL), about Renewal Ranch and about our equine assisted workshops, visit [www.renewalranchaz.com](http://www.renewalranchaz.com) or call 623-362-3876. Find out why participants in equine assisted learning say, “This is the most powerful workshop I’ve ever attended, and it was FUN!”

## Change Agents Recommends



**The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment**  
**By Robert S. Kaplan and David P. Norton**  
**Harvard Business School Press, ISBN 1578512506, 416 pages, \$35.00, Hardcover**

The creators of the revolutionary performance management tool called the Balanced Scorecard introduce a new approach that makes strategy a continuous process owned not just by top management, but by everyone. In *The Strategy-Focused Organization*, Robert Kaplan and David Norton share the results of ten years of learning and research into more than 200 companies that have implemented the Balanced Scorecard. Drawing from more than twenty in-depth case studies--including Mobil, CIGNA, and AT&T Canada--Kaplan and Norton illustrate how Balanced Scorecard adopters have taken their groundbreaking tool to the next level. These organizations have used the scorecard to create an entirely new performance management framework that puts strategy at the center of key management processes and systems. Kaplan and Norton articulate the five key principles required for building strategy-focused organizations: 1) translate the strategy into operational terms, 2) align the organization to the strategy, 3) make strategy everyone's everyday job, 4) make strategy a continual process, and 5) mobilize change through strong, effective leadership. The authors provide a detailed account of how a range of organizations in the private, public, and nonprofit sectors have deployed these principles to achieve breakthrough, sustainable performance improvements.