



# ULTRA LEADERSHIP

## 360 for People Managers

Your 360 Assessment Report

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## Congratulations! You've taken the next step on your leadership journey.

This report contains the results of your Ultra Leadership 360. Your scores have been calculated from your responses and the responses of your invited raters to the Ultra Leadership 360 items. The items and your scores are grouped into six categories. The first category examines your drive to lead change. Three categories represent the Ultra Leadership Skill Set of Thinking Carefully, Feeling Fully, and Communicating Effectively. Two categories measure competencies critical for team success: Encouraging Engagement and Coaching for High Performance.

**Ultra Leadership** is the WILL to push the limits PLUS with the SKILL to get people to willingly, enthusiastically, and repeatedly engage and contribute to important work. **Ultra Leadership** takes us to the edge of what we think is possible and inspires us to push farther. We must do this over and over again.

Three skills are foundational to **Ultra Leadership**. To lead change and get people to willingly, enthusiastically, and repeatedly engage and contribute to important work, leaders must be able to think carefully, feel fully, and communicate effectively. These three skills are what enable the appropriate and masterful application of all other leadership skills and competencies.

**Thinking Carefully**—Careful thinking can be summed up as the ability to find meaning in confusion, to think strategically, and to generate new and creative opportunities to address challenges. Careful thinking involves being able to encounter confusion, hold multiple pieces of information in memory at any one time, analyze each piece, and understand the relationship between and among the data points in order to lessen the confusion.

**Feeling Fully**—To feel fully means to be emotionally self-aware and capable of managing our emotions and energy in order to positively engage and interact with others. In other words, feeling fully is all about emotional intelligence and resilience.

**Communicating Effectively**—Communicating effectively involves designing, convening, hosting and/or engaging in conversations vital to connecting with others, driving the business, and achieving success. To do this well, leaders must have a capacity for conversing, listening, and clearly presenting ideas to team members, stakeholders and customers.

Two important aspects of leading others that build on the foundational **Ultra Leadership** skill set are Encouraging Engagement and Coaching for Performance. It is the responsibility of leadership to create the conditions by which people can fully engage and contribute. A key leadership competency that helps leaders encourage engagement is the ability to coach others to raise their performance.

**Encouraging Engagement**—Encouraging engagement means creating conditions that make it easy for people to enthusiastically, willingly, and repeatedly choose to give their best. Leaders who excel at this create shared clarity of vision, strategy, and plan; continuously work to build bench strength through coaching team members, and coordinate action by focusing on results and removing barriers.

**Coaching for Performance**— Leaders grow leaders. A “Coach Approach” to leadership can accelerate development, increase engagement, and raise performance. Making the choice to use a coach approach to growing others is a smart leadership strategy that produces strong business results. Coaching can be described as a way to **encourage and accelerate positive change for an individual or team.**

For each category, the maximum possible score is 40. Based on your scores, you are ranked in one of three levels:

- 33 – 40 The majority of your ratings were Always (5) or Very Frequently (4). Your responses suggest you are adept at this particular skill.
- 22 – 32 There was greater fluctuation of your ratings. Your responses suggest you are less skilled in this area and/or unevenly apply this particular skill in your work as a leader.
- 8 – 21 The majority of your ratings were Infrequently (2) or Almost Never (1). Your responses suggest this area represents a gap in your leadership capacity and an opportunity for focused leadership development to hone this skill.

As a reminder, when viewing the following pages, the rating scale used is shown below:

5—Always    4—Very Frequently    3—Fairly Frequently    2—Infrequently    1—Almost Never

In addition to your self-ratings, this report includes ratings from a total of the following:

Manager	1
Peers	4
Direct Reports	6
Other Stakeholders	4
All Raters	15

The report breaks down the results of all responses into Category Scores, Item Scores, 10 highest items, 10 lowest items and additional comments by each group.

To review your results, we recommend you set time aside to read them through once. Whatever your scores may be, they represent a starting point for the next phase of your leadership journey. Do your best to make no self-judgments in a first reading. We all have a tendency to deflect or rationalize as we are faced with new information.

Following your read through, there are some questions listed in this report to aid in your reflection.

## Leadership Drive

Your Total Ultra Leadership Scores	Averages				
	Self	All Raters	Manager	Peers	Direct Reports
31.0	24.4	25.0	23.8	24.5	24.8

### By Item:

I use personal power rather than authority to engage others.

4.0	2.6	1.0	3.3	2.5	2.5
4.0	3.0	3.0	3.8	2.7	2.8
3.0	2.9	2.0	3.3	3.2	2.5
4.0	3.1	5.0	2.8	3.0	3.3
4.0	3.3	4.0	3.5	3.2	3.0
4.0	2.9	2.0	2.0	2.7	4.5
4.0	3.3	3.0	2.8	3.7	3.3
4.0	3.3	5.0	2.5	3.7	3.0

I do not hesitate to cut through red tape to achieve success.

I will step in and lead when I encounter a void.

I convey a strong sense of urgency, i.e., what is of pressing importance.

I encourage others to stretch beyond what they believe they can do.

I am comfortable with uncertainty.

I seek feedback from others on my performance at least once a month.

I like to push the limits.

**33 – 40** You are a leader who pushes the limits. You embrace change and look for ways to positively disrupt your organization. You lead by example, using personal power to engage others. You invest in your own ongoing development and the development of those around you.

**22 – 32** You are a solid contributor. You may feel stuck or frustrated. Look for opportunities to push yourself in a way that gets you out of your comfort zone. Doing so will accelerate your development, grow your impact as a leader, and accelerate your career.

**8 – 21** Growing your capacity to lead others is a development opportunity for you. You may have become overly comfortable or reliant on certainty. Your focus on beginning or recommitting to a process of ongoing leadership development will kick-start your career path. Connecting with your purpose, designing your impact, and pushing yourself out of your comfort zone will have an immediate impact for you, those with whom you interact, and your organization.

## Thinking Carefully

Your Total Thinking Carefully Scores	Averages					
	Self	All Raters	Manager	Peers	Direct Reports	Others
	24.0	25.1	27.0	23.5	24.5	27.3

### By Item:

I can anticipate change and proactively plan to address potential objections and barriers.

I question assumptions as part of my decision making process.

I am able to see the underlying patterns that cause problems.

I consider the organization's strategic intent when making decisions and prioritizing actions.

I carefully compare and contrast multiple options and their possible outcomes before making a decision.

I effectively prioritize to manage complex and competing tasks.

I consider other people's perspectives and points of view when making decisions.

I am open to learning new things.

3.0	2.7	3.0	3.3	3.0	1.8
3.0	3.2	4.0	3.0	3.3	3.0
3.0	3.3	3.0	3.3	3.3	3.5
3.0	2.9	5.0	2.8	2.2	3.5
3.0	2.9	3.0	3.3	2.0	3.8
3.0	3.4	5.0	2.8	2.8	4.5
3.0	3.3	3.0	2.3	4.0	4.0
3.0	3.5	1.0	3.0	3.8	4.0

**33 – 40** You are a strong strategic thinker. You are a skilled observer of your current reality. You consider multiple options before identifying the optimal solution and crafting a strategy and plan to achieve your objectives.

**22 – 32** You have some awareness of what is necessary for careful, strategic thinking. You would benefit from honing your capacity for strategic thought. Developing your capacity for careful thinking may reduce lost time or resources due to missteps in executing under-developed ideas. Consider taking more time to question assumptions and fully understand options and consequences before moving to action.

**8 – 21** Careful thinking is a development opportunity for you. Your focus on growing this skill will enable you to examine opportunities and challenges from a broader perspective and understand the potential impact different actions can have on others. Adopt a problem-solving and decision-making model to help structure your thought process. Enroll a trusted colleague as a thinking partner to articulate goals, consider options, and develop action plans.

## Feeling Fully

Your Total Feeling Fully Scores	Averages					
	Self	All Raters	Manager	Peers	Direct Reports	Others
	16.0	24.7	25.0	25.8	24.2	24.5

### By Item:

I recognize how my emotions drive behaviors that impact my performance.

I have a strong capacity for managing my counterproductive impulses.

I can easily talk about my feelings with others.

I easily adapt to new challenges, adjusting my thinking and behavior in the face of change.

I am a self-starter, able to take action and follow through.

I have regular physical, emotional, and mental practices that keep me resilient.

My core values guide my decisions in complex situations.

I can sense what others are feeling, demonstrating empathy toward them.

2.0	2.9	2.0	2.8	3.3	2.5
2.0	3.3	5.0	3.8	3.0	3.0
2.0	3.0	2.0	3.3	3.2	2.8
2.0	2.9	1.0	3.5	2.7	3.3
2.0	3.1	3.0	3.3	3.0	3.0
2.0	2.9	3.0	3.5	2.3	3.0
2.0	3.0	4.0	2.8	2.8	3.3
2.0	3.7	5.0	3.0	3.8	3.8

**33 – 40** You demonstrate a high level of emotional intelligence and resilience. You have an awareness of your emotions and a developed ability for self-management. This awareness and ability enables you to engage others effectively and manage your relationships well.

**22 – 32** You have some awareness of how your emotions drive your behavior and impact your performance. Deepening your awareness of your emotions and behavioral drivers will strengthen your capacity to self-manage in the face of challenging situations. Paying attention to growing your emotional intelligence will enhance your resilience and increase your impact.

**8 – 21** You have an opportunity to grow your capacity to feel fully in order to better direct your actions and have the impact you desire. You may be missing out on opportunities as a result of a failure to self-manage. Your ability to successfully engage others is hindered by an underdeveloped capacity to accurately read people and social situations. Your focus on growing this skill will enable you to grow your self-awareness and manage your emotions and interpersonal relationships to greater effect.

## Communicating Effectively

Your Total Communicating Effectively Scores	Averages				
	Self	All Raters	Manager	Peers	Direct Reports
40.0	26.3	23.0	24.3	26.7	28.5

### By Item:

I consider what others need to know when designing how I communicate.

I am naturally curious about other people's perspectives and opinions.

I convey information clearly and concisely.

I respond to requests for my time, energy, or input in a timely manner.

I actively listen, giving my full attention when others are speaking.

I am adept at making presentations to a group.

I can clearly and enthusiastically enroll others to work with me to realize a vision.

I encourage dialogue through asking questions with a non-judgmental attitude.

5.0	2.9	3.0	2.3	3.0	3.5
5.0	3.5	1.0	3.0	3.8	4.0
5.0	3.3	3.0	3.3	3.3	3.5
5.0	3.6	5.0	2.8	3.8	3.8
5.0	2.9	2.0	3.0	2.5	3.5
5.0	3.3	2.0	3.0	3.5	3.5
5.0	3.3	5.0	3.5	2.5	3.8
5.0	3.5	2.0	3.5	4.2	3.0

**33 – 40** You are a strong communicator who is skilled at sending and receiving messages. You approach communication strategically, choosing the optimal means of communicating your well-thought out message. You are respected for your ability to communicate clearly and your commitment to being present and curious as demonstrated by your listening and masterful inquiry.

**22 – 32** You are capable at communicating. You may experience confusion when your messages are misinterpreted or not well received. Working to grow your ability to listen and inquire will help you better connect with others and be more strategic, concise, and clear in what and how you communicate.

**8 – 21** Effective communication is a development opportunity for you. You are not expressing yourself clearly and you may not be accurately receiving messages you are getting from others as well. This is impacting your ability to connect with and influence others. Your focus on growing this skill will have an immediate impact as you take time to think about your approach to what you communicate and how.

## Encouraging Engagement

Your Total Encouraging Engagement Scores	Averages					
	Self	All Raters	Manager	Peers	Direct Reports	Others
	24.0	23.0	20.0	21.3	23.7	24.5

### By Item:

I have the business acumen and technical skill to support my team's efforts.

I provide a vision and clear strategy for my team.

I provide a clearly-defined work breakdown structure (RACI) for my team.

I model and expect personal accountability.

I do not micromanage my team members.

I value my team members intrinsically and not just for what they produce.

I focus on results and productivity.

I encourage and support the ongoing development of my team members.

3.0	2.5	1.0	2.8	2.5	2.5
3.0	2.5	2.0	1.5	3.2	2.5
3.0	2.7	1.0	2.5	3.0	2.8
3.0	2.7	4.0	2.5	2.8	2.5
3.0	2.9	2.0	3.0	2.7	3.3
3.0	3.3	1.0	3.3	3.0	4.3
3.0	3.1	4.0	1.8	3.2	4.0
3.0	3.5	5.0	4.0	3.3	2.8

**33 – 40** You have a strong capacity for encouraging your team's high engagement. You create alignment by communicating your vision and strategy. Your team understands their roles and accountabilities. You empower others to own their experience and results. People sense your concern for them as demonstrated through your balanced focus on the results they deliver and on their ongoing personal, professional and career development.

**22 – 32** You are inclined to encourage engagement; however, your focus on this may be inconsistent. You may overly focus on tasks and transactions versus balancing that with time spent on development and relationship management.

**8 – 21** You and your team would benefit from your taking a more balanced approach to leading them and focusing on helping them come together and work together as a team as much as on driving toward results.

## Coaching for Performance

### Your Total Coaching for Performance Scores

Self	Averages				
	All Raters	Manager	Peers	Direct Reports	Others
8.0	24.8	23.0	26.3	26.2	21.8

#### By Item:

I hold regular and frequent coaching conversations with my team members.

I give timely and direct feedback to help others grow and perform better.

More often than not, when people bring me their problem, I coach them to find their own solution.

When coaching, I confirm the 'what, when, and why' of the person's goals.

I publicly endorse the positive contributions of others.

When I give feedback, it is based on concrete examples of behavior.

I follow up with the people I coach to see how they are progressing toward their goals.

I seek coaching for myself on a regular basis.

1.0	2.8	4.0	3.8	2.8	1.5
1.0	3.3	5.0	3.0	3.3	3.3
1.0	2.9	5.0	3.5	3.2	2.0
1.0	2.9	1.0	4.0	2.7	2.8
1.0	3.3	4.0	2.8	3.8	2.8
1.0	3.0	3.0	3.5	2.7	3.0
1.0	3.0	1.0	2.5	3.7	3.0
1.0	3.5	2.0	3.3	4.0	3.5

**33 – 40** You have a positive attitude toward coaching and employ a coach approach consistently. You have a strong understanding of the value of coaching and are working to put into practice. You use inquiry to encourage others to own their reality and find their own solutions. You demonstrate concern for the development of others by providing feedback on a regular basis.

**22 – 32** You have room to shift your perspective on coaching and an opportunity to work on your coaching skill set. You may use a coach approach sporadically, seeing coaching as not the most convenient or expedient method for directing the activities of others.

**8 – 21** A coach approach mindset may not be your default setting. Challenge yourself to explore this with a trusted advisor or coach.

<b>10 Highest Items</b> <i>(listed highest to lowest by all raters)</i>		Self	All Raters
1.	I can sense what others are feeling, demonstrating empathy toward them.	2.0	3.7
2.	I respond to requests for my time, energy, or input in a timely manner.	5.0	3.6
3.	I encourage dialogue through asking questions with a nonjudgmental attitude.	5.0	3.5
4.	I follow up with people I coach to see how they are progressing toward their goals.	1.0	3.5
5.	I am naturally curious about other people's perspectives and opinions.	2.0	3.5
6.	I am open to learning new things.	3.0	3.5
7.	I encourage and support the ongoing development of my team members.	3.0	3.5
8.	I effectively prioritize to manage complex and competing tasks.	3.0	3.4
9.	I have a strong capacity for managing my counterproductive impulses.	2.0	3.3
10.	I seek coaching for myself on a regular basis.	1.0	3.3

<b>10 Lowest Items</b> <i>(listed lowest to highest by all raters)</i>		Self	All Raters
1.	I provide a vision and clear strategy for my team.	3.0	2.5
2.	I have the business acumen and technical skills to support my team's efforts.	3.0	2.5
3.	I use personal power rather than authority to engage others.	4.0	2.6
4.	I provide a clearly-defined work breakdown structure (RACI) for my team.	3.0	2.7
5.	I model and expect personal accountability.	3.0	2.7
6.	I can anticipate change and proactively plan to address potential objections and barriers.	3.0	2.7
7.	I hold regular and frequent coaching conversations with my team members.	1.0	2.8
8.	I carefully compare and contrast multiple options and their possible outcomes before making a decision.	3.0	2.9
9.	I have regular physical, emotional, and mental practices that keep me resilient.	2.0	2.9
10.	I consider the organization's strategic intent when making decisions and prioritizing actions.	3.0	2.9

## Additional Comments

### What are Jan's most significant strengths? Include examples and impact.

Manager:	Jan is driven. Takes risks that so far have always paid off, has built solid marketing functions.
Peers:	Jan is a great asset, in breadth of knowledge and industry experience. Jan is very very good at the CMO job. Widgets Inc is lucky to have Jan on the team. Jan explains complicated strategy and a way that is easy for everyone to understand.
Direct Reports:	Jan moves fast and always has a vision for perfection. Jan thinks fast and translates ideas well to those outside the department. Jan is a strategic thinker—outside of the organization. Jan is always available when I need. Jan has great interpersonal skills. Jan is trusted and is always supportive when working through a problem.
Others	Jan moves fast, makes decisions easily, and never makes me wait for answers. Jan is a driver who is self-motivated. Jan's team is highly responsive and professional which I see as a reflection of Jan's leadership. Jan is fun to work with, creating a wonderful momentum for getting work done and accomplishing our goals and making new ones. Jan is one of the smartest, quickest thinking leaders I know. It is always a whirlwind to work with Jan, in a good way.

## Additional Comments

### What are Jan's most significant areas for development? Include examples and impact.

- Manager:** Sometimes Jan doesn't utilize available resources, including me, very well. Jan could run things by me more before half-way down a project pipeline, as many times I have contacts and historical knowledge that could significantly help with stakeholder management
- Peers:** Jan could bring more of the team and key stakeholders with more regular meetings, instead of adhoc as needed to solve problems.  
Nothing to add here.  
Jan could communicate more frequently.  
No comments to add
- Direct Reports:** I'd like some more help with career development.  
Jan could be better at giving regular updates to the team and all stakeholders, instead of waiting until the quarterly off-sites.  
Jan could do a better job using diplomacy internally at Widgets.  
Jan can be short tempered. It happens most when we hit a roadblock in moving something forward. Jan doesn't like excuses.  
Jan has great interpersonal skills.  
Can't think of anything to put here.
- Others** Jan could listen to others more, and take a bit more time to bring the whole team along with her thinking.  
Jan values perfectionism, over diplomacy, sometimes creating internal company drama that I then have to resolve. I would have more time to focus on my projects and team, if I wasn't constantly pulled into trouble shoot Jan's interdepartmental fall-out.  
Can't think of anything to put here.  
Sometimes Jan moves so quick only a few keep up and it leaves the others asking each other what is going on. Sometimes getting the whole story, or their interpretation of it. Then I wait weeks to get an update-which does explain it all. I've just been in the dark for those few weeks

The word “Ultra” means beyond *usual and ordinary*.

Leadership is the will to push the limits beyond usual and ordinary combined with the skill to get people to willingly, enthusiastically, and repeatedly engage and contribute to important work.

Self-reflection is required for us to learn and grow our leadership capacity. It is the starting point for careful thinking, one of the foundational skills of **Ultra Leadership**. These questions will assist you with being present to the results of your **Ultra Leadership 360** and position you to determine the best next step on your leadership development journey and career path.

What thoughts and feelings are you experiencing as you reflect on the outcome of your **Ultra Leadership 360**?

How did the **Ultra Leadership 360** confirm what you already know about your leadership capacity?

In what ways have you perhaps become “too settled?”

Where do you see your edges and what will “pushing into” and through those limits look like to you and to others?

What are the most critical areas for you to focus on to continue growing your **Ultra Leadership** capacity?

What will you need to let go of and learn to grow your capacity for **Ultra Leadership**?

What tactics or techniques might you borrow and employ to help you grow your **Ultra Leadership** capacity?

What is one shift you could make today to change the impact you are having as an **Ultra Leader**?

Whom can you engage to support your leadership development journey?

How will you hold yourself accountable for your own development as an **Ultra Leader**?

## Ultra Leadership 360 Debrief Notes

Leadership development is a life-long journey and a daily practice. Whether you use what you've learned through this 360 process or not, you own what happens next. In every moment we have three choices: turn around and go back to where we came from, stop, sit and spin in place, or step forward. The call and responsibility of leadership is to always step forward. The choice and the consequences that it entails are yours.

Here are four key questions that you should be able to answer as a result of your debrief session with your **Ultra Leadership Coach**:

What did I learn? (Top two key take-aways from the 360 process)

What are my development goals? (Top two areas of focus for growing my **Ultra Leadership** capacity in the next six months)

What am I going to start or stop? (Two behaviors or practices that I need to implement, shift, or stop)

Who is going to help me? (Two people who see me in action regularly with whom I can share my development goals and commitments and who can give me feedback on a regular basis)

## Reading and Resources

### Leadership Drive:

*Change Leader Change Thyself*—McKinsey Quarterly (June 2014).

*Leading Change*—John Kotter (2012). Harvard Business Review Press.

*Elegant Leadership: Commanding Influence. Your Development for Greater Mastery at Work* (audio course)—Rob McNamara. Ten Directions.

*The Leadership Challenge*—Jim Kouzes and Barry Posner (2012). Jossey-Bass, fifth edition

### Thinking Carefully:

How to Improve Strategic Thinking—(August 2007 ) McKinsey Quarterly.

*Strategic Leadership: The Essential Skills*—Shoemaker, Krupp, Howland (Jan-Feb 2013). Harvard Business Review.

*Decisive*—Chip and Dan Heath (2013). Crown Business.

*Ready, Aim, Lead Strategic Thinking Framework*—Giuliano Associates.

### Feeling Fully:

*Primal Leadership*—Daniel Goleman, et al. (2013). Harvard Business Review Press, tenth anniversary edition.

*Becoming a Resonant Leader*—Annie McKee and Richard Boyatzis (2008). Harvard Business Review Press.

*The Hero's Journey: Toward a More Authentic Leadership*—Greg Giuliano (2014). GGH, Inc.

*Manage Your Energy, Not Your Time*—Tony Schwartz and Catherine McCarthy (Oct 2007). Harvard Business Review.

### Communicating Effectively:

*Crafting a Message That Sticks—An Interview with Chip Heath*—McKinsey Quarterly (Nov 2007).

*As We Speak*—Peter Meyers and Shann Nix (2011). Atria Books.

*How to Win Friends and Influence People*—Dale Carnegie (2010). Simon & Schuster.

*Co-Active Coaching*—Henry Kimsey-House, et al (2011). Nicholas Brealey America, third edition.

### **Encouraging Engagement:**

*Ultra Leadership: Go Beyond Usual and Ordinary to Engage Others and Drive Real Change*  
Greg Giuliano (2016).

*The Five Dysfunctions of a Team*—Patrick Lencione (2002).

*8 Habits of Highly Effective Google Managers*—Henry Blodget (2011, Business Insider:  
<http://www.businessinsider.com/8-habits-of-highly-effective-google-managers-2011-3>).

### **Coaching for Performance:**

*The Leader as Coach*—Greg Giuliano (White paper available from Giuliano Associates, 2016).

*The Executive as Coach*—James Waldroop & Timothy Butler (HBR, 1996).

*The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever*  
Michael Bungay Stanier (2016).

## Ultra Leadership

Following the path of **Ultra Leadership**—being someone who pushes the limits and inspires others to (voluntarily and repeatedly) say “yes” all the time requires our full attention and intention. It is a daily practice and a life-long journey. It is a journey that heroes make—to go to the edge and push farther. It is a journey that brings about stronger, more effective, and more authentic leadership.

Many thinkers and practitioners have influenced the development of the **Ultra Leadership Checklist**. The following practitioners, authors, works, and organizations inspired and informed our thinking and serve as a theoretical and practical foundation for the **Ultra Leadership 360 & Checklist**.

William Bridges—*Transitions*

Dave Dresden

John W. Gardner—*On Leadership*

Daniel Goleman—*Emotional Intelligence*

Robert C. Greenleaf—*The Servant as Leader*

Chip & Dan Heath—*Switch*

Ronald Heifetz—*Adaptive Leadership*

David Isaacs—*The World Café Foundation*

Robert Kegan—*The Evolving Self; Immunity to Change*

John Kotter—*Leading Change*

Jim Kouzes & Barry Posner—*The Leadership Challenge*

Rob McNamara—*Elegant Leadership: Commanding Influence*

Pat Newmann

Dan Pink—*Drive*

Peter Senge—*The Fifth Discipline; Presence*

C. Otto Scharmer—*Theory U*

Paul Schoemaker, Steve Krupp, Samantha Howland—*Strategic Leadership: The Essential Skills*

Tony Schwartz—*The Energy Project*

Dov Seidman—*How*

Dina Silver

The Center for Creative Leadership

**WARNING:** Leadership development is a journey that will require you to leave your comfort zone and push the limits into uncharted territory. By undertaking this journey you agree, “If I get hurt, lost or die, it’s my own damn fault.”

—Micah True (Ultra-Running Legend)