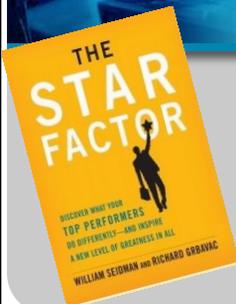


# Mastering the Intangibles of Great Leadership



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**HRDQ-U**  
IDEAS FOR LEARNING



## Agenda

- Discovering the Intangibles
- The 7 intangibles of great leadership
- A science and methodology for developing great leaders



## How We Got Here

### Creating the Star Factor Methodology

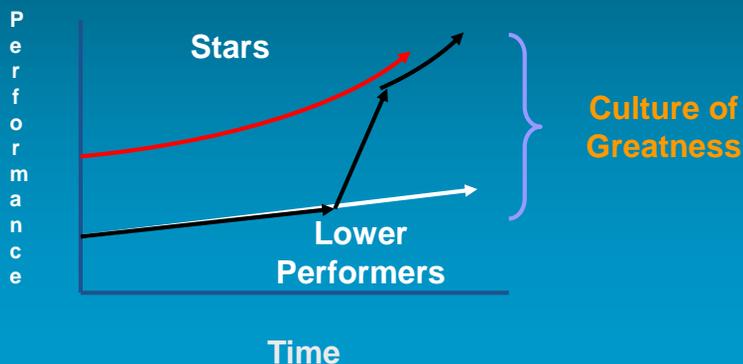
- Intel → Invention of the Wisdom Discovery process
- Development of the neuroscience-based learning methodology → Launch and Guided Practice
- Diverse leadership roles → Executives to individual contributors
- Diverse industries → high tech, fast food, insurance, healthcare, consulting...

*A very broad and deep foundation...*



## Impact of Programs

- Formal Certification Programs – 90+% demonstrate attitudes and behaviors
- Expected ROI = 20X (Measured High=39X)





## Wisdom Discovery

- **Identify the star performers**

- Respect criteria
- Test of validity



- **Discover their Wisdom**

- Wisdom is more than knowledge and information
- Discovery methodology – the stars coach the facilitator
- 2 key domains – Purpose and operational excellence
- 3 days to gather all of their expertise

*Regardless of leadership role, industry or country...*



## What the Stars Said (and more)

**The stars described and organized their Secret Sauce ...**



*in the same way!*

*The specifics varied according to role but the structure was identical...and the way the approached the discussion was identical.*



## 2 Intangibles We Observed

### ***Star leaders***

- ***Own their learning***
- ***Use reflection to gain power***



## 2 Intangibles We Observed

### ***Star leaders Own Their Learning***

- ***Are proactive and inquisitive***
- ***Completely integrate learning and leading***
- ***Don't wait for someone to tell them what they need to know***

**keep  
learning.**

Own Learning



## 2 Intangibles We Observed

### Star leaders Use **Reflection** to Gain Power

- Variation of the exploding field of mindfulness
- Highly structured and Purposeful
  - Formal allocation of time to reflect
  - Focus reflection on learning
  - Share results of reflection

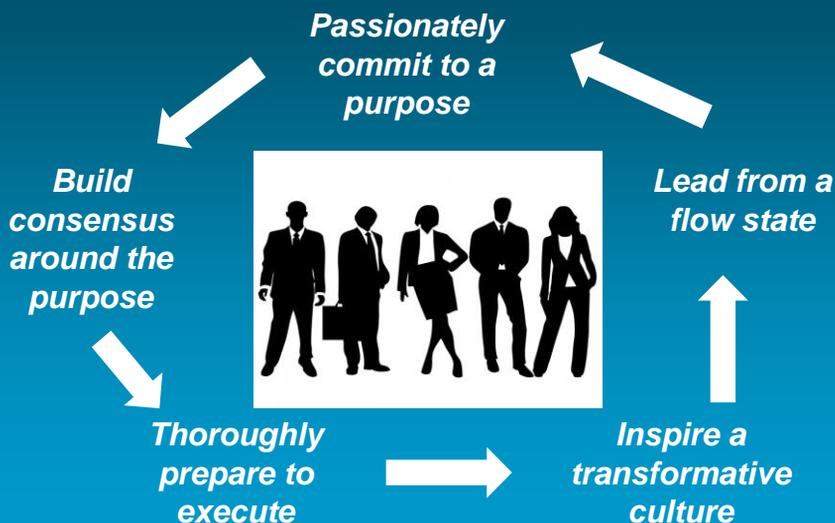


**...the foundation for all other aspects of great leadership...**

Own Learning  
Reflection



## 5 Intangibles From the Stars





## Passionate Purpose

Compelling  
Social  
Good

Deep, authentic  
commitment to  
achieving  
something of great  
importance

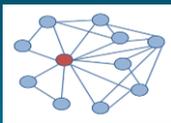
Having a  
correct mental  
model of self  
and business

Confidence in  
business  
acumen based  
on doing  
homework

Own Learning  
Use Reflection  
Purpose



## Build Consensus



Establish a mutually  
beneficial network

Consciously and  
systematically



Leverage collective  
strength

Get everyone  
aligned

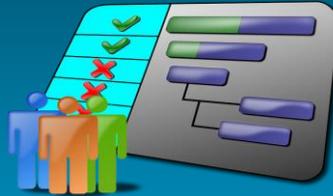


Own Learning  
Reflection  
Purpose  
Consensus



## Prepare to Execute

**Critical (and often neglected) transition  
from vision to action**



- Always nail the basics
- Know how to appropriately plan
- Manage resource allocation and commitment

Own Learning  
Reflection  
Purpose  
Consensus  
Prepared



## Transformational Culture

### **Culture Drives Performance**

**Proactively build a transformational  
culture**

- Model transformational behaviors
- Think of culture and depth
- Actively articulate and share a collective purpose and path to mastery
- Study execution

Own Learning  
Reflection  
Purpose  
Consensus  
Prepared  
Transformation



## Leading In the Flow

### Flow

is the mental state of operation in which a person performing an activity is fully immersed in a feeling of energized focus, full involvement, and enjoyment in the process of the activity --  
Wikipedia

- Deep sense of rhythm and confidence
- Complete self-aware authenticity
- Based on doing the work to get there...(no twitter version of flow)

*Tremendous personal feeling and great for the organization...*

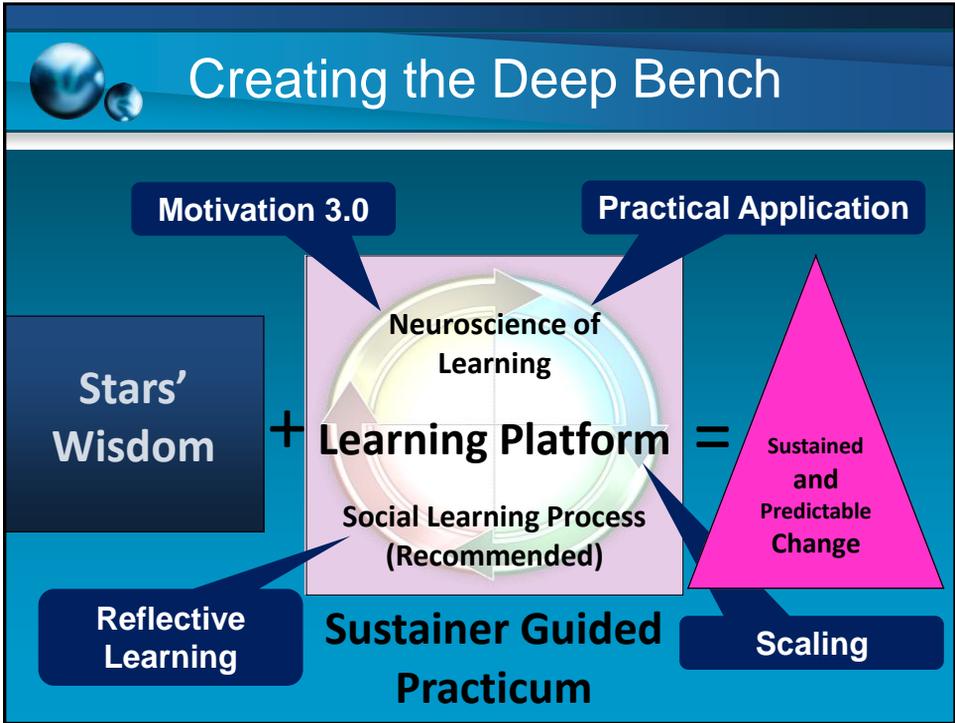
Own Learning  
Reflection  
Purpose  
Consensus  
Prepared  
Transformation  
Flow



## Deep Bench of Leaders

**Do you want many great leaders?**

New science creates opportunities to develop the intangibles of many more potential leaders



## Competent or Great

**Do you want competent leaders or great leaders?**

**Most organizations are facing conditions that require great leadership.**

**Focus on building the intangibles of great leadership and you will have a great organization!**



## Contact Info

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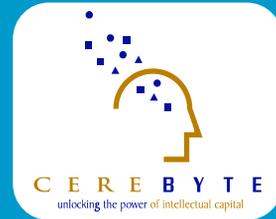
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