

MORAL INTELLIGENCE



2.0

ENHANCING
BUSINESS PERFORMANCE
AND LEADERSHIP SUCCESS
IN TURBULENT TIMES

DOUG LENNICK | **FRED KIEL**

More Praise for *Moral Intelligence 2.0*

“Lennick and Kiel demonstrate the critical importance of values-based leadership in building companies that last during difficult times.

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“Lennick and Kiel reveal the moral leadership practices of successful organizations. It’s fascinating to learn how moral intelligence drives business success at companies like Cardinal Health, American Express, and Hormel.”

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—**Yvonne K. Franzese**, Chief Human Resources Officer, Allianz of America

Moral Intelligence 2.0

Enhancing Business Performance
and Leadership Success
in Turbulent Times

Doug Lennick • Fred Kiel, Ph.D.
with Kathy Jordan, Ph.D.



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*To our wives, Beth Ann Lennick and Sandy Kiel, who have helped us fine-tune our own moral compasses over the years—and to our children, who always lovingly challenge us to live in alignment! Alan, Mary, and Joanie (Doug) and Kelly, Amy, Bryn, Anna, Jordan and Freda (Fred)—and to our parents, whose early nurturing provided our foundation—
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Foreword

I find the wisdom of poets useful in my life and work. With a few words, the right poem at the right time can speak with a clear voice and help us see things new in the world.

This poem by William Stafford provides us with a helpful place to return if we feel confused about a moral choice or challenge in the world.

“The Way It Is”

There’s a thread you follow. It goes among
things that change. But it doesn’t change.
People wonder about what you are pursuing.
You have to explain about the thread.
But it is hard for others to see.
While you hold it you can’t get lost.
Tragedies happen; people get hurt
or die; and you suffer and get old.
Nothing you do can stop time’s unfolding.
You don’t ever let go of the thread.

—William Stafford

Moral Intelligence 2.0 provides us with the helpful guidance to choose and to follow the “thread” of our own moral compass.

Each day we face a series of “moral moments”—personal choice points. These are moments that require some decisions to serve others

Credit: William Stafford, “The Way It Is,” from *The Way It Is: New and Selected Poems*. Copyright (cr) 1998 by the Estate of William Stafford. Reprinted with the permission of Graywolf Press, Minneapolis, Minnesota, www.graywolfpress.org.

or to be self-absorbed. We are likely, at times, to find ourselves in moral dilemmas. Each choice we make can feel as if we are either holding on to or letting go of our thread.

We find the purpose path through our own life by following our own moral compass, holding on to our thread. How do we do such a thing? How do we follow some invisible thread that runs through our life? How can we even know it exists?

One of the most helpful answers I can give is to simply read this book. It will help you look at the story of how your own life of moral intelligence has unfolded. It will help you see the thread that, perhaps invisible at the time, helped you choose whether to say yes or no, right or left.

The authors have set out to illuminate a very complex subject—that of the moral compass in us all. And I found their insights revealing. Chapter 2 “Born to Be Moral” is worth the price of the book. I found myself again and again reflecting on the story, “A visit to the nursery.” The notion of our inborn capacity of empathy struck a deep chord within me.

If we can trust that we are born “hardwired” to be moral, if we can trust that our hearts know how to recognize our thread, then this book will provide a blueprint, a manual of specifics to follow it.

What practices, what knowledge or resource do we turn to in order to find our way? First, as the authors show us, we begin by choosing to uncover and express our purpose. Next, we clearly define the distinction between “how” we make choices, and “why” we make them. How often have we allowed the how of our choices to overshadow why we made them?

Holding on to the thread, listening to your moral compass, may seem insignificant, but it is no small thing. It dramatically shifts the way we see, the way we choose, and the way we lead and live. It determines whether we lead a life of anxiety and stress or a spacious life of purpose and meaning. You don’t ever let go of the thread.

Bottom-line thinking might now prevail, but the moral compass journey has deep roots. It also has deep resonance. One might say, in fact, that it's not so much an idea whose time has come, as an idea that has always been with us—it's just that we need to be reminded. I'm pleased that so many people's lives have already been changed for the better through this reminder and I hope that the 2.0 edition will add to the number of those who are on the purpose path.

—Richard Leider

Bestselling author of *The Power of Purpose* and *Repacking Your Bags*

Foreword to Previous Edition Building a Better Culture

There are few issues with more significant impact on life in and out of organizations today than that of moral action. Crusades and jihads are moral righteousness taken to harmful and even evil extents—hurting others and demanding homogeneity of beliefs. The moral righteousness involved in trying to fix, save, or punish others has led to some of the most horrible episodes in human existence. Beyond the tragic loss of life, there is the subjugation of the human spirit. There is the loss of dreams and possibilities—the loss of spirit. Ironically, this travesty of moral imperialism comes at the same time as people worldwide are voicing the need for more spirituality and religion.

Most of us know right from wrong. In hundreds of studies of the characteristics that differentiate outstanding from average leaders from their less effective counterparts (both average and poor performers), integrity has never appeared to distinguish high performers. Is this evidence of a morally bankrupt system? No. It is that the moments of “outegrity” are so egregious and shocking that we become preoccupied with them. In the process, we miss the many tests of our morality and humanity that we face each day. For example, deciding how to promote a product or service is enacted in the context of one’s values and an organizational culture that encourages consistency with a set of shared beliefs and norms.

The essential challenge of moral intelligence is not knowing right from wrong, but doing versus knowing. There are people who are suffering from mental illness and a small percentage of the population that are psychopaths or sociopaths. All of these people may not “know” right

from wrong. But most of us are not in that category. So why don't we act appropriately more often? Most of us do—most of the time. Of the hundreds of decisions we make each day, most of us consider what is “right,” what will be better and help our community, organization, and fellow humans. But we don't always agree on what is right.

Values and Operating Philosophy

This is where values and philosophy come into play. Our values are based on beliefs and determine our attitudes. A value typically includes an evaluation (i.e., good or bad designation) of an object or subject. Sets of values form proscriptions and prescriptions (i.e., statements of what *not* to do and what *to do*) that guide our daily life. Values also affect how we interpret and perceive things and events around us. But decades of research on values have shown little correlation to behavior.¹

To understand people's actions, we have to look behind specific values to uncover how an individual determines value. This can be called a person's “operating philosophy.” Research into typical operating philosophies has resulted in a test that allows us to measure a person's relative dominance among three different ways to determine the value of a act, a project, a decision, how to spend your time, and so forth.² Our philosophy is the *way* we determine values.

For example, a consultant lists “family” as a dominant value, but still spends five days a week away from his wife and two children, traveling for his job. He says he's enacting his value by providing enough money for his family's needs. By contrast, a manufacturing manager who also lists “family” as his dominant value has turned down promotions so he can have dinner each night with his wife and children.

The difference between those two men might be in how aware they are of their true values, how aligned their actions are with those values, or in the way they *interpret* their values. Accordingly, they reveal deep differences in how each values people, organizations, and activities. Such differences may reflect disparate operating philosophies—the

most common of which are pragmatic, intellectual, and humanistic.³ And although no one philosophy is “better” than another, each drives people’s actions, thoughts, and feelings in distinctive ways.

The central theme of a pragmatic philosophy is a belief that *usefulness* determines the worth of an idea, effort, person, or organization.⁴ People with this philosophy often measure things to assess their value, and believe that they’re largely responsible for the events of their lives. No surprise, then, that among the emotional intelligence competencies, pragmatics rank high in self-management. Unfortunately, their individualistic orientation often—but not always—pulls them into using an individual contribution approach to management.

The central theme of an intellectual philosophy⁵ is the desire to understand people, things, and the world by constructing an image of how they work, thereby providing them some emotional security in predicting the future. People with this philosophy rely on logic in making decisions, and assess the worth of something against an underlying “code” or set of guidelines that stress reason. People with this outlook rely heavily on cognitive competencies, sometimes to the exclusion of social competencies. You might hear someone with an intellectual philosophy say, for example: “If you have an elegant solution, others will believe it. No need to try to convince them about its merits.” They can use a visionary leadership style, if the vision describes a well-reasoned future.

The central theme of a humanistic philosophy is that close, personal relationships give meaning to life.⁶ People with this philosophy are committed to human values; family and close friends are seen as more important than other relationships. They assess the worth of an activity in terms of how it affects their close relations. Similarly, loyalty is valued over mastery of a job or skill. Where a pragmatist’s philosophy might lead her to “sacrifice the few for the many,” a humanistic leader would view each person’s life as important, naturally cultivating the social awareness and relationship management competencies. Accordingly, they gravitate toward styles that emphasize interaction with others.

Each one of us believes in these three value orientations (i.e., pragmatic value, intellectual value, and human value). But most of us will prioritize three value orientations differently at different stages in our lives.

The point is that we have to be more aware both *of* our values and *how* we value—our philosophy. We need to be sensitive to those who have different values and different philosophies if we are to live together and make the world a better place. And we need to be sensitive to such differences if we are to have adaptive, resilient, and innovative organizations. Diversity brings us innovation, but only if we are open to it and respect it.

In this book, Doug Lennick and Fred Kiel define **moral intelligence** as, “the mental capacity to determine how universal human principles should be applied to our values, goals, and actions.” They argue we are “hard wired” to be moral but often stray from the path. Within each of us are the values and basis for our moral compass. Each of us should pay attention to our moral compass often—more often than we do. Lennick and Kiel’s exploration of this topic could not have come at a more important time.

Cultural Relativism and Moral Horizons of Significance

We are exposed to the vast differences in the world on the Internet, television, movies, and newspapers. We see it in our organizations and schools. We see it walking down the street of most cities of the world. Is every culture and subgroup within it assured that its values and philosophy are “OK” with the rest of us? Maybe not.

In his 1991 book, *The Ethics of Authenticity*, McGill University Professor and prominent philosopher, Charles Taylor, claimed that cultural relativism and postmodernism both violated basic ethical standards.⁷ He claimed that cultural relativism (“everyone has their own morality based on their situation and culture”) taken to its ultimate conclusion becomes moral anarchy. It breeds a form of egocentrism and

selfishness. It suggests everyone is in their own world. Similar to the argument in *Moral Intelligence*, Taylor suggests that there are, among humans and society, “moral horizons of significance.” These are the universals that Lennick and Kiel propose are so crucial to organizational success. We know it is wrong to kill another human. But we can be brought to that point by contingencies. Is it acceptable to kill someone to defend your family? To get food for yourself? To take their shirt or sneakers because you like them and cannot afford to buy them? Because they annoy you? Because they have insulted your faith? Taylor’s concept is central to the application of the ideas in this book. How do we determine what exceptions to moral universals are justified and which show a lack of moral intelligence?

But this brings us back to whose values and philosophy are right or more right than the others? Without a high degree of moral intelligence, Lennick and Kiel illustrate in their book with marvelous and moving stories, we fall back into fighting to defend our own views as best—and imposing them on others.

In deconstructing the components of moral intelligence, Lennick and Kiel show us how four clusters of skills integrate to form this capability: integrity, responsibility, compassion and forgiveness, and emotions. They offer many ideas as to how we can use our moral intelligence to evoke moral intelligence in others. Their combined effect will be more effective organizations. Why? First, we will be proud of where we work and for what it stands. Therefore, we will feel more committed to the organization, its culture, and vision. Third, we will access and utilize more of our own talent (and that of others around us) because we are free from guilt and shame. And fourth, it is the right thing to do!

Believing and Belonging

There is another crucial business impact from values, philosophy, and collective moral intelligence—they form the basis of our organizational vision, purpose, and culture. We want to believe in what we are doing.

We want to feel that we are contributing and our work has some meaning. But looming labor pool demographics and skill shortages suggest that, as McKinsey and Company said, we are in a “war for talent.”⁸ This will become a battle for the hearts and minds (and even the spirit) of people your organization wishes to attract, keep, and motivate. Over the course of the next decades, an organization’s vision, sense of purpose, and culture will become even more significant recruitment differentiators to discerning job applicants.

Moral Intelligence

In the following pages, you will be provoked into reflecting on your own beliefs and style of using them. You will be inspired by reading about effective executives with high moral intelligence. You will be ashamed and embarrassed reading about ineffective executives who do not seem to be able to spell moral intelligence, nonetheless, live it. The apparent simplicity of their argument and smoothness of their writing style should not be misunderstood. This material is deep and significant. The impact of moral intelligence is much more than the long-term success of your organization. It is the preservation of our civilization and species.

—Richard E. Boyatzis

Coauthor of *Primal Leadership*

January 31, 2005

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3. "Assessing Your Operating Philosophy: The Philosophical Orientation Questionnaire" measures the relative dominance of each of these three for the person. Richard E. Boyatzis, Angela J. Murphy, and Jane V. Wheeler, "Philosophy as a Missing Link Between Values and Behavior," *Psychological Reports*, 86 (2000): pp. 47-64.
 4. The Pragmatic Operating Philosophy emerged from "pragmatism" (as reflected in the works of John Dewey, William James, Charles Sanders Peirce, and Richard Rorty,), "consequentialism" (as reflected in the works of C.D. Johnson, and P. Pettit), "instrumentalism" (as reflected in the works of John Dewey), and "utilitarianism" (as reflected in the works of Jeremy Bentham, and John Stuart Mill). See the Boyatzis, Murphy, and Wheeler article cited earlier for the full references.
 5. The Intellectual Operating Philosophy emerged from "rationalism" (as reflected in the works of Rene Descartes, Gottfried Wilhelm Leibniz, Benedict de Spinoza), and the various philosophers claiming rationalism as their etiological root, such as Georg Wilhelm Friedrich Hegel and Jurgen Habermas, as well as the philosophical structuralists (Claude Levi-Strauss and Jean Piaget), and post-modernists (Friedrich Nietzsche). See the Boyatzis, Murphy, and Wheeler article cited earlier for the full references.
 6. The Human Operating Philosophy emerged from "communitarianism" (W. F. Brundage), "hermeneutics" (Hans-Georg Gadamer), "humanism" (Francesco Petrarch and R.W. Sellars), and "collectivism" (R. Burlingame and W.H. Chamberlin).
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About the Authors

Doug Lennick

Doug's career as an executive, a sales manager, and a developer of people is legendary. Today, in addition to his work as CEO and founding member of the Lennick Aberman Group, Doug continues to work directly with Jim Cracchiolo, CEO of Ameriprise Financial, formerly American Express Financial Advisors. Although no longer full time, Doug retains the title of EVP at Ameriprise Financial. As a senior advisor to Jim, Doug's focus is on workforce culture and performance. As a leader, a coach, and a mentor, Doug has taught thousands how to be successful in both their personal and professional lives.

Doug is a graduate of the University of Minnesota, Morris, with a degree in business management.

In the early 1990s, Doug was one of two (the other being Jim Mitchell) senior managers at American Express responsible for championing, developing, and implementing the Emotional Competence training program that was recognized by the Consortium for Research on Emotional Intelligence in Organizations as a model program. Doug's work and American Express's Emotional Competence program were recognized in Daniel Goleman's *Working with Emotional Intelligence* and in *Educating People to Be Emotionally Intelligent*, edited by Rueven Bar-On, J.G. Maree, and Maurice Jesse Elias, and in Tony Schwartz' *Fortune* magazine article on the same topic. In *The Power of Purpose*, Richard Leider referred to Doug as the "spiritual leader" of the company.

Doug lives in Edina, Minnesota, with his wife, Beth Ann. Their youngest daughter, Joan, attends graduate school at St. Mary's

University in Minneapolis and has an undergraduate degree from Stonehill College in Easton, Massachusetts. Their oldest daughter, Mary, has an undergraduate degree from the University of Minnesota and is a graduate student at Augsburg College in Minneapolis. Doug's son Alan is an actor and a manager/financial advisor for Ameriprise Financial and is living in Minneapolis with his teacher/actor wife Sari, and their son, Dylan.

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Fred lives on his organic farm in Southeastern Minnesota, in the midst of cold running trout streams and Amish farms, along with his wife, Sandy. Sandy is the innkeeper for the Inn at Sacred Clay Farm—their country inn bed and breakfast with five luxury guest rooms and meeting space for small groups.

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Kathy has a Ph.D. in counseling and human systems from Florida State University. After working for large organizations (AT&T Bell Laboratories and later Harvard Business School Publishing Corporation), she has flourished as an independent coach, consultant, and writer. Kathy lives in Saint Augustine, Florida, and Colorado Springs, Colorado, where she enjoys family time with her daughter Erin, son-in-law Doug, and granddaughter, Mackenzie Kathleen.

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Introduction

In 2005 we were fortunate to publish the first edition of *Moral Intelligence*. In the book, we argued that sustainable business performance was only possible when leaders and their organizations acted in concert with certain core universal principles, including integrity, responsibility, compassion, and forgiveness. We described the skills that were needed for leaders to behave in ways that were both moral and at the same time financially smart for their businesses. We demonstrated through the lives of some of the United States' most highly regarded leaders the essential relationship between moral competence and business success.

Still reeling from the corporate accounting scandals of the early 2000s, such as Enron and WorldCom, we hoped that *Moral Intelligence* would serve as a call to action for leaders to “do the right thing” for their stakeholders and themselves. Since the initial publication of *Moral Intelligence* six years ago, countless leaders have heeded that call to action. Sadly, other leaders continue to bury their moral compasses, choosing greed over integrity. In some cases, the choice to ignore moral principles and values has proved nearly catastrophic: By the fall of 2008, the global economy was about to implode. Much of the blame—though certainly not all—goes to financial services industry leaders who prioritized short-term financial gain for themselves and their firms

over everything else, including their responsibility to customers, employees, and the survival of nations.

Mark Sheffert, Chairman and CEO of Manchester Companies, headquartered in Minneapolis, Minnesota, offers this perspective regarding the moral issues that underlie the financial crisis and global recession:

I truly believe in my heart of hearts that the underpinning in the financial crisis was greed, power, and corruption with people grabbing for their unfair share of the economic pie. Financial institutions, Wall Street, Main Street, investors, rating agencies, people selling, people buying. Whether it was Ponzi schemes or backdating stock options or something else, it didn't matter. It was all justified somehow by the notion that 'I deserve it'. The country has lost its moral compass. The Johnson Institute did a study recently that revealed 56% of MBA students and 43% of law students admit they cheat, and 93% of them say cheating is justified, and more than 90% said they have no moral dilemma about doing so. Remember, these young cheaters and liars are our business leaders, politicians, and professionals of the future. Greed and lack of ethics have permeated every aspect of our society and it's a systemic issue. This greed and lack of ethics has resulted in an upside-down economy with massive unemployment, and it's not going to get better soon for a lot of reasons. Many companies went out of business and aren't even here to employ someone. Starting businesses in this environment is nearly impossible. Big companies are doing more with less. Six percent of the nation's GDP is related to the cost of dealing with fraudulent behavior. If your company generates \$100 million in revenue, then your company is spending \$6 million per year dealing with fraud and the lack of ethics.

Kim Sharan, chief marketing officer and President Financial Planning and Wealth Strategies for Ameriprise Financial, underscores Mark Sheffert's analysis of the financial costs of ignoring moral principles:

Mistrust in the marketplace is very high. How do you reinforce to the consumer[s] that you're focused on doing what's right for them when every day there is a new scandal or fraud in the news? What has happened over the past three to five years is it has gotten harder to rise above the noise. I'm sure what happened to Enron at the turn of the century was felt by every energy company. What happened with Lehman and Bernie Madoff has created a halo effect that is felt by every company and everyone in the financial services industry. Because of the proliferation of social media, the viral nature of the situation has resulted in a high degree of mistrust of the entire [financial services] industry.

For us at Ameriprise, we have to figure out how to show our clients that we have acted with integrity and excellence in all we do, doing the right thing for the consumer at every turn—all of that is critical. At the heart of building a brand is taking charge of delivering a great experience for the consumer. Every advisor and every employee has to deliver on certain principles every time. Those principles are *actively caring about the client, behaving with integrity, standing up for what is right, and accepting responsibility for serving them*. When it comes to moral intelligence, all of us have to be very real. It's always been critical for sustainable success, but it's more obvious now than at any other time.

With this edition of the book, *Moral Intelligence 2.0*, we intend to underscore the message that moral competence is critical not only to the success of individual leaders and business, but [also] to the survival of

the global economy. For today's leaders, it is even more clear that moral competence is not a "nice to have;" it is a "must have."

The integrity crises of the first decade of the 21st century have been devastating. But they have not yet convinced enough leaders of the importance of morally intelligent leadership. How many wake-up calls do leaders need to get the message that their ultimate success depends on moral leadership? Will leaders get another chance to do the right thing? Given the precarious nature of today's global economy, we fear that this wake-up call to choose integrity over greed might very well be our last.

In a spring 2009 conversation with author Doug Lennick, American Express CEO Ken Chenault observed, "Business has focused too much on capitalism and profit versus capitalism and societal good." If the CEO of an iconic institution such as American Express thinks business should be paying a lot more attention to moral values, how can any leader afford to ignore the call to put moral values at the center of what they do? Leaders must hold themselves to a high standard, a *morally intelligent* standard.

Moral intelligence is not an issue only for American business leaders. It is a universal leadership imperative. For example, leaders at Deutsche Post, a global mail and logistics services provider, continually reinforce the importance of its corporate values: *to deliver excellent quality, to make our customers successful, to foster openness, to follow clear priorities, to be entrepreneurial, to act with integrity, and to accept social responsibility*. Deutsche Post has weathered tough times, including a large layoff in its U.S. based workforce in November 2008 as the world began to experience the impact of the financial crisis and a global recession. After suffering revenue losses in 2009, Deutsche Post rebounded in 2010 with 13.9% consolidated revenue growth by the end of the third quarter. It is no coincidence that Deutsche Post's commitment to its values and moral principles has contributed to its ongoing financial success.

Back in the mid-1990s, well before the early 2000 corporate accounting scandals, well before the dot.com bubble burst, and before we could have even imagined the global financial crisis that exploded in 2008, we had a conversation both authors vividly recall. Doug was then executive vice president, Advice and Retail Distribution for American Express Financial Advisors. Doug was well known for developing a high-performing sales force of approximately 10,000 financial advisors and was an early champion of emotional intelligence skills training at American Express. Fred, a pioneer in the field of executive coaching, was a psychologist and co-founder of a leading executive development company and then as now, actively engaged in helping senior executives improve their personal performance as leaders.

As we talked, we realized that we had some common ideas about the ingredients of high performance that we were both struggling to conceptualize. We agreed on the importance of emotional intelligence—the constellation of self-awareness, self-management, social awareness, and relationship management skills that are now commonly regarded as critical to success in the workplace. We discovered, though, that neither of us thought emotional intelligence was sufficient to assure consistent, long-term performance.

In the course of nearly 30 years, we had collectively worked as business executives, entrepreneurs, and leadership consultants to chief executives and senior leaders of Fortune 500 companies, large privately held companies, and start-ups. We had each coached hundreds of leaders. The most successful of them all seemed to have something in common that went beyond insight, discipline, or interpersonal skill. We also spoke about noted public figures with masterful emotional intelligence skills who would sway like reeds in the wind when faced with morally loaded decisions. We hypothesized that there was something more basic than emotional intelligence skills—a kind of moral compass—that seemed to us to be at the heart of long-lasting business success. Our ideas became the focus of the first edition of *Moral Intelligence*. In

retrospect, we may have been ahead of our time: Given the financial crises of the late 2000s, our initial insights about the central importance of moral intelligence to business success seem more relevant than ever.

We offer this book as a roadmap for leaders to find and follow their moral compasses. In the pages ahead, you will hear from leaders who are committed to morally intelligent behavior. Although we believe that doing the right thing is right for its own sake, recent history has demonstrated that leaders who follow their moral compasses can find that it is the right thing for their organizations as well. In this book, we hope you find the tools to become the best leader you can be. You—and your organization—deserve nothing less.

Leaders Interviewed

We are deeply indebted to the large group of leaders who contributed to our thinking and research. Our interview subjects were especially generous with their time and candid in their self-assessments.

Douglas Baker	CEO, Ecolab Inc.
Dan Brettler	CEO and Chairman, Car Toys, Inc.
Kenneth Chenault	CEO and Chairman, American Express Company
Paul Clayton	Former CEO, Jamba Juice
Stan Dardis	CEO and President, Bremer Financial Corporation (retired)
Lon Dolber	President, American Portfolio Financial Services
Jeff Ettinger	CEO, Hormel Foods
Lynn Fantom	CEO, ID Media
Paul Fribourg	CEO and Chairman, Conti-Group Companies
Peter Georgescu	Chairman Emeritus, Young & Rubicam
Harvey Golub	Director, Campbell's Soup Company and Chairman and CEO (retired), American Express Company
Brian Hall	Former CEO, Thomson Legal & Regulatory Group

Don Hall, Jr.	CEO and Vice Chairman, Hallmark Cards
Dick Harrington	Chairman of The Cue Ball Group, former CEO, The Thomson Corporation
Brian Heath	Owner, Grape Creek Vineyards
David Hubers	CEO (retired), American Express Financial Advisors
Mike Hughes	President, Safeco Insurance
Sally Jewell	CEO, REI
Ken Kaess	Former CEO, DDB Worldwide, now deceased
David Kenny	President and Director, Akamai Technologies
Ken Krei	President Wealth Management Group, M&I Bank
Mike LaRocco	President and CEO, Fireman's Fund Insurance
Dale Larson	Owner and Chairman, Larson Manufacturing
Dan May	President, Advisor Net
Rowland Moriarty, Ph.D.	CEO and Chairman, Cubex Corporation; Founding Director, Staples; Founding Director, PetsMart
Don MacPherson	President, Modern Survey
Mark Oja	CEO, ACTIVEAID
Larry Pinnt	Chairman, Cascade Natural Gas
Michael Phillips	Former Chairman, The Russell Investment Group
Keith Reinhard	Former Chairman, DDB Worldwide
John Schlifske	President and CEO, Northwestern Mutual
Spenser Segal	CEO, ActiFi
Mayo Shattuck	CEO and Chairman, Constellation Energy
Mark Sheffert	Chairman and CEO, Manchester Companies
Dale Sperling	Former CEO, Unico Real Estate Company
Jay Sleiter	Former CEO and Chairman, BWBR Architects
Lynn Sontag	President, Menttium Corporation
Kim Vappie	CEO, Menttium Corporation
Charlie Zelle	CEO and Chairman, Jefferson Bus Lines
Roger Arnold	EVP and Chief Distribution Officer, Wealth Enhancement Group LLC

Brenda Blake	Senior Vice President, Global Leadership; Marketing, American Express
Walt Bradley	Financial Advisor, Thrivent Financial for Lutherans
Sam Bronfman	Former Senior Vice President, Seagrams, Inc.
George Brushaber	Former President, Bethel University
Cindy Carlson	Former President, Capital Professional Advisors
Michael Connolly	Operating Partner, Legal Tube; Managing Partner, Atlas Digital Partners; Chairman, Table Trac
Dave Edwards	Senior Vice President, Client Experience, TIAA Crefit
Patrick Grace	Former Senior Vice President, The Grace Corporation
M'Lynn Hoefer	Principal, Tapaidra
Lori Kaiser	Former Senior Vice President, Cray Computer Co.
Gary Kessler	Senior Vice President of Human Resources, Honda America
Diane Kozlak	Vice President Sales, Modern Survey
Karen Lane	Former Governor's Staff, State of Washington
Harvey Leuning	Associate Pastor, Gloria Dei Lutheran Church, St. Paul, MN
Ann Levinson	Deputy Director, Seattle Monorail Authority
Pam Moret	Senior Vice President, Strategic Development, Thrivent Financial for Lutherans
Gary O'Hagan	President of Coaches Division, IMG
Carla Paulson	EVP, Chief Human Resources Officer, Bremer Financial Group
Tom Perrine	Senior Vice President IT, Cardinal Health
Mark Phillips	SVP Distribution, UnitedHealthcare Medicare and Retirement (United Health Group)
David Risher	Former Senior Vice President, Amazon.com
Pat Roraback	Senior Vice President, M&I Bank
Jim Ruddy	Former CLO, Safeco Insurance (Retired)
Joe Schlidt	Private Family Office Director, Godfrey & Kahn SC
Tom Schinke	Financial Advisor, Thrivent Financial for Lutherans

Kim Sharan	President Financial Planning and Wealth Strategies and Chief Marketing Officer, Ameriprise Financial
Ben Smith	Partner, Lennick Aberman Group; former CEO, American Partners Bank
Caroline Stockdale	SVP and Chief Talent Officer, Medtronic
Jim Thomsen	Senior Vice President of Distribution, Thrivent Financial for Lutherans
Michael Wilson	Chief Operating Officer, Comerica Wealth Management
Mike Woodward	Senior Vice President, Marketing & Communications, Ducks Unlimited

Thought Partners

We greatly appreciate our many colleagues and mentors whose input has helped sharpen our thinking about the moral dimensions of leadership. They include the following:

Rick Aberman, Ph.D.	Psychologist, emotional intelligence expert, and co-author of <i>Why Good Coaches Quit—and How You Can Stay in the Game</i>
Reuven Bar-On, Ph.D.	University of Texas Medical Branch, in the Department of Psychiatry and Behavioral Sciences, where he directs research in emotional and social intelligence
Richard Boyatzis, Ph.D.	Professor and Chair of the Department of Organizational Behavior at the Weatherhead School of Management at Case Western Reserve University, and co-author of <i>Primal Leadership: Realizing the Power of Emotional Intelligence</i>
Kate Cannon	President, Kate Cannon and Associates
Robert Caplan, Ph.D.	Director, Beach Cities Health District, an organization charged with promoting mental and physical wellness in three adjacent communities in Southern California

- Cary Cherniss, Ph.D. Director of the Rutgers University Organizational Psychology Program, professor of Applied Psychology and co-author of *The Emotionally Intelligent Workplace*
- Stephen Covey, Ph.D. Author of *The 7 Habits of Highly Effective People* whose conversations with Doug in the early 1990s reinforced early versions of our alignment model
- Vanessa Druskat Associate Professor, University of New Hampshire, Whittemore School of Business and Economics
- Robert Emmerling, Ph.D. Consultant and researcher specializing in the application of emotional intelligence concepts in the workplace
- Jim Garrison President and co-founder (with Mikail Gorbachev) of the State of the World Forum and author of *America as Empire*
- Roy Geer, Ph.D. Psychologist, consultant, and co-author (with Doug Lennick) of *How to Get What You Want and Remain True to Yourself*
- Daniel Goleman, Ph.D. Co-director of the Consortium for Research on Emotional Intelligence in Organizations at Rutgers University, author of *Emotional Intelligence*, *Working with Emotional Intelligence*, and co-author of *Primal Leadership: Realizing the Power of Emotional Intelligence*
- Marilyn Gowing, Ph.D. Vice President for Public Sector Consulting and Services with the Washington office of AON Consulting
- Darryl Grigg, Ph.D. Psychologist
- Jennifer Hugstad-Vaa, Ph.D. Professor, St. Mary's University Minnesota
- Dorothy Hutcheson Head of School, Nightingale-Bamford School for Girls
- Ruth Jacobs Director of Research and Technology at McClelland Center for Research and Initiatives, The Hay Group

- Stuart Kantor, Ph.D. Co-founder and principal of Red Oak Consulting, an executive development firm
- Stephen Kelner, Jr. Global Knowledge Manager, Egon Zehnder International, Inc.
- David Kidd Partner, Egon Zehnder International, Inc.
- Carol Keers Co-founder, Change Masters, Inc.
- Art Kleiner Editor-in-Chief, *Strategy + Business Magazine*
- Kathy Kram, Ph.D. Professor of Organizational Behavior at the Boston University School of Management
- Richard Leider Founding partner of The Inventure Group and author of *Repacking Your Bags, the Power of Purpose, and Life Skills*
- Jim Loehr, Ph.D. Performance psychologist and co-author of *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal* and author of *Stress for Success*
- Fred Luskin, Ph.D. Senior Fellow at the Stanford Center on Conflict and Negotiation, co-founder of the Stanford University Forgiveness Project, and author of *Forgive for Good*
- Matthew Mangino Consultant Director, Johnson & Johnson
- Jim Mitchell Executive Fellow, Leadership at the Center for Ethical Business Cultures in Minneapolis
- Tom Mungavan President and co-founder, Change Masters, Inc.
- John Nicolay, MBA MBA instructor, University of Minnesota
- Hy Pomerance, Ph.D. Co-founder and principal of Red Oak Consulting, an executive development firm
- Richard Price, Ph.D. Professor of Psychology and Business Administration at the University of Michigan, and Senior Research Scientist at the Institute for Social Research
- Helen Reiss, M.D. Director, Empathy Research and Training, Associate Clinical Professor, Harvard Medical School
- Fabio Sala, Ph.D. Associate Director, Learning and Development, Millennium Pharmaceuticals, Inc.

- Jeffrey Schwartz Psychiatrist, neuroscientist, and author, *The Mind and the Brain: Neuroplasticity and the Power of Mental Force*, Harper Perennial, 2003
- Tony Schwartz Co-author of *The Art of the Deal* and *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal* and author of *What Really Matters: Searching for Wisdom in America*
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- Judy Skoglund Partner, Lennick Aberman Group
- Lyle Spencer, Ph.D. President, Spencer Research and Technology, co-founder of Competency International, Cybertronics Research Fellows, Director, Human Resource Technologies
- Therèse Jacobs Stewart, Ph.D. Master Psychologist
- Jeff Stiefler Former CEO, Digital Insights
- Redford Williams, Ph.D. Professor of Psychiatry and Behavioral Sciences, Professor of Medicine, and Director of the Behavioral Medicine Research Center at Duke University Medical Center
- Larry Wilson Founder of Wilson Learning and Pecos River Learning Center, author of *The One Minute Sales Person* and *Changing the Game: The New Way to Sell* and co-author of *Stop Selling, Start Partnering*
- Lauris Woolford EVP, Fifth Third Bank

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