

living & leading abundantly

DOUGLAS A. SMITH

LEADERSHIP & ORGANIZATIONAL EFFECTIVENESS CONSULTING PRACTICE

Overview

"Leadership is authentic influence that creates value." Kevin Cashman

WHAT I DO

I help leaders clarify and integrate the purpose of their lives and their businesses and create organizations that are more engaged and effective in bringing about the chosen purpose. What I do leads to tangible benefits in both human and financial terms.

WHERE I FOCUS

I believe leadership consists of only two fundamentals: purpose and relationships. An organization comes together to achieve some purpose and it has some complex web of relationships that either enables, or doesn't enable, the achievement of that purpose. Leadership is that simple ... and that complex. You can think about these two fundamentals in the language of the author Patrick Lencioni: smart and healthy. Smart is about having clarity of valid purpose and healthy is about people working together in a manner that enables both personal well-being and effectiveness. While I address both smart and healthy, my work, particularly on longer term engagements, focuses on healthy, because this is where the most leverage exists given the health of our society today.* If you had to choose between your organization being smart or healthy, choose healthy. A healthy organization will usually get smart; smart organizations don't necessarily get healthy.

HOW I GO ABOUT THIS

I begin with "authenticity" – helping leaders identify, accept and capitalize on their authentic selves. The simplest and perhaps most profound, definition of leadership is from the author Kevin Cashman: "Authentic Influence that creates value." To be authentic, leaders must have a healthy, well-developed sense of self – who they are, what they value, their strengths, their weaknesses, what they love, what they fear, what they wish to achieve and devote their lives to accomplishing.

My work starts here because leadership that benefits humanity is founded on integrity and on integrating one's life around a clear, meaningful, beneficial life purpose. To achieve anything in life, the first step is to determine what it is one wishes to achieve, and for most leaders, ironically this is the step that is most often neglected. To accomplish this, the leader and I go through a process culminating in a comprehensive personal mission statement.

*Here are statistics that suggest the American workforce in neither engaged nor healthy. Only 30% of American workers are engaged. Among those not engaged absenteeism is 37% higher, 47% more accidents, 60% more errors and double the turnover. Depression is 10 times what it was 50 years ago. 50% of Americans will experience addiction or mental disorder in their life. Drug overdoses now kill more people than automobile accidents. Life expectancy is declining for the first time in modern history driven in large part by the opioid crisis. In 2017 30% of Americans were prescribed an opioid. The American Survey of well-being conducted in 2017 revealed that 21 states had declined in well-being, none had increased despite the strong economy. This was the worst performance in terms of well-being since the survey began in 2008.

From here we move to becoming clear about how he/she sees the business being significantly better in the next five to 10 years. We do this by creating an end point summary, identifying three to six core capabilities and describing the culture, the values, beliefs and behaviors that will enable the achievement of the end point. We proceed through an interactive process of getting input and eventual ownership of the entire organization to this vision.

Having clarified and gained support for the company vision, we then move to building a more engaged and effective organization by bringing insights from the emerging science of positive psychology. Positive psychology has a lot to say about what enables people to live fulfilling, meaningful, accomplished lives and how they can work effectively together to achieve collective goals. I bring a set of skills based on this science to the leader and the organization; skills that lead to an organization with greater self-efficacy, more prosocial behavior, greater engagement, better teamwork, greater resilience and increased well-being and life satisfaction for all involved.

MEASURING RESULTS

The impact of my work should be measurable in tangible business results including productivity, safety, turnover, customer and employee satisfaction and increased revenue and profit. It should also be measurable in terms of the leader's well-being. My intent is to help leaders integrate all aspects of their life and become comfortable with who they are, that they do not confuse motion for meaning, but can spend time with family, time to rest, to reflect, to learn, to care for themselves and those closest to them without guilt. Put simply, healthy leaders create healthy organizations.

THE LEADERS I SERVE

My work does not serve all leaders. I find a fit with those who are open to looking deeply within themselves through a process of self-discovery, who want to create a business that benefits everyone it touches – customers, employees and their families, owners, suppliers, communities within which they operate and the earth we all inhabit. I look for leaders who seek to lead in a win/win and both/and manner instead of a win/lose and either/or manner. I seek out leaders who want to create value not just in financial terms, but in human terms as well; leaders who lead with their minds, hearts and souls, who are inspired by conscience more than ego, by cooperation more than competition, by abundance more than scarcity ... by love more than fear. I work with leaders who want their work and that of their organizations to benefit all of humanity. I seek out leaders whose work is consistent with the emerging movement of Conscious Capitalism.

REMUNERATION

I work for free, but I am not cheap ... meaning that all my fees are donated to charity. I have been richly rewarded in my career, probably far beyond what I deserve, which enables me to now work without personal remuneration. I charge a set fee per day and 100% of my fee is given to cancer research, Cristo Rey Schools, the environment or to causes to which my client and I agree.