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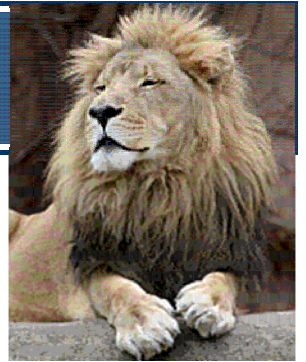


LEADING ACROSS GENERATIONS:

Is a Different Approach Needed?

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Leading Across Generations: Is a different approach needed?

**By Michael DeVenney
Bluteau DeVenney and Company**

Highlights

True or false: Different generations want different types of leaders.

Answer: false!

- Leadership is the true competitive advantage of an organization
- There is a gap between what we expect of our leaders and what we are getting - we evaluate the current performance of our leaders as a B-
- Leaders do well at generating short-term results but are missing on connecting with their people
- Turnover is increasing, customers are more demanding, business is more competitive and leaders are not making the grade to sustain their competitive advantage
- Less than 8% of strategic plans achieve results as expected and people are the key reasons strategies derail
- More than 70% of workers report being disengaged at work, which reduces productivity, profitability and retention with most people citing poor leadership as the reason for their lack of commitment
- All generations of workers value the same leadership attributes
- Leaders need to make shifts in their approach in order to engage workers
- An engaged workforce is more profitable and productive

*“What got you here won’t get you there.”
Marshall Goldsmith*

The key point of our recent study is that across the generations, workers value the same four leader attributes and that 75% of the time, today’s leaders are not doing well in these areas.

Society has changed, the business environment has changed, and workers have changed – leaders have not kept pace.

We surveyed Atlantic Canadians about what they expected of their leaders and whether they were getting it. Leadership has always been a catalyst for change and growth in business and in our society, and we wanted to gain a tangible picture of how our leaders were doing.

The answer is a B-. Employees rated their leaders’ performance at 72% and they expected better ... 88%. When we separated raters by age group, the level of dissatisfaction increased with the age of employees.



- Employees of all age groups value the same top leader attributes (differences occur in what is least important)
- There is a general level of dissatisfaction with today’s leaders from employees (B-score overall) and this widens as age increases
- Cultural shifts in society have changed what is needed from leaders but that is not being seen in the boardroom – leaders are focusing in the wrong areas according to what workers want
- Millennials will change leadership but not in the way people think – it is not what younger workers want, but rather how they want it. Millennials will just push the agenda that all employees want
- The real war for talent will be in the age 40-54 group – leaders are focused on the wrong generation of workers but what works for Millennials will work for others too

Why should you care?

The impact will hit your bottom line – hard. Turnover will increase, strategies will not be executed and growth will stagnate.

- 45% of new leaders fail within the first 18 months of taking their position (as reported by the Center for Creative Leadership)
- 70% of employees feel disengaged at work (as reported by the Gallup Organization)
- 37% of all strategies fail to move beyond plans with only 8% of strategies yielding results as expected or better (as reported by Harvard Business Review)

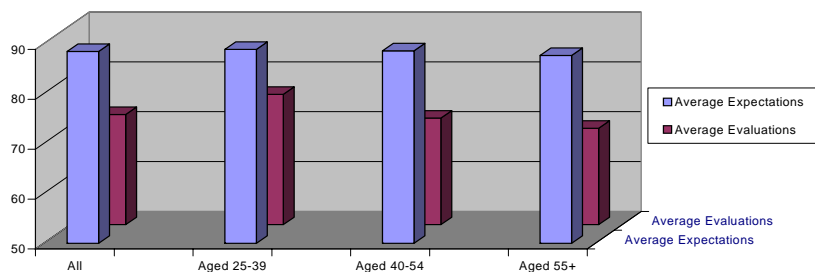
Leaders are not realizing their best results – mainly because of people. Despite the mission statements and organizational values statements proudly proclaiming “people are our greatest asset”, the reality is different than the rhetoric. And it may get worse unless leaders make shifts in their approach.

In the face of increasing complexity and competition with greater pressure on velocity and volume, leaders are not connecting with workers. The broadening leadership gap results in lower productivity, higher turnover and lagging results. In the end, organizations lose money, time and clients while experiencing greater stress.

It starts with the leader – leadership is the competitive advantage of a company and the delivery is not there in workers’ eyes.

The Leadership Gap

This graph outlines the gap between leadership expectations and leadership evaluations by employees on average (all) and over different age groups.



Gap	All	Aged 25-39	Aged 40-54	Aged 55+
	19%	14%	19%	21%



What does the survey say? As leaders, we can do better and the path is clear. Being a B-leader will not generate sustainable results going forward.

The findings of our survey are significant for leaders who want to have a sustainable positive impact on their business and community. Employees want leaders who make work more meaningful. Leaders need to balance being consultative with being decisive. Leaders who don't make the shifts that employees want will pay the price and lose their competitive advantage.

*"The leader of the past knew how to tell, the leader of the future will know how to ask."
Peter Drucker*



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2. Background and Research Mechanics

In March 2008, Bluteau DeVenney and Company informally surveyed employees in organizations located in Atlantic Canada. The objective was to assess the confidence people had in their leaders – how did employees evaluate leader performance against expectations.

The survey asked respondents to rank the importance of twenty-one key leadership characteristics. The leadership characteristics have been identified as determined by the Center for Creative Leadership (CCL), a globally recognized leadership research and education institution. Further, respondents were also asked to evaluate how their leaders were performing currently in relation to the same twenty-one leadership characteristics.

Results were received confidentially. Participants were drawn from private and public corporations as well as non-profit and government organizations in many different industries and sectors.

Responses were tabulated internally by Bluteau DeVenney and Company with no adjustments made to the participants' responses





3. The State of Leadership Today

We give our leaders a B-. Our expectations are for A-level performance and we do not feel that we are seeing that.

There is a gap between where leaders focus and where workers want them to focus. Why?

It is a matter of convictions and commitments. Leaders today speak the language of employee engagement and investment in people to build sustainable success for organizations. And yet, the time leaders invest in their people is their lowest commitment.

There is tremendous pressure on leaders to produce short-term results (from shareholders, media, Boards, senior corporate leaders and other stakeholders including clients). The business environment is more complex and competitive, and continuously subject to change. Leaders also have more people looking over their shoulders and evaluating their results. Most leaders do what needs to be done to get the desired results.

Workers rate their leaders' well in their performance in generating business results. Where the feelings change is how the results are achieved – workers do not feel engaged and involved in the pursuit of these results and that is where leaders are stumbling.

Many leaders will say there is just no time to invest in people. One CEO even made the following comment to a senior team member who had asked for time, “Here are my seven priorities, tell me which one you are more important than.” We believe this example plays out more and more in organizations today. Despite corporate mission statements, which say “people are our greatest asset”, for most companies, actions do not match this rhetoric. Investing in people may be the highest leadership priority but it is generally the lowest commitment.

To a great extent, the communication between leaders and workers is not that effective. Whether in meetings, memos or PowerPoint slides, leadership communication is often directive and conclusive (rather than participative and inclusive). Leaders tell rather than ask. Much of leadership communication with workers is tactical – who does what and when. Recent studies show that 79% of senior leadership teams are ineffective.

Unlike in sports, in the corporate world little time is invested up front to envisioning success and planning the game. With the pressure to produce results, there is no thinking time up front. We develop the mindset that we would rather take action and spend time correcting what hasn't worked than invest the time to plan what to do first and then move. We would rather spend time reliving the past and reacting to situations than looking to the future and being proactive with opportunities. This has become the language of business.



Where is the root cause? We believe it starts with the leader. Most people in leadership positions get there from “leader drift”. Few people proactively plan on being a leader – most enter a profession or field and work hard as an individual performer, get results and attention, and are promoted to a leadership role. The assumption is that if someone performs exceptionally well as an individual they will automatically perform well as a leader of others.



Of course, this theory does not play out in the workplace. Studies by the Center for Creative Leadership (one of the world's foremost leadership research and education institutions) show that 45% of all people promoted to a leadership position will fail within the first 18 months of taking their new role.

Why?

New leaders are promoted for individual performance and little training is given on how to make the shift to succeeding through coaching the performance of others. Although the greatest attribute workers want in their leaders is the ability to delegate and empower, the ability to delegate is the greatest challenge leaders report (at all levels).

Little training is provided on how and when to delegate and on how to empower and engage others. At the leadership level there is still a high level of individualism while learning the skill of coaching the performance of others gets neglected. There remains a focus on building expertise and individual achievement that is difficult to change. These traits are what got people promoted in the first place - so how do you stop doing what got you here?

When you think of a sports team, the coach or manager of the team does not run out on the soccer field, jump off the bench on to the court or climb over the boards to the ice to grab the ball or puck and try to score. That would be chaos! Great coaches engage and inspire the performance of their team members and that is how they win.

For the most part, leaders need to get out of the way.

Many leaders intellectually understand this but throw up their hands at the seeming complexity of trying to figure out what motivates and engages people. Workers feel this way as well with a recent Gallup Organization study showing that 70% of employees state that they are not engaged in their work and cite the relationship with their leader as the key reason for this lack of commitment.

People are the key reasons strategies fail for leaders. Investing time and energy in working with people (not giving instructions) is the highest priority although in reality it plays out to be the lowest commitment. Leaders don't connect with their audience – do leaders really hear what is being said by the workers? In sales, almost 70% of the reasons prospects do not become clients is due to the lack of connection with the salesperson – salespeople did not take time to know the prospect and understand their needs and motivations. Think of the lost opportunity. It is the same with leaders and workers.

Leaders keep on doing the same things while hoping for better results from workers – hope is not a strategy.

For leaders, understanding their audience is the first opportunity.

To help others achieve is perhaps the greatest responsibility and result for leaders. We all want to make a meaningful contribution. The Millennials have been painted with the brush of entitlement – many think that younger workers expect too much in exchange for too little. Research does not support this thinking.

A recent study of Millennials in California showed overwhelmingly that young workers want to



succeed – 96% said they would work hard to get what they wanted. Younger workers will also be loyal if they are shown loyalty in turn – treat your employees well and they will treat you as leader well.

It comes down to the fundamental truth that we all want to make a meaningful contribution. As a leader, this is the greatest opportunity – supporting people to achieve.

The greatest returns for an organization is in its leaders who seek to understand how to channel people's energy and engage them to achieve. The old "20/60/20 rule" works here ... 20% of people naturally engage, 20% never will and the other 60% are looking for guidance and support. If leaders focus on doing the right things for the 60% they can make significant improvements in performance and productivity

Is this an onerous task for leaders? How do you understand what all of your people need? A key finding from the research and studies is that leaders now know that the same shifts in leadership are valued by all generations. Leaders do not need to be different for each person. Knowing that the same six shifts will help everyone achieve saves leaders time and energy.

Is engaging people worth it for the organization? There is so much pressure on short-term performance, can leaders really invest the time to coach and develop their people?

All the research supports the findings that greater financial results are generated by organizations that invest in their people using a participative approach and that engage their peoples at all levels. Many studies have shown that the stock price performance for companies assessed as having a higher employee engagement level is far greater than for those that are more directive with their people.



The most obvious connection between employee engagement and business results is its customer service. Engaged employees care more about customer experience, and focus on providing greater value for the customer. A recent study shows that companies whose people are in the higher reaches of team engagement attain a customer satisfaction score 12% higher than those whose people are at the bottom tier. Higher customer satisfaction relates directly to greater profits, greater loyalty, more referrals and expanded business.

Teams in the top engagement quartile are three times as likely to succeed as those in the bottom quartile – averaging 18% higher productivity and 12% higher profitability. Companies in the top quartile for engaged employees also experience a 15%-30% lower turnover rate.

The real mission of an organization's leadership should be to help an employee feel their job is important.

Leaders need to stop the rhetoric and focus real time and attention on working with their people and engaging their workers to achieve.

Would it help to have a 12% higher net profit next year for your organization? Would it help to



have a 12% higher customer satisfaction rating next year?

Leaders who work with their employees develop a sustainable competitive advantage.

4. Where Leaders Need to Invest

Leaders need to be the leaders expected by their followers. It is as simple as that. The most basic definition of a leader is someone others will follow. Don't make it more difficult than it is.

The first step is to understand what people expect in a leader. Our study showed that across all age groups of employees, four key leader attributes desired are:

- The ability to lead people by delegating and empowering
- The ability to provide the resources needed for success
- The ability to build and lead effective teams
- The ability to generate business results



The picture of the leader we want is someone who is consultative and decisive – they ask for our perspectives and opinions, listen to them and then make decisions on a timely basis. We want a leader who leads people effectively by empowering them – delegating as much as possible and challenging and empowering people to do their best and to grow. We want leaders who provide the resources and support for people to do their jobs – removes the obstacles and provides the capabilities for people to succeed.

We want leaders who take a team approach and do not encourage silos or play people off against each other. Leaders need to involve the team in creating and executing strategies, bring people together to discuss and debate, help people see their contribution and the interdependence of how we all work, and encourage people to work together to succeed overall. We want a leader who makes a timely decision and focuses on what is important, keeps teams on track with vision and delivers results against the plan.

We expect our leaders to provide the supportive environment for workers to succeed together.

Is that too much to ask?

Ironically, the greatest challenge leaders report in their work is delegating effectively and empowering people – organizations know it! Leaders say it takes too much time and that people should know what they need to do.

So, what do we get in our leaders?

Generating business results was the only core desired leadership attribute that employees gave their leaders a high rating on at the present time. However, that rating was a B - there is



definitely room for improvement. Results are produced but the wake is not always positive. Similar to the wake a boat leaves as it moves through water, the leader's wake is the ripple effect that leaders leave behind them on their journey. Some leaders leave a calm and positive environment while others look for results at any cost hurting people along the way, making waves and disturbing the peace. Great results can be achieved either way on a short term basis – sustainable success is generally associated with a positive wake.

The other key characteristics received much lower ratings. There was some variance between age groups in terms of evaluating leader performance. For all age groups of workers, leaders were respected most for their ability to have depth in their lives (with perspectives on more than just work) and appreciating the differences in the workforce (varying cultural and social backgrounds). Although differences existed by age group, employees rated their leaders well in areas of interpersonal relationships and composure – neither being qualities which ranked in the more highly needed leadership characteristics. Even more interesting, no employees of any age group gave their leaders an A evaluation on any of the 21 leadership qualities.

We like our leaders personally and respect the depth of their expertise but still feel they are not providing what we as employees need to succeed.

This is the picture we are getting of today's leader; someone who is respected for their experience and expertise with a breadth and depth of perspectives and business acumen. Our leaders interact well with us on a social basis, appreciating and understanding the differences in our cultural and social backgrounds. We see our leaders act in a composed and straightforward manner, achieving results by focusing on directing actions. Our leaders keep their eyes on the end result.

As well, workers saw their leaders as not effective at communicating and implementing change and not very good at dealing with difficult people situations (tolerating issues or ignoring them hoping they go away).

There were also differences by age group of workers in where they felt their leaders came up short in other areas:

- Workers between the ages of 25 and 39 years of age did not see their leaders as decisive enough – too much time is spent by them on research, discussion and talking. We don't want a consensus or committee leader – participation is valued and expected but please make a decision!
- Workers in the 40 to 54 year age group did not feel their leaders were self-aware and authentic – politics and posturing have left many employees cold. Many people feel leaders are focused on their public image and on taking credit for the work of the organization.
- Workers beyond age 55 do not see their leaders effectively building relationships with their teams – they feel people are there to do a job and just do it. Leaders have so many things in front of them that they do not take the time to work with their people and grow the relationships.

In a sentence – employees did not evaluate leaders as doing well in dealing with people.

The leaders we have are likeable and social, producing results but not participating and involving people or connecting the dots for people to engage. The end result is we do what we need to do and look for meaning elsewhere.



There is a clear path of development for leaders to connect with their people and improve their performance evaluations.

A significant insight from the survey shows that we all have the same four expectations of our leaders – across the generations, we have a shared belief in what actions leaders should take to earn our engagement and investment.

We want leaders who delegate to and empower us, provide us with the resources we need to succeed, build and lead effective teams, and generate business results.

How leaders make that happen today needs to be approached differently than it has been in the past.

There have been two significant changes in our society that have an impact on what we expect in our leader.

1. The conversion of a production (or manufacturing) economy to a knowledge economy requires a greater degree of collaboration and flexibility in how we work. Production economies produce and improve to a great extent by efficiency and process. Direct leadership can be quite effective in finding ways to be more efficient. People are parts of the process. However, a knowledge economy is based on how people think and create and this new creative approach does not respond well to directions and procedure. Workers in the knowledge-based economy need greater flexibility, participation and collaboration. Today, the vast majority of organizations are knowledge-based, therefore, a shift needs to be made from the bureaucratic, directive leadership style of the production age to the more interactive and connected style expected by today's workers.
2. As well, the family unit has shifted in the past 50 years from a strong paternal family unit to more of a sibling-based unit. If the question, "How many people grew up in a family with one male parent as breadwinner?" to a group even 25 years ago, almost 80% would say yes. The same question today would result in about 15% saying yes. We have the bulk of families with both parents working, single female parents working and other arrangements. The ideas of "children should be seen and not heard" and "if you are under my roof these are my rules" are toast. Families are more interactive today and children are used to being involved and even negotiating the rules. This trend translates to work. Employees expect a more interactive and participative work environment. The family unit has changed and the Millennial generation, (those workers born after 1982), grew up being involved and participating in family decision-making. They are also used to getting what they want now.

One of the common perspectives of organizations today is that no one really talks at work – neither the leader nor the employee communicate. We make assumptions and hope that the other gets it. This is where the Millennials will change the organization.

On a Millennial website is the banner "we are the generation we have been waiting for". They are right. Where older workers were raised to earn their right to speak and participate, young workers coming into the organization today are not going to patiently wait to speak or be asked to join meaningful projects. Millennials are very communicative about feelings and issues.

**"We are the
generation we
have been
waiting for!"**



As mentioned above, Millennials are also loyal. There is not the sense of entitlement that is talked about – it is more an attitude of impatience and optimism that there is no reason why they cannot have what they want. They will push for change or leave.



What Millennials want, all workers want. What the Millennials say, the other workers agree with. Millennials just don't have the patience to wait for leaders to get it.

The impact for today's leader is that there is a greater demand for a more interactive and participative approach. We want to be asked and involved. If we are not, and leaders stay the way they are, we will leave.

Millennials want a different work environment, which requires the making of six key shifts in workplace and leadership style:

1. We expect balance and synergy in the workplace – we are not going to work excessive hours to the extent that work is our life.
2. We expect our work to be a cause – we want our organizations to be more than profits and production, we want to be part of something higher that the organization is involved with in the community or beyond.
3. We expect personal growth and development – if you don't help us grow and learn we'll go elsewhere.
4. We expect partnership – we want to be asked for our insights and to be involved, not directed and simply told what to do.
5. We expect community at work – we want to know the people we work with and have a connection with them.
6. We expect trust – we want leaders to communicate openly, honestly and consistently, no more closed doors.

The good news from the survey is that the shifts leaders make today to adapt to the new generation of workers will be equally as appreciated by all of the other generations of workers. We all will appreciate the shift in approach.

Much has been made of the talent war that we are now experiencing. The competition for young professionals is widely known. However, the area where the most intense competition is predicted to be in the group of workers aged 40 to 54 years. The ability to hire for experience is growing increasingly difficult – projections call for a decline of workers with more than 10 years of experience of 15% during the next 15 years.

Workers in the 40 to 54 age group have the experience organizations demand, are less satisfied than younger workers, and have enough career years left to make a change. We see this age group of workers as the area for the talent war. To prevent turnover in this age group, leaders need to support the six key shifts mentioned above.

Leaders need to change. The shifts in the road are clear. Making the move will be appreciated by all workers. The end result will be to attracting and retaining more talented people – people will truly be the organization's greatest asset.



5. Taking Action

The first step leaders can take to move forward is to involve their people at all levels in assessing how well they and the organization do in each of the six key shift areas and what actions would help to make progress.

The key learning piece for leaders is the involvement of the organization in the solution and not coming up with the answer first.

The key strategies:

- For leaders, benchmark where you are today. The only way for a leader to truly grow and provide a bigger future for their people is to honestly assess where they are today – what is working and where is help needed? Leaders can not know this by self-assessment – as honest as we may be (or think we are) about ourselves we need to see ourselves through the eyes of others. The real test of a leader is the impact they have on those around them. Arrange for a 360-Degree Assessment for Leaders (see www.bluteaudevenney.com) at all levels to ensure leader's actions and behaviors match what is needed and expected to support your organization. A path for development will lead to the best focus for improved results. Research shows that leaders who experience a 360-Degree assessment show an average improvement in effectiveness and performance of 30% in the first year – as measured by the people around them! Beat that.



- Leaders should work through the [Values-Shift assessment \(Click to download\)](#) to see where their organization is and how to make changes over time to improve its attractiveness for employees of all age groups. The assessment shows you where your people see the organization today as a Millennial environment and helps you focus on the key priorities you need to move forward in an interactive basis. Involvement generates investment.
- All employees want to make a meaningful contribution and need clear and compelling goals to focus their energy – meaningful goals engage people more than any other consideration. Change or add to your performance review process by including an interactive 3/6/12/goal plan for each person (3 specific goals for the next 3, 6 and 12 months). Have regular ongoing discussions from these goal plans with your employees – not so much the traditional performance appraisal approach but a more proactive, growth oriented approach to providing honest feedback with the intent to foster development
- A fundamental shift for leaders is to take a question-based leadership approach. As Peter Drucker said, “Leaders of the past knew how to tell, leaders of the future will know how to ask”. The greatest single change a leader or manager can make for positive impact on employee engagement is to move from giving answers and direction



first to asking questions first. Only when someone comes up with the answer

themselves are they truly engaged and growing. Rather than making assumptions about the audience, ask them first and find out what is most important to them – survey and ask formally and informally – this will involve others and still let the leader make the decision.

- When recruiting new people, ask your best employees to write the ad copy – they know better than anyone what attracted and kept them. Retain great people by consistently asking them what they need and providing a plan of growth and advancement – show them the meaning and importance of their contribution. Money is not the driving force for turnover (it is the reason to back up our decision to leave). Invest in training managers to focus on people first and results second.
- Make training and development a core business strategy. People want to grow and keep a bigger future – provide people with the means to do it and they will stay with you. Statistics show that people are more inclined to stay with an employer who provides regular training. Many leaders ask the reverse – why train them to just lose them? They will leave anyway if you don't so improve the potential for retention and invest in them. Make it strategic, accountable and linked to the strategy of your organization (and it doesn't always have to be strictly business as well).
- Invest time as leaders in your people – every week. You do not need to change your world! No - just investing four hours each week with your direct reports will make a vast change. This time is not for just tactical discussions but for talking about them, what is in front of them and their contribution and what you are doing and what is next. Interacting with your people will provide the greatest rewards in engagement and performance.



For the leaders who make these shifts successfully, the rewards are quite simply more money, more time and less stress.

An inclusive and interactive leadership style creates greater synergy within the organization with better and more direct communication. There is a greater likelihood of executing on plans and producing results as expected or beyond (the benchmark of the 8% success rate presently is also not really a high bar – take action move it much higher).

The leadership shifts discussed above clearly lower turnover and increase worker loyalty, which in turn results in definite cost savings. The significantly positive side effect of a more stable and engaged workforce will translate to greater customer retention. Engaged employees take greater care of the customer. Happier customers mean more business and referrals.

Leaders who have clarity of purpose and translate that to strategies that focus on this purpose generate a greater level of engagement with their people. The strategic planning process is sadly just an annual event for most organizations – once completed, the plan is filed and ongoing meetings, discussions and actions continue to relate to just the distractions of the day. An organization that proactively takes actions focused from a connected vision and strategy wins.

Adding a community orientation to the organization helps everyone to see beyond themselves



and creates workplace environment glue. Seeing your organization as more than products and services creates a community and greater loyalty – plus you help others.

The expectations we have for our leaders actually generate a more profitable organization. The investment also grows over time. Leaders making the shifts today set their organizations up for sustainable and enduring success and make leadership the competitive advantage.

6. Questions for Reflection

Leadership is the true competitive advantage of an organization. Right now, leaders are given a B- for creating that competitive advantage. We see our leaders working in ways that open up the organization for a broadside hit from other businesses – those that get leadership right.

Leadership is about people. Being able to engage people to achieve and make a meaningful contribution towards a bigger future is the true job of a leader. Mission statements hung on a wall will not gain people's commitment – leaders need to combine the right actions with the mission.

There has been too much focus on short term results with the outcome that most organizations are ripe for competition to erode profits and position.

Being consultative and decisive as a leader is the winning shift. Leaders are then aware of what people need to take ownership and engage.

Build your leadership impact by investing in your people culture and community to build a sustainable competitive advantage.

Ask yourself the following questions:

1. How well does your organization provide balance and synergy for people? What one shift could you make to improve the energy and creativity of your organization?



2. How well does your organization provide the feeling of partnership and involvement? What one shift could you make to reduce the bureaucracy in your organization?

3. How well does your organization get involved in the community? What one shift could you make to create a community cause for your organization?

4. How well does your organization provide a plan and path of personal development for people? What one shift could you make to improve the training and development offered by your organization?



5. How well does your organization create a team atmosphere? What one shift could you make to improve the connection and community of people offered by your organization?

6. How well does your organization provide open and transparent communication and access to information? What one shift could you make to improve the respect for leaders in your organization?



7. About Bluteau DeVenney and Company

Vision:

Our vision is to support leaders at all levels to find and grow their natural and true leadership advantage to accomplish their best results.

Mission:

Our mission is to provide an innovative learning forum for established leaders to sharpen their edge and for developing leaders to find their path through practical and actionable coaching and training.

Clients access solutions with us through our three platforms:

- For Leaders Only – for personal leadership
- The Achiever’s Edge – for leaders and their teams
- The Hiring Edge – for finding the right people

Through workshops, retreat, conferences, analytics and newsletters we help leaders define their compass for natural leadership and stay on track for their best results.

Please visit our website at www.bluteaudevenney.com for further information.



8. Acknowledgements and Disclaimer

Bluteau DeVenney and Company thanks all participants who responded to the survey.

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