



## **The Silence of the Lambs:** **Why change doesn't happen and how to make it work.**

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***Ironically, change is a constant. The ability to lead change effectively is a competitive advantage. The world isn't going to stop changing – customers are not going to stop wanting something new or different – will you be able to answer the need for change?***





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## 1. Executive Summary



Two-thirds of change initiatives and great ideas fail (1) – not because the ideas weren't great or the need wasn't real, but rather because the leader did not connect with the audience. Lack of communication before, during, and after a change initiative is the root cause of poor results.

What is crucial to remember is that leading change is more about feelings and less about facts. We need to ask the audience to understand the audience.

Our study (2) revealed that change is not working in most organizations and businesses:

- Leaders were given an overall rank of 70% on their ability to move change forward effectively although ranked at only 60% on communicating throughout the change process
- The result being that 60% of employees feel disengaged from the change initiative and 62% feel that leaders don't understand (them)
- An astounding 62% of employees felt leaders did not understand the ability of the organization to make the change; 60% seeing leaders as not having a clear strategy for change or supporting their employees to follow through with the change

Strong leaders and strong organizations need to be strong at change – most are not. Why?

- Leaders do not take time to understand their audience resulting in a lack of communication and connection with employees. This approach results in silence - employees don't get the need for change (and don't change).

Without effective communication before, during, and after the game how can you expect to win? Leaders are coaches of performance and need to invest time in communicating effectively rather than giving directions.

Leaders are smart ... so why the disconnection?

The key challenges leaders experience in making change happen successfully are:

- Time – with so many pressures and demands on a leader's time it is difficult to find space for communicating change
- People – it is difficult to understand the motivation for employees to engage and invest in the need for change
- Balance – the need for short-term results and long-term sustainability often seem counter-productive

For many leaders, the outcome is to take a directive approach and tell employees what is needed rather than asking and consulting. Communication is seen a cost rather than an investment.





Employees do not understand the need for the change, do not feel part of the change, and do not see the connection with them. They are working hard enough now and see change as just more work for them. There is resistance to the change – not due to the change but due to the communication of the change.

Change is vital to success. Change brings greater customer value from understanding where the market is going and continually improving to meet the changing needs and desires and keeping the business working competitively.

Being able to lead change effectively reduces stress as people connect with the need and buy-in which builds leadership at all levels. Engagement and support for change leads to improved results and productivity. Change done well saves time, money, and resources and keeps the organization on the leading edge for customer value.

Three shifts are recommended in how leaders and organizations approach the change process to improve success:

- In the words of Peter Drucker, perhaps the greatest mind on management, “The leader of the past knew how to tell. The leader of the future will know how to ask.” For change to happen, leaders need to follow a consultative approach before, during, and after the initiative to engage and invest employees. The top two requirements for engaged employees are to feel involved in what is going on and connecting the meaning to their role – asking is the best way to achieve these two objectives.
- Personality affects how we communicate and connect. Research has shown that leaders differ from the general population in two significant ways\*:
  - \* Nearly 80% of leaders are thinkers who use data and facts to communicate, whereas 60% of the population are feelers focused on the human factors and emotions. Leaders need to focus on feelings rather than figures.
  - \* Leaders talk about possibilities while the general population looks at practical reality.

The way leaders communicate should consider the personality and profile of the audience to connect best.

- Olympic gold is a product of measuring actions and reflecting on progress. The same needs to happen for change to be successful. The organization needs to focus on why the change is needed, the drivers of the change, and measure the progress – and talk about it regularly. Feedback on the change initiative should be provided on a consultative basis at least bi-monthly – everyone needs to stay in the loop to stay invested in the change.

Leaders need to follow a consultative approach to communicating change. They need to gain a tangible understanding of the impact of employee personality on communication needs and use a template to focus and track progress and provide regular feedback to make change work and remove the silence.

Change done well generates greater confidence at all levels of the business. There is an understanding of what is important and a greater meaning to what employees do and why.



The competitive advantage of the organization improves with the ability to lead change successfully. Harvard Business School's John Kotter, a leading authority on change, said, "Don't embrace the past".

Leaders must define and understand their role in the change process.

There is an information overload – the role of the leader is to coach employees to navigate the clutter and connect with change. Leaders need to ask the audience in order to understand their audience. The focus of all effective communication must be on the audience to understand what is important, what the impact is, what they need, and how to support them make the change.

The power to communicate and connect is the key to effective change leadership. It is up to the leader to understand the need to change and to convey that to the audience.

- (1) The McKinsey Quarterly July 2008 Survey – Creating Organizational Transformation
- (2) The Bluteau DeVenney August 2008 Survey – Leading Change Effectively

## **2. The State of Change Today**

Selling people on ideas and the need for change is vital for success individually and as an organization. The world is increasingly complex, competitive, and subject to change – the status quo is not an option.

The reality is that 66% of ideas and change initiatives fail.

Change in the workforce with the introduction of the Millennial Generation of employees and their profile of collaborative participation is going to place even greater stress on leaders and organizations to lead change effectively.



From our study of organizations and change, we found employees rated their leaders as 71% (70.56%) effective in leading the change process. However, the leaders' ability to communicate change ranked much lower:

- The leader's ability to communicate the need and reasoning for change was ranked as 61% (61.01%)
- The leader's ability to communicate how change helps the organization and the employee was ranked as 61% (60.56%)
- The leader's ability to communicate the urgency of making a change was ranked at 63% (62.59%)
- The leader's ability to communicate the progress of the change initiative was ranked at 58% (58.47%)

Employees also questioned how realistic leaders were in their understanding of the organization:



- Leaders were seen as 62% (62.28%) effective in understanding the impact of the change initiative on the organization and its people
- Leaders were seen as 62% (61.96%) effective in understanding the organization's ability and capacity to make the change

Our research with employees also indicated that leaders are not seen as being supportive to helping the organization make the change:

- Employees felt that leaders put in place a team to support the change initiative 60% (59.63%) of the time
- Employees felt that leaders provided a clear strategy to implement the change initiative 61% (60.53%) of the time
- Employees felt that leaders removed roadblocks and resolved obstacles for the organization to execute the change initiative 59% (58.81%) of the time

The end result for employees is a lack of engagement and investment in the change initiatives. The survey indicated that employees ranked their level of involvement in change initiatives at 60% (60.45%).

For leaders, the key point here is that it is your role to communicate the change initiative and to coach employees through it.

Communication from leaders for change initiatives is minimal to non-existent at the present time for most organizations. Employees generally hear of a change initiative after leaders and management have discussed, debated, and decided on the course of action. Communication happens at the introduction of the change initiative and is typically vague – facts are provided but without connection. Nothing is heard again in most organizations.

In the McKinsey Quarterly study, *Creating Organizational Transformations*, 50% of the CEO's were viewed by employees as not being visible in the change process and one of the key derailing factors for change initiatives. The leader needs to be visible and present to achieve successful change initiatives.

The nature of communicating the change initiative is also not connecting with the audience:

- Current communication now focuses on data and facts and needs to provide more of the human impact
- Communication presently talks about actions rather than asking for insights, perspectives, and assessing options
- Communication provides the big-picture view and talks of possibilities while the audience needs to see the practicality of the situation
- Communication is often primarily talking and brief whereas employees also need to see it in writing and have time to think and absorb it

The study also revealed what was most important for employees in order to engage in the change initiative:



1. Change initiatives that improve the efficiency of the organization are rated most important for employee engagement receiving a ranking of 84% (84.42%).
2. Change initiatives that have a positive impact on the customer were rated at 84% as well (84.21%) taking second spot for building employee engagement in change.
3. Change initiatives that have a positive impact on the work environment were rated as 82% (81.83%) in importance for buy-in.
4. In order of importance, change initiatives were ranked for engagement based on the following messages:
  - o The ability to attract new business at 80% (80.42%)
  - o The ability to continue the growth of the business at 80% (79.87%)
  - o The ability to improve the competitiveness of the organization at 79% (79.18%)
  - o The ability to provide greater career growth for employees at 76% (76.11%)
  - o The ability to provide job security for employees at 74% (73.52%)
  - o The ability to result in cost savings for the organization at 73% (72.67%)

Currently, what we see are leaders focusing their change communication on reducing costs (#9), achieving greater growth (#5), and improving competitiveness in the market (#6) – missing the top three factors of building employee engagement in change initiatives.

Getting employees to cooperate is a fundamental requirement for successful change initiatives. Communication should start with building understanding and agreement by assessing the level of agreement and determining the desired result and the desired outcome of the change.

This is not happening in today's communication from leaders. The bulk of change initiatives fail – great ideas stay great ideas and not reality.

Where should leaders focus to increase their success in leading change?

“People change what they do less because they are given an analysis that shifts their thinking than because they are shown a truth that influences their feelings.”

*John Kotter*



### 3. Where Leaders Need to Invest

Becoming more successful at implementing change begins and ends with the audience. Leaders need to invest in communication to move change forward – before, during, and after a change initiative.

Three shifts are recommended for greater organizational success at implementing change:

- Using consultative selling skills to build engagement of employees in the change initiative.
- Understanding the personality profiles of the organization to communicate the change initiative best.
- Providing regular feedback on progress of change initiatives and using consultative reflection to build and maintain momentum

In the McKinsey Quarterly Survey, Creating Organizational Transformations, 64% of respondents indicated that the tactic that is most important to successful change – from the organization’s viewpoint – is ongoing involvement and communication with employees.

#### Consultative Selling Skills

Change is simply selling an idea.

In most change initiatives, leaders take a traditional, “old school” sales approach of “show up and throw up” or an information-based sales approach.

Leaders know so much and feel the overwhelming need and urge to tell their audience how much they know – thinking it will convince them to follow. Yet, it doesn’t!

Their audience just wants to be heard – they want the leader to ask not tell. The greatest challenge to a leader’s success with change is the ability to ask questions and to really hear the answer about what is most important to their audience.

Connecting to the audience is vital for success. Telling is not connecting; asking is connecting.

Indifference is the first competitive challenge leaders face in connecting with their audiences. The audience has heard it all before and leaders have to make them want to hear.

How do leaders break through the information dump and be heard?

To be heard you must be focused on the audience you are communicating with and not yourself.

Most communications are full of information, process and details about the sender. All the receiver really cares about is him or herself. He or she just wants to know what the point is, what’s in it for them and what is needed from them? It has to be about them – not the sender.



Remember the Four Fatal Flaws of Conventional Communication:

1. Communications are typically about what you will do and fail to talk about the specific benefits and value gained by the audience.
2. Communications are full of information and fail to tell people what to do – we think they will figure it out on their own.
3. Communications are about process and details and fail to show people how they will experience and feel about the message.
4. Communications are about the sender and fail to see it from the audience.

Leaders have to speak from the audience's chair to connect and be heard.

For change to be supported, leaders need to communicate to eliminate any fear and uncertainty. Only then will they have the confidence to make a decision to engage.

Meet your audience's need – give it one good reason to connect with you.

Most of the selling happens when the leader is gone – the message should focus on the audience and the three points to be remembered when the leader is gone. They don't want to remember more than three things and those three things have to pass the test "what's in it for me" and "why do I care". It is not the audience's job to figure out what they need to remember and take away from the communication.

Establishing the leader's credibility is not about telling them the leader's background and experience but it is about communicating the right things for them to remember.

People make decisions on emotions. They may understand the points academically but they need to connect to feelings and emotions. The audience uses facts simply to justify what they want to do. Leaders need to connect to the emotions and be clear on how they want the employees to feel from the communication.

Use stories and personal experiences to connect with the audience – one good story is worth dozens of adjectives. A story is an immediate emotional connection.

The audience feels the message and understands the points. They still hesitate. It is human nature to procrastinate. They can always get to it later. Most communications do not close with "what now". Leaders need to let their employees know what they need to do – "who does what by when". They may not agree with your timeline but they recognize it and think about it so if they are thinking about "by when" they are definitely thinking about "who will do what" as well.

Every communication has to end with a call to action so we know what to do.

Communication is a learned behavior. Leaders can make a significant difference in the quality of their communication by remembering their audience are the only people that matter – listen to their challenges and opportunities.

Before writing or speaking about the change initiative leaders should step back and think.

- Write down the message for clarity and confidence
- Remember the key point to focus on, the positioning of the change and be consistent



- Sit in the audience's chair and acknowledge their challenges and opportunities
- Focus on the value for the audience – the benefits for them and how they will feel
- Tell a story to illustrate the reasoning for the change initiative
- Highlight the three key points for the audience to remember
- Give the audience a call to action – be clear about who will do what by when

Communicating the change initiative should be framed to play to what is most important to the organization. From our survey, leaders should speak to the change increasing the efficiency of the organization, improving value to the customer, and making a positive improvement in the work environment.

The McKinsey survey also highlighted the need to frame change as an approach to improve performance from good to great – along the lines of the efficiency consideration. The highest percentage of respondents to the McKinsey survey (35%) placed improving performance as the most important reason to support change.

Communicate direction, confidence and capability and then connect – the message will be heard.

### The Impact of People



People communicate in different ways. How we give and receive information may differ greatly and understanding the best approach to communicate to specific audiences will improve the success of introducing change initiatives.

John Kotter, of Harvard Business School, stresses that change happens more from a message of “see-feel-change” and rarely from an approach of “analysis-think-change”.

Studies of personality and instinctive strengths reveal high correlations between how we communicate and predictability of engagement and buy-in as well as follow-up performance. Clearly, understanding the profile of the audience personality and strengths would significantly improve the ability of leaders to connect and engage audiences in change initiatives.

The Center for Creative Leadership (CCL), one of the world's leading leadership research institutions, has studied the variations in personality profiles between leaders and the general population based on the Myers-Brigg Type Indicator (MBTI). Findings of the ongoing research indicate illuminating aspects of effective communication of change.

- The leaders measured through CCL show 79% likelihood to be thinkers (being persuaded by facts and information) as opposed to the general population being 40% thinkers and 60% feelers. Leaders may take a more factual approach whereas employees (as more likely to resemble the general population) need communications to deal with the human elements of values and feelings. Employees may not engage as the facts are not enough to support the investment.



- From the research, leaders are 45% likely to be intuitive in their approach and focus on the big picture, possibilities and dreams. The general population, (representing the employees), is on the other side of the equation with 73% being sensors and focused on the practicality of the situation. Too much conceptual vision may miss the mark for employees – vision is vital but needs to be grounded in the reality of the situation which includes specific details about outcomes and results.
- Leaders were shown to be divided fairly even among extroverts (56%) and introverts (44%) which is similar to the general population (49% of the world tests as extroverts to 51% being introverts). The split encourages that communication be both verbal and written with time provided to think and consider the change.
- Leaders are also more likely to be judging in their approach (64%) looking at structure and actions where 46% of the general population (or employee substitute) are perceivers with a higher need for exploration and options. A higher degree of collaboration and participation would be encouraged to maximize the connection.

Studies using the Kolbe© concept (which measures the natural strengths for people to take action) also provides interesting information for leaders who want to improve not only their connection with their audience but also in helping employees take initiative with the change.

- The general population tests 53% as accommodating the need for information which encourages the provision of key points, outlines, and executive summaries of facts – the full details and deep background are too much.
- The general population tests 53% as accommodating the need for follow thru which encourages less emphasis on specific steps and process to achieve change and showing how current systems are being maintained and improved – what will stay the same?
- The general population tests 40% as initiating in the need for quick-start which encourages the need to speak to the future benefit of the change direction and highlighting the need for urgency.
- The general population tests 48% as accommodating in the need for implementation which encourages some “show and tell” through the use of visuals and models but not too physical – 42% also test highly conceptual and just need to hear it and not see it and touch it.

Understanding the instinctive strengths of the audience outlines how to communicate and where to focus the messaging for encouraging investment and engagement.

Psychometric assessments play a crucial role in understanding the culture of an organization and how individuals and teams work and communicate most effectively. Such assessments also serve an incredibly important role in understanding the best way to communicate and lead change for an organization.



Leaders should invest in assessing their employee audience to understand the impact of personality and instinctive strengths to increase the success of change initiatives.

### Reflective Feedback



Leaders can sometimes fall into the trap of the “Monkey Dance”. Enthusiastically introducing a change initiative with a motivational speech – hands in the air, projecting great energy and electrifying the audience. People are clapping, smiling and enthusiastic – life will be different from this moment on.

In actuality, the likelihood remains that life will not be much different. Following most motivational speeches, employees clap, yell and jump around enthusiastically - and then go back to their regular life.

The statistics show that after attending motivational events the average impact lasts less than one week – one month after the event about 94% of people have done nothing different. Motivation is great and should be a part of all change initiatives. However, what really matters is what happens after the event. If leaders want to make a lasting difference and achieve greater success the answer is more quiet and simple – it is about focus and discipline.

Employees want to have regular feedback on the progress of a change initiative and support in resolving blocks and obstacles and building momentum to carry the change through to success. They want to be involved.

Feedback involves measurement which provides clarity and confidence. Measurement matters – if you can’t measure it, you can’t manage it! What gets measured gets done. What you measure, gets better. Measuring the right things gives you the answer to successfully leading change.

The process of taking action involves three simple steps – clarity, focus and follow-through.

For the change initiative, leaders need to clarify expectations and results up front. Employees have a clear picture of what will happen. Then we focus on the actions that will most help us achieve those goals. Everyone knows where to focus time, energy, and resources to support the change initiative.

Lastly, we follow through and actually take those actions - that is where we have our main problem.

Following through on initiative is difficult. The problem is that no matter how important, exciting or positive our goals may be our good intentions do not lead naturally to good results. Most of us use hope as our key strategy - hope is not a strategy!

*“Things are more like they are now than they ever were before.”  
Dwight D Eisenhower*

You just have to look at the number of people who commit to losing weight, quitting smoking,



starting exercise, going to bed earlier, being nicer to their mother-in-law ... the list goes on and on. Yet most people do not follow through on their commitments.

It's the same in our professional lives – we want to use our time better, we want to make more money, we want to work more effectively, we want the promotion and we just want to leave the office on Friday knowing we did the right things! Again, you know the results – we stay stuck in our mire.

How do you break the cycle?

Not realizing what you want is a problem of knowledge, not pursuing what you want is a problem of motivation and not achieving what you want is a problem of persistence.

It seems common sense that if we know what we want and know how to get it we will just do it – apparently not. We all know that human nature often tells us just to do the easy thing rather than the right thing even if it is against our clear and focused plan. There is the challenge.

Following through is more a matter of circumstances than character. The human mind works very well with figuring out what has to be done. It is a little slow on the second step of actually doing it.

We are guided mainly by instinct to do what is convenient for us right now – even if it isn't the best thing for us – and we know it! We stay on automatic pilot on the couch reaching for the flicker and tossing back another double chocolate cookie – we'll exercise later. We are the only living things that do not consistently do what we know is best for us.

Following through is based on two decisions:

1. Decide what needs to be done
2. Decide how to shape your situation and circumstances to back it up

How can you shape your environment to make your intentions work? Measurement matters! What gets measured gets done. Measuring the actions you need to take to get your desired results is the key to following through. You measure for success.

Measuring helps make the critical transition from vision to action.

When you measure the actions that will drive your desired results you strongly affect your behavior and habits to do the right things. We can fall to the short term pressures at home and at work which can sideline our progress but measurement keeps us on track. Using a simple scorecard tool gives you the measurement you need.



**For each change initiative, a scorecard should be developed to follow through on the right actions and reflect on progress. Measuring with a change scorecard provides a tool to focus energy for long-term success – identifying the most important objectives and actions to focus attention and resources.**



Measuring clarifies expectations, builds confidence and boosts motivation. Measuring is not just about keeping score – measuring the right things drives positive change. It helps you navigate the future.

In measuring the progress of change, organizations increase persistence and motivation in three ways:

1. The organization increases **commitment** by putting the scorecard on paper
2. The organization sees **completion** of targets and milestones
3. The organization has **closure** on what is working and what isn't working

We are often too quick to judge isolated events as failure – a change scorecard provides perspective to see events as they actually are – learning steps in our progress to our goals.

**A change scorecard provides planning and target-setting, measurement and reflection.**

- A. Leaders and employees use the change scorecard first to plan and set targets enabling everyone to **quantify expectations for results** giving clarity, **identify the key actions that need to be taken** to achieve the results providing focus and **establish a visual progress** for follow through support and motivation.
- B. The change scorecard is updated regularly **translating the vision of success into real actions. Goals are linked with measurable strategies.** The change scorecard communicates the true essence of the strategy, **aligns people's tasks to support the momentum of the change** and **enhance insights and learning** from actual progress.
- C. The most important outcome of measuring is reflection. When you measure and then pause to reflect on the results of your measurement you can **honestly assess what has worked and what hasn't worked** and **move forward positively** making changes where necessary.

The change scorecard is an organizational impact tool:

- You gain clarity and consensus about expectations
- You achieve focus on what each person has to do to contribute
- You develop better leadership and management
- You ensure strategies are working
- You educate the group and gain valuable insight
- You set reasonable and balanced targets
- You align actions with meaningful success

We are working in complex environments and an accurate and continually developing understanding of our goals and actions is vital to success.

The scorecard is not static – it grows with the progress of the change initiative. The **scorecard provides the instrument to navigate the path to future success.**



## 4. Taking Action

We encourage leaders consider three steps to best support the success of their change initiatives.

- Ask the Audience
  - ◇ Prior to the formulation of a change strategy, leaders should hold question periods with their employees to ask questions related to the change initiative to understand what is important to the audience. Selling skills involve asking questions.
    - ◆ Ask situational questions to establish rapport
    - ◆ Ask problem questions to explore the challenges employees face in the change initiative area – this starts the engagement process by involving people in indicating there is a challenge to be resolved (all change initiatives should be in the form of addressing a problem – we have to be dissatisfied with where we are to be open to the buy)
    - ◆ Ask implication questions to hear the impact of the change initiative area on the employees – involvement builds in the change solution when people articulate how the current situation is impacting them
    - ◆ Ask need-payoff questions to understand the feelings behind the change solution
  - ◇ Communicate the change initiative against a template that addresses people's answers to the previously mentioned questions.
    - ◆ Provide direction by clarifying the key point of the change initiative for everyone to remember at the beginning of each communication (regardless of the form of presentation) – the key point should relate to the issues uncovered in the initial employee questions
    - ◆ Provide confidence by relating the lay of the land in terms of challenges and opportunities mentioned in the employee questions
    - ◆ Provide capabilities by connecting how the change initiative relates to resolving the implication questions
    - ◆ Provide action by outlining what will happen and who is involved against a specific timeline

In communicating the change initiative, leaders are encouraged to speak to specific employee answers and focus the solution provided by the change initiative as improving the performance of the organization and the efficiency of how work is done, building customer value, and resulting in a positive impact on the work environment.





## 5. Questions for Reflection



Leadership is the true competitive advantage of an organization. The changing business landscape has put a greater need for collaboration and participation with teams and employees to the forefront. For change initiatives to be successful going forward, employees need to be involved and invested. The best route to achieving employee investment is to ask questions as a part of the change process and use the information gained to shape and structure the actual change strategy and the communication plan.

Investing additional time initially by completing question periods with employees may sound like more time than leaders have available but the outcome is that time invested up front provides huge time savings later – and the likelihood of better results.

As a leader, you can gain clarity as to the effectiveness of your change process right now by asking yourself – and your leadership team members – the following five questions.

1. What are the key challenges in how our organization leads change? On a scale of 1 to 10 (10 being the highest level of success), how would you rate the effectiveness of our change strategies on our business results?
2. What are the key opportunities for our organization that would result from having a more effective change process? What would be the impact on the customer, the organization and the employee
3. What are the key capabilities we need to achieve more effective change strategies? From executives, from managers, from employees?





## **6. Background and Research Mechanics**

In August 2008, Bluteau DeVenney and Company informally surveyed employees in organizations located in Atlantic Canada. The objective was to assess the effectiveness of the strategic planning process in organizations from the point of executing on the plan and working as a team to achieve results.

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.





## 7. Acknowledgements and Disclaimer

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

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## 8. About Bluteau DeVenney and Company

### **Vision:**

Our vision is to support leaders at all levels 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](http://www.bluteaudevenney.com) for further information.

