

Phil Holberton presents

Speaking of Leadership®

Learn, Connect, Achieve.

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What is Speaking of Leadership®?

Speaking of Leadership® is about becoming a more effective leader. It's about common sense and determination. It's about real-life practices that are proven to work.

The Holberton Group's *Speaking of Leadership*® includes presentations, programs, keynote addresses, specific content offerings, and published articles. Delivered by Phil Holberton, an executive officer and coach (see bio), *Speaking of Leadership*®'s materials are immediately useful to leaders at all levels.

Speaking of Leadership®'s key concepts are:

Learn to be a truly effective leader.

Connect with smart ideas.

Achieve your potential.

We look forward to working with you and your organization as you strive to be the most effective leader you can be.

About Phil Holberton



Phil Holberton has more than two decades of experience in financial management, strategic planning, business development, operations, leadership development, and executive coaching for senior executives. He currently teaches “Leadership for Technical Professionals” as an adjunct professor at Brandeis University’s Masters in Software Engineering Program.

Phil’s background includes executive positions with Cambridge NeuroScience, General Cinema Theatres, Genome Therapeutics, and Becton Dickinson & Company.

He has also served as an executive coach for senior management teams of various companies. Holberton is a Certified Public Accountant and has completed the advanced management program at Harvard Business School entitled “Managing the Information Services Resources.” He also is a current member of Franklin & Marshall College’s Regional Advisory Council.

In addition to being on the Executive Board of the MIT Enterprise Forum of Cambridge, he is chairman of that Forum’s 10-250 Committee, responsible for bringing monthly case studies to the Forum. He is a past president of the Financial Executives Institute’s Boston Chapter of 1,000 financial officers. Holberton is a member of The National Speakers Association, serving on the board of its New England Chapter.

When not speaking, coaching, or consulting, Phil enjoys playing squash and in the spring of 2001 earned his black belt in karate after four years of training. He lives in Lincoln, Massachusetts with his wife and son.

Holberton and Leadership

Speaking of Leadership[®]

Leading by Example

Phil Holberton and the Holberton Group are committed to helping individuals and companies achieve their vision. Drawing from his years of experience as a successful executive and his more recent business advising and executive coaching, Phil delivers keynote speeches and leadership workshops to various business groups.

Phil's style is relaxed, yet quietly motivating. His speeches are all based on real life experiences and proven practices — not theoretical "trend talk." Regardless of the exact topic of his presentation, Phil usually encourages his audience to think about three words: learn, connect, and achieve.

Effective leadership can be an elusive goal, but Phil outlines the characteristics and practices of a successful leader in practical, often humorous, ways. Intelligent, thought-provoking, and sincere, Phil's keynote addresses challenge the audience to rise to a higher level of achievement.

Programs

- Expanding Your Leadership Capacity
- Listening — A Prerequisite Value For Successful Leaders
- Life Path: Look Back, Then Look Forward To Create Your Vision
- "I'm Too Busy Doing My Job To Become A Better Leader." Meeting Expectations And Growing As A leader.
- Communication — The Key To Successful Leadership
- Building Your Company's Foundation

What Audiences are Saying

"Your techniques for Building Your Company's Foundation were just what our audience was looking for. Congratulations on receiving one of the show's highest evaluation ratings."

Inc. Business Resources — Conference Group



Phil Holberton Presenting "Expanding Your Leadership Capacity."

"The effect of your presentation (and the skill with which it was delivered) was to create in all of us a heightened awareness of these critical issues of management/leadership roles, and to give us a template which we may apply as we set about raising the level of our performances, as a group and as individuals."

*Steve Butler
CEO, Segue*

"Phil's program offered an ideal format for individuals, both those who are trying to lead and those who aspire to explore what leadership means and the attributes one should look for in an leader. The atmosphere was congenial, collegial, and encouraged interaction among the participants."

*Mark S. Anderson,
CFO, Peabody Office Furniture Company*

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Speaking of Leadership®



Follow The (Unofficial) Leader

By Phil Holberton

Have you ever observed an individual or individuals within your organization who others naturally gravitate to for advice, direction, and problem solving? Often these individuals will not have the official “title,” yet within their organization,

groups of employees treat them as if they are the bosses. These are the unofficial leaders within the organization, achieving their status by performing as a leader, not because they were given the title.

The most important element that elevates an individual to unofficial leadership status is their ability to be an effective role model for the rest of the organization; they exhibit the key characteristics of an effective leader. What are these characteristics? Do you have them?

Emotional Stability and Composure. Individuals who can handle pressure and have sufficient emotional maturity to work through difficult situations will always rise to the top. Of course, we all react differently to external influences, but it is our ability to maintain our composure (especially in public) that will draw people to us. After all, we, as human beings, are always seeking assurances from those in our lives that everything will be all right.

Integrity. If we ask our colleagues and ourselves why a particular individual attracts others (from a leadership viewpoint!) often we will hear that they can be trusted and they have a high level of integrity. Integrity... that cornerstone word standing for complete adherence to a high level of honesty.

Interpersonal Skills. Leaders, by their very character, must draw followers to them — strong interpersonal skills will grease the skids to make this happen. Followers are always attracted to individuals who demonstrate respect for their fellow human beings. As the Bible’s golden rule says, “Do unto others as you would have others do unto you.” Respect cannot be bought. It must be earned. And, it must be earned each and every day.

Expert Power. “Unofficial” leadership works when the leader is full of expert power and there is ambiguous authority. Initially, individuals seek out these leaders because the leaders have special expertise in a particular area or field. Once the individual gains trust in the

unofficial leader’s area of expertise, the individual often will look to the leader for direction concerning other areas. For example, if an employee values the marketing skill of a marketing strategist, and that strategist is also computer savvy, the employee may seek him or her out with a computer question. The marketing strategist has expert power, which crosses over to other fields.

Even though companies have organization charts and job descriptions, often there is substantial ambiguity as to who has what authority and responsibility. In those cases, individuals figure out the practical leadership channels on their own and the unofficial leaders step forward to show the way.

Unofficial leaders do not have formal authority — that’s why they are unofficial! Yet, in order to capture the unofficial status, their behavior must be consistent with the basic values, principles, and traditions of the organization.

Leaders who have the title — the formal authority — need to welcome the unofficial leaders within the organization. In this complex global environment, there are too many moving pieces to have all the leadership bases covered by the formal organization chart and job descriptions.

Speaking of bases, this brings me to Cal Ripken, Jr., who will walk off a major league baseball field (as a player) for the last time on September 30. Ripken has played for the Baltimore Orioles for his entire 21-season career, breaking records not with pure ability, but rather with a combination of undeniable talent and an incredible work ethic. Although Ripken doesn’t have the highest batting average on the team and doesn’t play each game these days, he’s a leader in many ways. He inspires younger teammates to continually give 100 percent and prepare themselves physically and mentally to meet that challenge. His durability, kindness toward fans, humble nature, and even his size (one of the first tall shortstops in the game) has made him a role model to players across baseball. An unofficial leader to thousands, Ripken’s legacy will not soon be forgotten.

Whether official or unofficial, as a leader look to the example set by Cal Ripken, Jr., and pick up where he leaves off.

Now as yourself.....Am I a Leader?

Phil Holberton, former CFO of General Cinema Theatres, is founder of Holberton Group, Inc. a firm that provides interim executive services, executive coaching, and keynote speeches. He can be reached through his website at www.holberton.com or by e-mail at pholberton@holberton.com.

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Downsizing With Grace

By Phil Holberton

We've all had to implement downsizing at some time during our career. It's difficult and emotionally draining — there is no way else to feel about it. But as leaders and stewards of our businesses, it is our responsibility to keep the size and composition of

our workforce in sync with the present and probable scale of our business. But, how can we downsize with respect?

First and foremost, we, as leaders, need to be candid with our followers (employees).

If we are doing our job effectively, our communication link with the employees should be ongoing — connecting them to the business by explaining our vision, and subsequently, earning their dedication to that vision. If we are having difficulty achieving our intermediary goals on the long road toward that vision — and this difficulty has been well communicated — employees should not be surprised when a scale back is necessary.

The steps of scaling back differ from company to company, but the effort always starts at the top and filters down. In my career, I have found one practice that continually causes unnecessary strife when lay-offs occur. Attempting to act with compassion, companies often move non-performing employees into other positions within the company to avoid releasing them. The employees bounce between positions, never really contributing to the company and usually never feeling good about their work. In an economic downturn, these “parked” individuals are the first to go — and all once. This process is ineffective and far from compassionate as everyone knows why such employees were released. Scuttlebutt becomes rampant and progress slows. Instead of allowing this

situation to occur, treat the non-performing employees respectively from the start. Help them find a position at another company before lay-offs force them all out of the company at once.

Clearly, as leaders we can't always be completely open with employees. Such complete openness would only cause stress — stress that we're paid to handle, not employees. But, you might be surprised how far honesty can get you.

Recently I had the privilege of working with a young start-up company. The company was in its second round of funding, but was caught in the abyss of not having any customers yet offering great promise. Securing capital was proving problematic.

It was extraordinary to watch the company's CEO demonstrate integrity and honesty with his employees. Each week, and then ultimately each day, he would share exactly the funding prospects for the company. When the final day came, there was no surprise to anyone that his or her employment was being terminated. In fact, at his closing remarks to the 30 affected individuals — as they were receiving their final check, without severance — he received three rounds of applause.

As one director at the final board meeting said, “Last one out, don't forget to turn off the lights.” Who do you think was the last one out? You're right, the CEO.

Now ask yourself...Am I a Leader?

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Contact Information

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To receive Phil's free e-zine based on leadership issues and published biweekly, please visit www.holberton.com/speaking_of_leadership.html.

We look forward to working with you.