More than 300 leaders from around the world gathered for a journey of leadership discovery at our 2019 Global Institute for Leadership Development®. Participants explored big questions like: What am I here for? Why do I lead? What makes me someone worth following? Linkage’s research study around Purposeful Leadership formed the foundation for the Institute experience. Attendees were fully immersed in the five commitments of purposeful leaders through 360° assessments, inspirational keynotes, one-on-one coaching, and small-group discussion. They were challenged to discover their personal “why” and how to evolve this into a broader mission to change the people, organizations and communities around them.

FIVE COMMITMENTS OF PURPOSEFUL LEADERSHIP

The 2019 faculty, whose keynotes are summarized on the following pages, explored the five commitments to Purposeful Leadership including:

**INSPIRE**
Provides hope and inspiration for the future, and directs energy toward a bold vision.

**ENGAGE**
Identifies and offers opportunities to engage, contribute and thrive at work.

**INNOVATE**
Drives new thinking and creative freedom, re-imagines realities for competitive differentiation and success.

**ACHIEVE**
Accomplishes successful outcomes and delivers excellence by creating appropriate structure and clarity.

**BECOME**
Grows with determination, compassion, self-awareness and courage.

**INSIGHT BRIEF: PURPOSEFUL LEADERSHIP | And Why It Matters**

This short PDF summarizes our research efforts behind the commitments, which have proven to positively impact revenue, profit and employee engagement.
2019 GILD Faculty – Keynote Highlights

Richard Leider | PURPOSE

Linkage GILD co-chair Richard Leider took center stage and challenged us to think about our purpose; our aim in life. Purpose is a mindset. Purpose is not a goal. It’s a direction. It isn’t a luxury—it’s fundamental. It’s up to each one of us to uncover our calling. Are you living in a place you love, with the right people, doing the right work, and fulfilling your purpose?

What we learned:

- A quick and practical approach to exploring why we are here. Gifts + Passions + Values = Calling
- If you have a pulse, you have a purpose. Purpose is something we do. It’s not just something we have.
- Your default purpose is to grow and to give. That is the key to becoming a leader.
- Try this daily leadership practice to clarify your purpose:
  1) From 1-10 (low to high), do you love your work? 2) Are you really into what you do? 3) Do you love the people you serve?

Looking for more wisdom from Richard? Read his take on the seven questions you should ask yourself right now.

Margaret Heffernan | ENGAGE

Entrepreneur and author Margaret Heffernan urged us to rethink how we define productivity and success in our organization. Even though we tend to value the employees who outperform others, this isn’t what brings the highest levels of achievement. When we think differently about people, we uncover new ways to achieve breakthrough success with and through others.

The more that we try to define what people must do each day, the less responsible they feel for anything or anyone else. A company isn’t a machine. It is a social system. It is human relationships. When cultures are healthy, spontaneous and generous, it allows people to do amazing work that no one else can do.

What we learned:

- Don’t underestimate social capital—it allows insight, information, passion, and engagement to amplify and spread throughout an organization.
- Companies don’t have ideas, people do. We can do more together than we can do individually.
- A culture of helpfulness depends on generosity, reciprocity, and trust. Practice asking for help and giving help. Listen to others.
- Be human. Go and talk to people. Ask people what it’s like to work at your company.
- Companies are made up of people who care—they aren’t machines.

To hear more from Margaret, follow her on Twitter: @M_Heffernan.
Roger Nierenberg | INSPIRE

Leading by listening. Paul Simon has said, “Of all the 5 senses, sound is the most powerful.” Orchestras achieve synchronicity through various mechanisms, all of which are similar to how teams interact and deliver results and are a perfect example of systems thinking. An organization is only as successful as the sum of its parts.

What we learned:

- KPIs are a good way to understand if your leadership style needs modulating.
- Understanding and recognizing what captures your team’s attention and imagination allows you to be a more influential leader.
- Remember what your role is as a leader. Being more directive doesn’t necessarily guarantee better results.

Download a chapter from “Maestro”. And to keep up with the news from The Music Paradigm, follow Roger on Twitter: @RogerNierenberg.

Stephen Shapiro | INNOVATE

In this interactive, hands-on session, participants played “Personality Poker,” a unique card game which features a different personality trait on each card—like “creative,” “analytical,” “organized,” and “empathetic.” They had the opportunity to move around the room, exchanging cards to build a hand that perfectly describes them as a leader.

What we learned:

- The people who are most unlike you are the people you need the most.
- We’re often focused on ideas, instead of asking the right questions.
- Innovation is an end-to-end process that starts with an issue, problem or opportunity, and ends with the creation of value.
- Make sure that your team is playing with a full deck—that is, a nice balance of different styles and personalities!
- Ask: who else has solved a similar problem? Sometimes the craziest solutions will come from outside your industry.

Learn more about Personality Poker on Stephen’s official website, and follow Stephen on Twitter.
Dave Logan | INNOVATE & ACHIEVE

As leaders, it’s our obligation to lead change and create realities that would not otherwise happen. Dave Logan refers to this as the “Inventive Future.” What are you willing to commit to act on regardless of what comes along?

What we learned:

- Every time you see a human interacting, it is because a situation occurs to them in a certain way. When we alter situations, people’s performance changes.
- Leadership is making something happen that wasn’t going to happen anyway. Leadership is all about change.
- Think about one minimum viable step that you can take to begin to create an Inventive Future.

To learn more about Dave, click here.

Daniel Pink | ACHIEVE

Timing is everything—and yet, we don’t actually know much about timing itself. As it turns out, timing is a science—not an art. When making major decisions, most of us rely on intuition and guesswork, but there are evidenced-based ways to make better, smarter decisions about what to focus on and when.

What we learned:

- Mood affects us in a number of ways—we need to be conscious of this—and understand that it impacts performance.
- The hidden pattern of the day profoundly affects our mood and performance. Data shows that our positive mood rises in the morning, dips in the afternoon and rises again in the afternoon.
- 3 ways to be more intentional about the timing of your day: 1) Be much more deliberate in scheduling individual and team work. 2) Move analytic tasks to your peak times, administrative tasks to your trough, and add insight tasks to the recovery. 3) Take more breaks... breaks that are social, moving, outside, and fully detached are more restorative.
- 5 takeaways for endings: 1) Shine a light on endings to energize yourself and others. 2) Consider short fuses rather than long fuses. 3) Always give the bad news first. 4) Use endings as meaning makers. 5) Highlight the last chocolate!

For more insights, follow Daniel on Twitter or visit his website.
Mark Hannum | BECOMING PURPOSEFUL

Linkage’s Chief Research Officer Mark Hannum explored what it means to become a purposeful leader—that is, our ability to grow ourselves with determination, compassion, self-awareness, and courage. According to Linkage’s research, inclusive of data from 100,000 360° assessments, becoming is the number one predictor of leadership effectiveness.

Becoming happens within the context of our own leadership story. Each of us is writing a story about how we lead… if we map out our own journey on a timeline, what does it look like? Think about how these experiences have shaped who you are as a leader today.

What we learned:

- Leadership is about gathering a group and transforming the way they work together—in a way that accomplishes something.
- Practice showing courage by setting an “operational intention.” Think: “When I am in this moment, here is how I am going to show up.”
- We embody commitment to a goal when we become the symbol of the goal. When people see a goal, they see you. As a leader, you must consistently be a role model for how to achieve the goal.
- According to Linkage research, being an inclusive leader is the second greatest predictor of effective leadership.
- Think about the following: What is your next chapter? How will you change the story? Take the default story and erase it—write a new story that you lead. This is how we can each focus on becoming purposeful.

Mark’s new book, *BECOME: The Path to Purposeful Leadership*, is due out in November. Read this free excerpt >> at www.linkageinc.com/becomebook

NOW AVAILABLE FOR PRE-ORDER.

www.linkageinc.com/becomebook
2019 GILD Faculty – Keynote Highlights

Carla Harris | BECOMING PURPOSEFUL

“Leadership is a journey from execution to empowerment.” Wall Street Veteran Carla Harris took the stage to share her hard earned pearls of wisdom. As leaders, we must commit to: Authenticity, building trust, bringing clarity, creating leaders, teaching our team how to fail, inclusion, and making our voice heard. When we bring our authentic self to the table, people trust us—and trust is at the heart of any successful relationship. If we are going to stay relevant in today’s workforce, we must invest in ourselves. We must be intentional around our leadership.

What we learned:

• Your success is directly related to your ability to penetrate relationships.
• Inclusive leaders solicit other people’s voices. You may be the most senior person in the room, but that does not mean that you are the smartest person in the room.
• Ideas are born from perspectives. Perspectives are born from experiences. Experiences are born from people.
• Fear has no place in your success equation. If you are invited to the room, you belong in the room. If you belong in the room, you have a seat at the table. If you have a seat at the table, you have a responsibility to use your voice.
• When your team trusts you, they will follow you into unknown territory. To build trust, you need to deliver over and over again.

Looking for more from Carla? Visit her website or follow Carla on Twitter for more insights.

Panel Discussion Kwame Jackson & Dalia Mogahed | Leading Across Difference: Unique Leadership Journeys

Tom Kolditz joined us on stage to moderate a panel with Kwame Jackson, entrepreneur and political commentator, and Dalia Mogahed, ISPU Director of Research, who shared their firsthand experiences and advice for leading across difference. Whether leading across gender, race, or generations, there is strength in our unique and sometimes unseen differences. As leaders, we need to embrace and celebrate differences to empower our teams and maximize the potential of every person.

What we learned:

• Leverage every individual, give clear expectations about your goals and purpose—and then get out of the way.
• We all have unconscious bias. Do the inner work to figure out where your blind spots are and work on them.
• Bring people into positions of leadership that mirror the communities that we serve. Leverage different perspectives to solve all types of problems.
• Invest the time to get to know people as individuals. Have one-on-one meetings with everyone on your team.
• Become a cultural athlete. Challenge yourself: How can I increase my cultural fluidity? Create your own stretch assignments.

To learn more about Kwame, visit his website and follow him on Twitter. For the latest insights from Dalia, follow her on Twitter.
2019 GILD Faculty – Keynote Highlights

Marshall Goldsmith | FeedForward

Bestselling author Marshall Goldsmith joined us on stage to receive Linkage’s inaugural Legends in Leadership Award. Participants had the opportunity to practice his interactive FeedForward exercise, which is focused on giving someone else suggestions for the future and helping as much as we can. He also invited participants to form small teams and submit questions to him to ideate on in real-time.

What we learned:

- Treat every idea as a gift. Say thank you. If you want to use it, use it. If you don’t, put it in the closet. If you already have it, repackage it and give it to your mother-in-law!
- We are better off being a fellow human being—than trying to be better than someone else.
- Frequency is more important than duration. Practice FeedForward every two months to achieve greater performance.
- Sell what you can sell. Change what you can change. If you can’t sell it or change it—let it go.

For the latest from Marshall, visit his website and follow him on Twitter.

Warren Bennis Award Winner | LINA HIDALGO

Our 2019 Warren Bennis Award Winner is Harris County Judge Lina Hidalgo. In an upset election, she became the first woman and the first Latina elected as the county judge for Harris County, the third-most populous county in the country, and the largest in Texas.

Lina accepted the award via video, and following Lina’s acceptance, Tom Kolditz walked through questions submitted from attendees—covering everything from engagement and purpose to leading through change. He then gave us more insight into Lina’s background, and shared ways we all might approach common leadership challenges.

What we learned:

- Ask yourself: How do you create engagement? What will it take to get your people to make your mission their own mission? We must personalize our relationships.
- A mission statement should fit on a t-shirt. If it’s longer than that, people won’t get it done. Ask yourself: Are you telling yourself something that is too complex? Simplify.
- Execution is everything. Everyone is a smart person with ideas—if you can turn the change into something that can be executed, you will stand out.

To learn more about Lina, visit her website and follow her on Twitter.
We have one life to live. Nando Parrado suffered a death-defying feat: his rugby team’s plane crash in the Andes Mountains in 1972, and the ensuing two-and-a-half month period before being rescued. What did he learn? What decisions did he make in the moment? Nando’s deep and moving recount of the decisions made and the destiny that lay before him remind us to live in the present, to be decisive and not hesitate, and to complete the goals we set, however simple.

What we learned:

• Open your eyes and see what is before you, and not what you’d like to see.
• Realize what is most important.
• It’s not the number of breaths you take, but the moments that take your breath away.

To learn more about Nando, visit his website and follow him on Twitter.