

# **L**eadership **Skills Guide**

**by Success Television**

# Effective Leadership Skills Leader's Guide

---

These leadership skills videos represent insights and lessons on leadership from some of the most successful and best business leaders of our time. Former CNN anchor and public television host, Donald Van de Mark, interviews and distills the leadership lessons of successful leaders such as Jack Welch, Stephen Covey and others. These videos enable trainers, teachers and executives of talent management to illustrate and back up their points knowing students will retain the information and be engaged.

Effective leadership skills enable us to see how our choices about people, reactions to events and risk can widen our options for success and how we can take action and lead with purpose, passion and compassion. All the while, we are not doing this alone but with our team. The burden, the failures and successes are shared.

Problems will arise with a product launch, sales may not come in as expected or personality conflicts may arise. These are “the hills” or “battles” many leaders face. The questions and activities in this guide are designed to get participants thinking so that they're proactive before a change or challenge occurs.

It is our sincere hope that you and your participants take on one or more of these leadership lessons and make it your own.

Sincerely,

Success Television

# Effective Leadership Skills

---

## Concept : Goals & Empowerment

Goals, success, wealth, pressure, setbacks, stress, accountability, choice are all elements facing any leader. If you succeed, you're well compensated and you might win a promotion; your team is acknowledge, the product launch is a success or sales boom. But, on your way to achieving a goal, you find pitfalls; you're working with a team you need to empower, stress abounds, pressure builds and setbacks inevitably occur.



The same issues faced Ernest Shackleton, who lived at a time when reaching the South Pole was a heavily rewarded and prized goal. In the early 1900s, it was assumed that men would die trying to reach the South Pole. Countries were competing against each other to be the first. The men who signed up to go with Shackleton knew the risk they were taking.

Unfortunately for Shackleton and the crew, after 10 months in their boat, their ship sank. They were stranded on the ice in Antarctica for 22 months and never reached their goal, the South Pole. In fact, Shackleton could have left his men and won fame and glory for reaching the South Pole but chose not to. Instead, he stayed and led his men through humor, discipline, routine and communication; all 28 men survived. Years later when Shackleton wanted to attempt another trip, 8 of his previous crew signed up.

In this video, Donald Van de Mark interviews Stephanie Capparrel, who wrote, "Shackleton's Way" about the polar explorer's leadership skills.

### **Suggested Questions:**

What did Shackleton do when he failed at a goal?

- Persisted with the same goal
- Set a higher new goal (right answer)

### **What were Shackleton's pillars of leadership?**

- Authority and discipline
- Communication, fairness, optimism (right answer)
- Lead from the head, strategize.

### **What was *most* important for Shackleton's team to survive?**

- Believing in the expedition
- Believing in themselves (right answer)

- Seeking a challenge

# Effective Leadership Skills

---

**Suggested Activity: (Participants write down answers and then share with the group or you can divide them into groups of two and have them share their responses with each other. Make sure to rotate the groups so there is more interaction and bonding among team members)**

Ask the group to think of an example when they faced a deadline or a goal and resources were tight or setbacks occurred. What skills did they use to lead their team forward? What leadership skills were most effective in guiding the team? What did they do? What happened? What could they have done better? What do they think would have happened? After watching the Shackleton video, are there other skills they would employ?

*Example:* A response could be to argue or lose your temper when someone disagrees with you. You decide you don't want to do that. You decide you're now going to just listen, let the team know they're heard and maybe find out new ideas. As a result, you start realizing you know of problems in production before a product launch or your team can come to you with suggestions for improving sales. They feel confident and know you believe in them to help find the solutions.

# Effective Leadership Skills

---

## Key Concept : Choice

**Stephen Covey video:** “Most people tend to become deterministic that they are a captive of their past. You’re a product of choice. The question I often ask is, ‘Are you a product of nature or nurture?’ And, almost everyone says its nurture or a combination and I try to make a point that it’s neither. It’s a product of choice. You have the power to reinvent yourself. That’s not so with animals. The space between stimulus and response is the freedom to choose your response.”



**Interviewer:** “Let’s stop for a second and focus on the space between the stimulus, if you will, or whatever happens to you in your life and then your response. Is that a minute second in most instances? Is it something we can expand?”

**Covey:** Absolutely, we can expand it. But, with some people that have been, say, powerfully deprived or rejected, maybe there’s very little space. With others that have had very affirming, unconditional love growing up and so forth, they can have a very large space. The point is, however small or large the space is, it can get larger if you will take responsibility and initiative and focus on it and use it. Little by little, it gets larger and larger until eventually your response changes the very stimulus of your life. That’s why I say that leaders are not born or made, they are self-made.”

### **Program insight:**

When we become aware that we can constantly choose our behavior and character, we become more responsible for our actions and what happens in our lives. We feel the power of *choice*.

For example, if we decide we want to be more receptive to new ideas, be more open, then when a colleague or friend comes up to us with an idea, we’re more likely to listen. We might even solicit more input from others and signal to others that we’re receptive to their thoughts. At first, this can be difficult. We might find our moods, stresses, deadlines, need for approval stand in our way. We push aside this new “choice” and go back to the old grooves. This is what Covey refers to when he says, “most people become deterministic that they are a captive of their past.”

Your colleagues, friends or family may think of you one way and be used to your behavior. They've come to expect you to act a certain way. When you change, you may find resistance, questions, or skepticism. This is when Covey says, you need to stay strong and understand that "you have the power to reinvent yourself."

## Effective Leadership Skills

---

To find acceptance with your new way of being, will take communication; asking for feedback and listening. As you solicit and receive new ideas, you'll find people will open up. Your staff and colleagues will come up with creative ideas on how to solve a problem at work or create a new product. You can see how "your response changes the very stimulus of your life." In this case, being receptive to new ideas starts a cycle of people wanting to contribute and share their ideas for solving problems and creating new products and services.

### Suggested Questions:

Are leaders born or self-made?

#### **Possible Responses:**

- Born: Covey would say this is the rare occasion. Most likely good leaders have worked on their leadership skills through constant choice. He believes we can constantly reinvent and expand our world through the choices we make.
- Self-Made: Right answer as we constantly decide on what's important and make the wise choices with that in mind.

Given what Covey said about how we can reinvent ourselves, what character trait or behavior would you most like to change or improve?

#### **Possible Responses:**

- Be more confident
- Stop being a procrastinator
- Delegate more

What stands in the way of you changing?

#### **Possible Responses:**

- Believing in myself
- Trusting my team
- Fear

What are some of the things that impact your frame of mind: positively or negatively?

#### **Possible Responses:**

- Mood of boss
- Weather/Season
- Frustration
- Not being acknowledged or heard
- A recent sale

Given what Covey said, how could you respond?

**Possible Responses:**

- Realize my boss' mood is separate from my outlook
- Not everything is in my control but I can choose how I respond
- Frustration is disappointment about a result or time deadline or a misunderstanding; I can choose how to respond to it; I can ask questions to further understand.

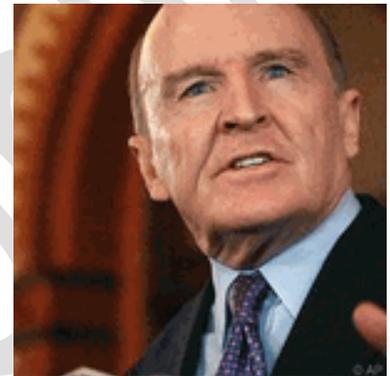
## Effective Leadership Skills

---

### Concept : Building Confidence

**From the video:**

“Your job as a leader is to go around with a pump and pump self confidence into people so they can be the best they can be. When we talk to a manager four levels down or three levels down, we tell them that’s your job. Your job is to make everyone feel 6 feet tall with hair!”



**Program insight:**

Jack Welch, who led General Electric for nearly 20 years as its CEO is considered one of the pre-eminent businessmen in this century. He is also known for destroying the nine-layer management hierarchy and bringing a sense of informality to the company.

He was tough with his management team, religiously laying off 10 percent of the bottom performers each year. But, he rewarded the high achievers in management and down the line with stock options and bonuses. When Jack Welch left GE, the company had gone from a market value of \$14 billion to \$410 billion at the end of 2004, making it then the most valuable and largest company in the world.

Welch used candor, high energy and informality to motivate people. He recognized that an engaged, empowered workforce creates excellent products and services. Welch believed in walking around and talking to the staff, instead of being walled off and getting his information from managers only. Welch liked to say, “Informality is a key *value* in a company; when everyone can speak out and have voice, when the quality of an idea is not measured by the level in an organization box.”

Welch believes in spontaneous celebration, recognizing and rewarding individual excellence as it happens. He says this sets the bar for great performance among the team. Also, he’s a big believer in “rolling out the keg” or celebrating a win. It keeps the team motivated.

If your team seems to be floundering, ask them if they're clear on their goals. As a leader, straightforward conversations and feedback will also help you attract the right employees, clients and customers. As Welch says, "Formality is the killer of business. Informality is what makes a company work. Informality is a key value in a company, when everyone can speak out and have a voice; when the quality of an idea is not measured by the level in an organization box. This is not about first name stuff; this is about being able to try things and wing things."

## Effective Leadership Skills

---

### **Suggested Questions:**

Having watched Jack Welch, how can you apply his strategy to motivate your own team and get their buy-in?

#### **Possible Responses:**

- Ask for their input and ideas on a project
- Recognize an outstanding performer or problem solver
- Celebrate a team wide win: product launch, sales success, etc.

How can you make sure you're getting all the information from your team? How do you find the blind spots or the bad news?

#### **Possible Responses:**

- I rely on my direct reports
- I talk to a few key people I can trust
- I walk around and talk to people at all levels of the organization

### **Suggested Activity:**

There's a product launch in one month. The boss and the management team are very excited. This product is guaranteed to generate strong sales. The problem is the engineer down the hall has found a glitch or defect in the product. The engineer is focused on trying to fix it but hasn't told his immediate boss about the problem.

Each member of the team is about 3 management layers above this engineer. They don't normally interact with him. In fact, they don't know him at all. How would they go about finding out or "surfacing" this problem? If they find out the problem this month, they'll be able to fix it. After this month, they'll have a crisis on their hands. Costly production will start, sales brochures printed and a whole nasty chain of events will begin.

Have the team brainstorm on ways to get communication flowing. Ask them, "What would Jack Welch do?" What would he expect of his executive team? Ask them, "What would you do to make sure you know what is going on, good or bad?"

After they have given many suggestions, ask them where they can you apply this in their job today.

# Effective Leadership Skills

---

## Concept : Seeing Different Perspectives

**From the video:** “I certainly believe in community and I believe in the power of individuals working together to create an effective community to work on the problems addressing that community.”

**Interviewer:** “eBay founder Pierre Omidyar is of Iranian descent. Born in Paris and raised outside Washington, DC. He has had to see the similarities as well as the differences among people.”

**Pierre Omidyar:** “It’s definitely part of my point of view that we’re all kind of the same. Regardless of the culture you come from, we all are humans sharing similar motivations.”



### Program insight:

Each of us comes from a different racial, gender, sexual, religious, even geographic background. We have customs and beliefs ingrained into us since birth from our family, faith and country. If you are a baby boomer living in an Irish Catholic neighborhood in Boston you’re going to view the world very differently from a 20 year old born and raised in an Hispanic neighborhood in San Antonio, Texas. Add being from a different country and race and our differences multiply.

We all see the world through our own prism of experience and value system. It’s easy to assume others will share our same beliefs. The key is to realize the differences and be sensitive to them. The differences are what make us as a group stronger. As a whole, we’re like a diamond with many facets. We have the ability to gain greater perspective and nuance that in turn helps us to creatively solve problems or come up with new ideas, products or services.

If we're not careful and just assume everyone thinks like us and shares our values, we can make other people and their ideas feel unwelcome. It can seem as harmless as making fun of the "strange" food our colleague eats or the music s/he enjoys. If you are a manager or in a position of power, people different from you may feel that they can't speak up or share their ideas for fear of sounding strange or looking foolish.

That's a very expensive proposition. That's like walking around with one-tenth of your vision and hearing. You can imagine how the quantity and quality of your ideas will diminish.

## Effective Leadership Skills

---

When you are called to lead your organization to find answers to your toughest problems, where will you get your best ideas?

People who come from different cultures, races, men and women; they all have a *different perspective*. You can get a different approach to solving problems; new ideas and opportunities surface. As a leader your role is to invite them and listen. Really listen.

### **Suggested Questions:**

What stereotypes are there? Get them to list as many as possible. This is a great way to have people become conscious of the many types of stereotypes.

#### **Possible Responses:**

- Millennials are lazy
- Asians are smart
- Single people are selfish
- Gays are promiscuous

Can you remember a time when you felt uncomfortable or odd doing something that was very unfamiliar to you?

#### **Possible Responses:**

- Not going out to dinner on Friday night (religious reasons)
- Not being familiar with a particular book or place (in a different country)
- Observing a foreign religious holiday

If you were to have a brainstorming session to get buy-in and come up with new ideas around promoting a new product, how would you go about deciding who comes to the event?

#### **Possible Responses:**

- The heads of departments affected
- People who reflect the potential customers
- Your product team. It will get them jazzed!

## **Suggested Activity:**

You're going to organize a celebration at work. You want to include everybody and you want them contributing their ideas. This is a big celebration because the company has just hit a milestone in sales and products launched.

Get the participants to share how they would celebrate to include all the different people at work. Get everyone to share their ideas so the more silent speak up and feel they are heard. If your group is large enough, you could have a competition on who comes up with the most creative ideas that are inclusive of all groups. Some ways of welcoming the differences in people: multi-ethnic music, art, food, entertainment, costumes, readings, photos.

# Effective Leadership Skills

## **Concept: Passion to Make Change**

**From the video:** "She was one of the richest women in the United Kingdom. She was the founder of her own company. She made it her business to mix profits with helping the environment and the less fortunate; in this case, children in Nicaragua.

Anita Roddick, the founder of the Body Shop, believed you can do good while still doing well."



**Anita Roddick at a Nicaragua garbage dump:** "THIS is an example of where the global economy does not work. This is rare to find people from business to come and stand here and not only to absorb and to take back their experience but to damn well do something! I believe you have to have a bottom line that incorporates human rights, incorporates social justice and you have a real protection for that silent group, the environment."

**Interviewer:** "Why are you so energized by injustice?"

**Anita Roddick:** "Number one, the alternative is death. Number two..."

**Interviewer:** "Death to you, your spirit?"

**Anita Roddick:** "Yeah, Yeah. Undoubtedly. Number two, is I have enormous resources and influence so I'm a great believer that, you know, with the influence I have and the distribution network I have, I have the power to change."

## **Program insight:**

Anita Roddick was a passionate leader who rallied her workers around the concept of helping the less fortunate and the environment through her trade practices. As a result her business has prospered:

“The Body Shop and I have always been closely identified in the public mind. Today, it is impossible to separate the company values from the issues that I care passionately about – social responsibility, respect for human rights, the environment and animal protection, and an absolute belief in Community Trade. But The Body Shop is not, and nor was ever, a one-woman-show – it’s a global operation with thousands of people working towards common goals and sharing common values. *That’s what has given it a campaigning and commercial strength and continues to set it apart from mainstream business.*”

AnitaRoddick.com

## Effective Leadership Skills

---

Passion doesn’t have to be about a cause though. It really is about what motivates us. It’s where we get our energy. Authentic, passionate leaders tap into our energy. They hit a chord. It’s what makes us want to take the hill with them, no matter how difficult. We know they care.

As the saying goes, they will never care about how much we know, until they know how much we care.

Does your team know you care? Have you showed them by communicating with them? Have you thanked them? Have you asked them for their input?

### **Suggested Questions:**

Can you think of a leader at your own company, in business, politics, or the arts that you’ve admired for rallying his or her team to success? What did they do?

#### **Possible Responses:**

- Thanked people by sharing credit
- Asked for input
- Led by example, shouldered huge responsibility, protected the team
- Gave the bigger picture so we understood where we fit in

In your daily job, what about it excites you? What gets you energized?

#### **Possible Responses:**

- Collaborating with a team
- Being creative
- Solving problems

Can you remember when you were able to rally your team or colleagues? What worked?

#### **Possible Responses:**

- Asking for their input
- Making them feel like it was their idea
- Communicating and collaborating on how to reach the goal
- Planning a celebration or party

## Effective Leadership Skills

---

### Concept : Risks & Learn

#### From the video:

“This lesson is about taking risks, putting it out there, and possibly failing but always learning. And as long as consumers are willing to try, Richard Branson is willing to experiment: retail, hotels, movie theatres, tour packages, mobile phones, internet service, Vodka, trains, to name just a few.” Branson, of course, sees the business as he sees life, an endless education and interaction with others.”



**Richard Branson:** “I’m just living my life and enjoying learning. And the best way I find I can learn is by learning about every aspect of life. And, the way to learn about every aspect of life is to challenge people in lots of different sectors of life.”

#### Program insight:

Being challenged to excel, create a great product or service, build a well functioning team, empowering others is what makes our work lives and spirit thrive. As a leader, the challenge is to open up the opportunity for your team to take risks and win. Informed, intuitive decision-making leads to taking risks. The mere fact of a choice is a risk. Do we launch an imperfect product today or do we wait? Do I tell my boss this great idea I have as a result of talking to customers or do I figure it won’t make a difference?

Success in any of these endeavors takes risk. It could be that you fail or your idea is criticized or rejected. It could be a risk of being embarrassed because you speak up for a project or against unfair, rude or unethical behavior. As painful as any of these

scenarios can be, is avoiding that risk of not reaching your goals or living up to your personal character worth it?

Know whatever that decision is that even standing still is a risk. You may be outflanked by your competition that took a risk and created a better widget. Your customers may be looking for something new, different, a better mousetrap. Will you and your team be ready?

Remember, nothing, alive, stays still. Doing nothing is still a risk. Leaders learn from failures, dust themselves off and try again. By taking educated risks and constantly learning, you will create your own success.

## Effective Leadership Skills

---

### Suggested Questions:

What does Richard Branson do when he fails after taking a risk?

#### Possible Responses:

- Try again
- Try something new
- Study what caused the failure
- Retrench (only false answer)

What makes you hold back from taking risks?

#### Possible Responses:

- Criticism
- Fear of Rejection
- Failing

What happens if you don't take a risk?

#### Possible Responses:

- Lose business
- Won't innovate
- Won't achieve goals
- We'll protect what we have already

What risk have you taken in your life and what have you learned from it?

#### Possible Responses:

- Learned how to ski (any sport)
- Traveled to another country and learned a new language.
- Moved to a new city and learned how to get around and make new friends
- Gave my boss an idea and we're exploring it.
- Asked for a promotion and I got it

When you've taken on a difficult task and you've completed it, how has it made you feel afterwards?

**Possible Responses:**

- Empowered
- My world expanded
- Bigger – able to handle more

## Effective Leadership Skills

---

### Concept: Listening to Survive



Intel co-founder, Andy Grove discovered the impurity in silicon (sodium) and thus helped launch the whole computer age. He also co-founded Intel, the dominant manufacturer of computer chips and microprocessors. He is known to be as tough as he is brilliant.

Grove is a person keenly aware of risk and survival. When he was a boy, he and his mother assumed gentile identities and hid from the Nazis. As a college student he escaped Hungary just ahead of the advancing Soviet Red Army. He is also a prostate cancer survivor. In business, he took a big risk with Intel by staking the company's future on microchips before the PC was ubiquitous and later survived a PR disaster with a flaw in the Pentium chip. On the central subject of spotting opportunity or survival, Grove stressed observation, listening, and gathering of information, what he called the "absorption" of data.

"You have to immerse yourself like a sponge into the environment and make yourself available to be influenced by people who want to influence you, who *need* to influence you... so each of these decisions properly has to be preceded by a period of absorption. Listening if you wish."

Note that Grove stresses that there are people in your path who have information for you, people to whom you might not typically listen -- people who are in a position to see what you cannot see, and "*need*" to communicate with you. This need stems from their sense that their knowledge is important, telling, or helpful. You may find it

disturbing simply because it doesn't fit within the premises upon which you are making your decisions. These individuals may be far down the organizational ladder, they may be naturally reticent, they may be persons you rarely listen to, but what they have to say may help you tremendously in your business.

### **Suggested Questions:**

Given how Andy Grove takes risks, what's the best way to assess a risk?

#### **Possible Responses:**

- Listen to people who need to reach out to you (Best answer)
- Test and build data around new ideas
- Get a team together to study strength/weaknesses of an opportunity
- Trust your gut

## **Effective Leadership Skills**

---

You're stressed trying to meet the deadline for a new product/service launch in a month. Competition is fierce and you're facing downward pricing pressure. How do you go about setting a strategy quickly?

#### **Possible Responses:**

- Talk to your loyal customers and find out what they value
- Talk to your engineers, sales group, customer service team to find out what they're hearing
- Proceed and hope for the best. It's an iterative process that can be tweaked.
- Delay the launch and improve the product/service incorporating feedback.

What processes or mechanisms do you have in place to assess risk or change?

#### **Possible Responses:**

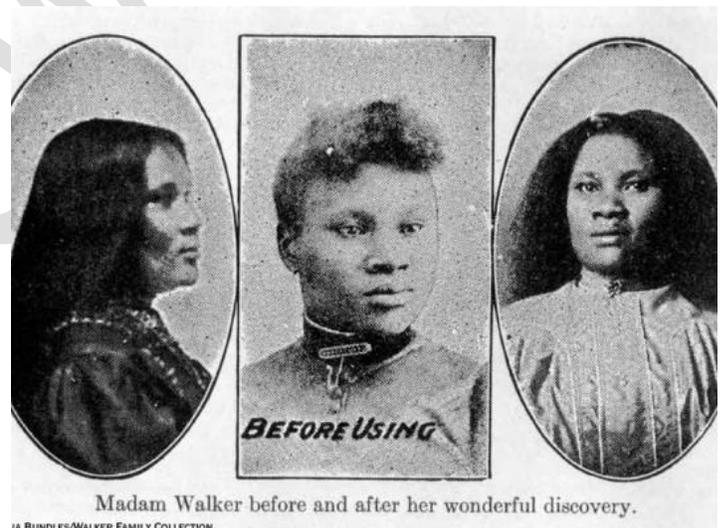
- Talk to your colleagues, customers, clients on a consistent basis
- Read articles about the industry
- Wait for my boss to tell me when we need to change direction

# Effective Leadership Skills

## Concept: Generating Self-Esteem

Married at 14 a mother at 17, widowed at 20, one generation from slavery, black and poor. The odds were definitely against Madame CJ Walker. On top of that, she was going bald and her self-confidence was cratering. What did this woman do? She decided to find a solution to her problem. When she did, it was the birth of a business.

We often hear about how entrepreneurs often solve a problem that becomes the genesis of a company. But, this was around 1900. Women and certainly not a black woman seldom launched their businesses. On top of that, Madame CJ Walker let her pride of her African roots show up on the marketing of her hair products.



Madame CJ Walker didn't just stop when she became wealthy, she decided to set up a system for other women to earn a living and make a better life for themselves. She then started a school teaching women about beauty, direct sales and financial independence.

### Suggested Questions:

What character traits did Madame CJ Walker possess to succeed against the odds?

### **Possible Responses:**

- Need to Survive
- Resilience
- Drive
- Self-Awareness and pride in who she was

What struck you as the most important part of her story regarding her leadership skills?

**Possible Responses:**

- Giving back
- Ability to see through the obstacles to the opportunities
- Use a perceived weakness, being and African American, as a strength

Watching this video, do you have any ideas about how better to handle obstacles?

**Possible Responses:**

- Focus on opportunities or solutions
- See how to use my own uniqueness as a strength
- Assess where I can help others with my business

## Effective Leadership Skills

---

### Concept: Avoid Favoritism



*“If we aren’t careful, we can treat people at work like dogs: by rewarding those who heap unthinking, unconditional admiration upon us. What behavior do we get in return? A virulent case of the suck-ups.”*  
*Marshall Goldsmith*

If leaders say they discourage sucking up, why does it happen so often? Here's a straightforward answer: Without meaning to, we all tend to create an environment where people learn to reward others with accolades that aren't really warranted. We can see this very clearly in other people. We just can't see it in ourselves.

What’s the cost of blindly rewarding suck ups or people most like you? You won’t get the information you need to assess a change. Perspective will be lost. You might not hear the bad news in time to fix it. Worst, talented people will leave, leaving your company vulnerable.

**Suggested Questions:**

What damage can favoritism cause?

- We don't get the bad news in time to fix the problem.
- We lose our competitive edge.
- We fail to cover our weak spots
- We lose talented people.

### **Suggested Activity:**

Test yourself:

1. Rank direct reports on how much you think they like you.
2. Rank reports on how much you think they are similar to you.
3. Rank reports on how much they contribute to the company and customers.
4. Rank reports on how much you give *unqualified* recognition.

---

## About Donald Van de Mark

---

Donald Van de Mark has interviewed hundreds of leaders in business and politics, including: Jack Welch, Starbucks' Howard Schultz, Intel's Andy Grove, Charles Schwab, Bill Bradley, Body Shop Founder Anita Roddick, best-selling authors such as Stephen Covey, Andrew Weil, Deepak Chopra and many more.

Donald co-founded baby boomer website, MyPrimeTime. While overseeing editorial content, Donald wrote and anchored two television series, "Great Entrepreneurs" and "Great Leaders" both of which appeared on PBS. Prior to MyPrimeTime, he served as the anchor of "Moneyweek" on CNN, "Street Sweep", "Biz Buzz", and "Entrepreneurs Only" on the CNNfn TV network. In addition to anchoring the latter three shows, Van de Mark played a key role in creating them as well as "The Media Show" and "Washington Unwrapped." During his time as a correspondent on "The Moneyline Newshour", Van de Mark broke the 1998 story about the near collapse of the Long Term Capital Management hedge fund.



Before arriving at CNN in August 1995, Van de Mark was director of corporate communications for QVC, serving as deputy to chairman and CEO Barry Diller during the period that QVC attempted takeovers of Paramount Communications and CBS. Prior to his time at QVC, Van de Mark spent nearly 10 years as a business and political news reporter in Washington, D.C. He worked at CNBC

covering five Group of Seven economic summits and was nominated for a Cable Ace Award for a three-part series on China.

Donald's greatest passion and life purpose is to share his stories and lessons from great leaders. He is currently writing a book, "The Good Among the Great: 19 Traits of the Most Admirable, Creative and Joyous People," which enumerates pioneering psychologist Abraham Maslow's research into individuals with exceptionally healthy psyches. Donald uses his twenty years of profiling the best and brightest leaders to illustrate the traits that Maslow discovered.

Donald was raised in Toronto and New England and holds a B.A. in political science from Tufts University. He currently lives in Sonoma, California.

## About Success Television

---

Success Television is a media company focused on providing personal and professional leadership skills through videos of successful leaders and articles from executive development coaches and authors. We support trainers, teachers, talent management firms and consultants by providing videos to back up their points while adding credibility with real-world successful leaders.

Also, Success Television provides speakers and coaches for corporate events. Marshall Goldsmith and Donald Van de Mark of two of our speakers. You can see our list of speakers at: <http://www.successtelevision.biz/speakers.html>

Success Television's main website is: [www.SuccessTelevision.biz](http://www.SuccessTelevision.biz). We also have a website that provides self-improvement articles in the areas of career, wellness, relationship and life meaning at [www.SuccessTelevision.com](http://www.SuccessTelevision.com).