

C.S. Lewis & Co. Publicists

Editor/Producer,

How can we bring character back into the workplace?

Meet **BOB AND LYN TURKNETT**, who have spent the last two decades helping leaders turn their lives—and the lives of their companies—around by developing behaviors that support integrity, respect, and responsibility in their organizations.

In a new book, *Decent People, Decent Company: How to Lead with Character at Work and in Life* (Davies-Black, Feb. 2005), the Turknetts show that when you develop your own leadership character, the integrity of your organization grows too.

Building on their experience in the private practice of psychology as well as their extensive work with corporate leaders, the Turknetts introduce the Leadership Character Model, a practical framework that guides individuals through a process of growth and helps them develop the character needed for leadership. Readers acquire tools for changing behaviors, and learn the stories of real-life leaders who have undergone remarkable personal transformation and shaped vibrant organizational cultures.

As co-founders of the Atlanta-based Turknett Leadership Group, Bob and Lyn Turknett have been featured in numerous national business publications, and are available to speak on any topic related to leadership, business ethics, workplace dynamics, corporate culture, and business psychology.

You can find out more about the Turknetts at www.turknett.com. Please let me know if I can set up a time for you to speak with them directly.

Warm Regards,
Cathy Lewis

Decent People, Decent Company

New book shows leaders how to bring integrity, respect, and personal responsibility back to the workplace.

When leaders build character, they foster company cultures that encourage decency and growth in everyone. Companies with character are just like people with character: They get results, and they do it with integrity—responsibly and respectfully.

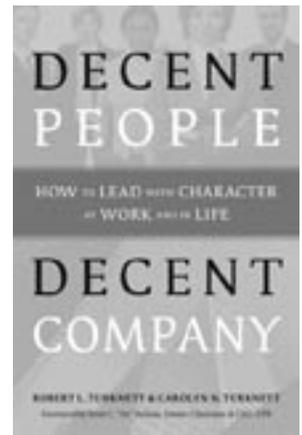
BOB AND LYN TURKNETT, experts in leadership and organizational development, have written a new book that identifies the essential qualities of true leadership. In *Decent People, Decent Company: How to Lead with Character at Work and in Life* (Davies-Black, Feb. 2005), they offer proven strategies to help anyone, at any level of the organization, develop these leadership qualities in themselves and reap enormous rewards.

By building leadership character, you will help to create an organization in which all participants are aware of their contributions and are willing to challenge the ethics of any action. You foster a culture in which employees take responsibility for and ownership of success, members treat each other with decency and respect, and everyone enthusiastically invests their energies.

In *Decent People, Decent Company*, readers learn:

- How to expect the most, and get it, from yourself and others
- How to create positive leadership at every organizational level
- How to influence others by learning the skill of empathy
- How to build trust and respect through emotional mastery
- How to harness creativity from conflict
- How to encourage a culture of accountability
- How to value every individual in your organization

The authors bring their dynamic new Leadership Character Model to life with practical exercises and tools, and illustrate the process of behavioral change using the personal stories of dozens of organizational leaders who have grappled with and triumphed over workplace character issues.



People with true leadership character:

- Model empathy
- Have emotional control
- Do not blame
- Are humble
- Hold themselves accountable
- Demonstrate courage
- Are self-confident
- Keep the needs of the larger organization constantly in view
- Lead with integrity

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About the Authors

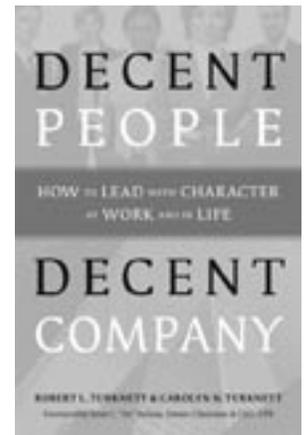
BOB AND LYN TURKNETT are two of the leading executive leadership coaches and organizational development experts in the country, and co-authors of *Decent People, Decent Company: How to Lead with Character at Work and in Life* (Davies-Black, Feb. 2005).

Married for thirty-five years and business partners for twenty-five, they co-founded Turknett Leadership Group in 1987, an Atlanta-based consulting firm that concentrates on leadership development at all levels of organizations. Their joint passion is creating cohesive management teams that can build commitment, adapt to rapid change, and lead organizations to success. They have worked with such clients as American Cancer Society, BellSouth, Georgia-Pacific Corporation, Hewlett-Packard, Kodak, and Mercer Human Resource Consulting.

Lyn earned a BS in mathematics and an MA in sociology, with special emphasis in organizational sociology, from the University of Georgia. Her specialty is organizational assessment and change, executive team development, and ethical leadership in rapidly changing environments. She is an active member of several professional associations, including the Sociological Practice Association, the American Society for Training and Development, the OD Network, the Society for Human Resource Management, and the Organizational Change Alliance.

Bob earned his undergraduate degree in business and his doctorate in psychology from the University of Georgia in 1971. He is a licensed psychologist specializing in executive team development and individual development and coaching, and has served as an executive coach to hundreds of senior leaders in large and small businesses in a variety of industries. He is a member of a number of professional and civic associations, including the American Psychological Association, the Georgia Psychological Association, the American Management Association, and Atlanta Rotary.

The Turknetts are experienced public speakers and are often sought by the business media for their insights on leadership character development. They have been featured in such publications as *Entrepreneur*, *Wall Street Journal*, *Atlanta Journal Constitution*, *HR Magazine*, and *American Way* magazine.



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Interview Topics

The Traits of True Leadership Character

Learn what makes a great leader—and how to become one.

According to the Turknetts, strengthening your leadership character is important whether you are the CEO of a large company or an individual looking to have more creative impact in your community or family. They discuss:

- How to use executive coaching tools to become a better leader and a happier, more fulfilled person
- How building leadership character benefits organizations
- How to master qualities such as empathy, emotional control, humility, courage, and self-confidence

“Nice Girls” Can Lead

Experts offer tips for female executives.

Women in positions of power face special challenges. In 2005, women leaders still grapple with gender-based stereotypes (e.g., the too-nice pushover or the shrew) and self-attitudes that can hinder their effectiveness as managers. The Turknetts discuss:

- How to master self-confidence
- How to exploit your vulnerability and imperfections to win loyalty and respect
- Techniques for managing fear and other negative emotions
- How to overcome conflict avoidance and be more courageous

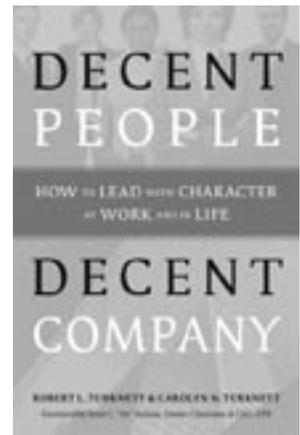
How to Handle a Difficult Coworker

Practical ways to bring respect and cooperation to negative relationships.

What do you do when a key team member is abrasive, arrogant, disrespectful, or secretive—and everyone’s work is being affected? The Turknetts offer time-tested techniques that can help transform negative dynamics into productive working relationships. They discuss:

- How to use praise, compliments, and support to change the nature of your interactions with a disrupter
- How to control knee-jerk emotional reactions
- How to develop skills of empathy
- How to identify your own accountability in the dynamic, and stop blaming

—MORE—



99% of CEOs believe high ethical standards strengthen a company’s competitive position in the long run; 97% agreed that the leader of an enterprise must also be the moral leader.

—SURVEY OF CEOs BY
SOUTHERN INSTITUTE
FOR BUSINESS AND
PROFESSIONAL ETHICS

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Getting Underperformers to Do Better

If you want to boost employees' productivity, creativity, and morale, look at yourself first.

If your company culture is characterized by people working at 80 percent, the first underperformers you need to address are the ones at the top. According to the Turknetts, inspirational leaders run high-profit organizations because they facilitate teamwork and motivate individuals by modeling true leadership character. Learn:

- How to use 360-degree assessment to identify troublesome aspects of your own management style
- How to treat everyone in your organization as an equal
- Tools for developing attentive listening skills
- How to share power and delegate decision making
- The importance of serving your employees and company
- How to make course corrections without assigning blame

R-E-S-P-E-C-T

Find out what it means to your employees—and why they need it.

Respect describes the sense of partnership, participation, and equality you want to feel in any organization you are involved in. It's the sense that, although everyone may not be equal in terms of salary or position, each role is viewed as vital. The Turknetts share:

- Relationship-improving tools and tips
- 3 empathy-building exercises that improve communication
- Ways to retrain yourself away from blame
- Steps for learning humility and earning respect
- Why trust and respect go hand in hand

I Think I Can, I Think I Can—Or Can I?

3 confidence-boosting exercises that will change the way you work and how others perceive you.

It happens to young people who are new on the job. It also happens frequently to women and to managers brought in to oversee a new team. If self-confidence is keeping you from realizing your full potential, the Turknetts offer three proven tools to help. Discover:

- A structured self-talk exercise that replaces self-defeated thinking with realistic ideas and positive attitudes
- A "stretch" assignment: taking on something challenging, in order to relearn success and reframe self-attitudes
- Fake it to make it: how to project self-confidence and have it reflected back to you by others

Humble leadership in action:

Herb Kelleher, CEO of Southwest Airlines, has been spotted donning an apron and serving customers alongside the flight attendants.

4 ways to create a culture of respect:

1. Skip-level meetings:

Managers "skip over" their direct reports to meet with employees a level below for ideas and feedback.

2. Cross-training, job swapping:

People focus on the whole operation and develop empathy for others' perspectives.

3. Walk in my moccasins:

Frontline supervisors move to other departments for an entire year to fully experience their counterparts' challenges.

4. Encourage and Reward:

Find numerous, creative, and continual ways to recognize outstanding employee effort and achievement.

More Interview Topics

Does Your Manager Need a Makeover?

How to help a boss develop better leadership skills.

How do you cope with a boss whose style of leadership lowers morale, stifles creativity and open communication, and creates an us-vs.-them mentality? If you work under someone like this, the Turknetts can help. Learn:

- How to reinforce your boss' strengths and positive qualities
- How to meet difficult issues with your boss head on, rather than avoid them
- How to enlist the support of coworkers
- Why modeling leadership character from below is an effective mode of change

The Benefits of Emotional Control

Master your emotions and watch everyone around you change.

Humans “catch” emotions from each other. We pick up mood and tone especially from leaders, because leaders are the people we watch and emulate. The Turknetts' mini-course in gaining control over your emotions will benefit you and your organization in untold ways. Learn:

- How to generate energy and confidence all around you
- Easy techniques for controlling anger and blame
- How emotional control encourages a culture of respect
- How to bounce back from setbacks and hold up under pressure
- How to generate positive energy in the workplace

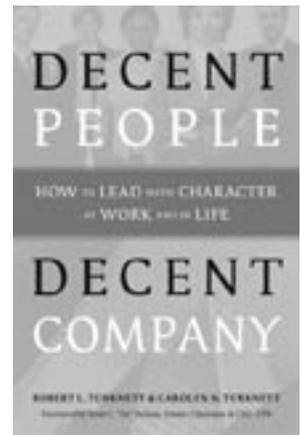
Is There a Leader in Your Midst?

How to grow leaders out of your talent pool.

The Turknetts have worked with many up-and-coming leaders—people who possess natural-born talents but need coaching or development in some critical areas. They discuss:

- Best leadership-assessment tools to uncover an employee's strengths and areas that need improvement
- 9 character traits that are essential to great leaders
- Concrete leadership-development strategies
- The benefits of executive coaching

—MORE—



Tools for building your organization's integrity:

- Create conversational tools
- Increase transparency
- Create feedback-rich environment
- Get outside views
- Celebrate honesty and accountability

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What Separates Good Leaders from Great Ones?

Find out if you're ready for the fifth—and highest—level of leadership.

The Turknetts are the only leadership consultants in the country who provide the most senior-level executives with a framework to grow in consciousness—a profound process of personal transformation that separates leaders who are mature in years from those who are mature in character. They discuss:

- How personality and character are different, and why it is possible to change your character
- 9 questions to help you develop your integrity muscle
- Promise keeping: the missing link between codes of conduct and ethical action
- What the highest level of leadership character looks like

Are You a Blamer?

Learn how blame may be poisoning your workplace.

Blame subverts both respect and responsibility. It promotes defensiveness rather than learning, and undermines a culture of personal responsibility. If you're a routine blamer, or if you work with others who are, learn:

- How to encourage information sharing and constructive feedback
- Why conflict can be a useful part of life in any organization
- How to transform a climate of fear into one of trust

On corporate ethics:

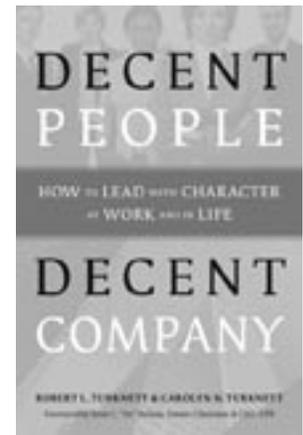
- 22 major corporate scandals broke in the U.S. between summer 2000 and summer 2002.
- 71% of U.S. adults still believe that “only some” of the top 1,000 companies “operate in a fair and honest manner.”
- A recent poll of students at 12 top business schools found that only 20% thought their schools were seriously preparing them to deal with fraud and ethical dilemmas.

Assigning blame:

- Creates distance between you and others
- Makes people less likely to report concerns
- Hinders learning and growth
- Creates a culture of secrecy

Suggested Interview Questions

1. Who is this book for, and what kind of people can benefit from it?
2. What is the Leadership Character Model?
3. How would you characterize an organization with a culture of integrity? What would I find there?
4. What are the eight essential traits of true leadership character?
5. How would one go about identifying personal strengths and areas in which he or she could improve?
6. What are the benefits of developing leadership character for the organization?
7. Can a person really learn empathy?
8. Why is emotional control so critical to generating respect, and what are some techniques mastering it?
9. What are some of the negative aspects of blaming, and why do people do it so readily?
10. How might one go about learning humility?
11. What does accountability mean to you, and how can a leader create a culture of accountability?
12. Talk about courage. Why is it an important part of responsible leadership?
13. What are some practical ways one might build self-confidence?
14. What does “focus on the whole” mean, and why do you need that quality?
15. Can anyone learn to be a leader?



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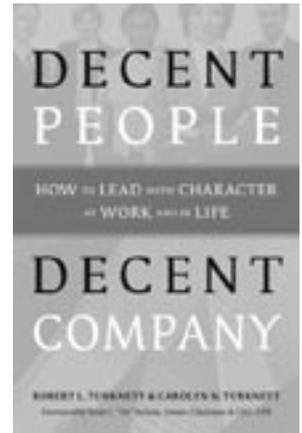
How Is Your Leadership Character?

Take this quiz to find out.

Rank each of the following statements with the answer that best describes you:
1 = Never; 2 = Seldom; 3 = Sometimes; 4 = Often; 5 = Always. See scoring, at bottom.

- ___ I treat the people I work with as equals.
- ___ I can be counted on to keep my promises; I'm dependable.
- ___ People are drawn to me and they confide in me.
- ___ I stay positive and maintain composure during times of stress.
- ___ When things go wrong, I refrain from assigning blame.
- ___ I have no problem being vulnerable and letting others see my imperfections.
- ___ I take 100 percent accountability for situations and relationships that call for improvement.
- ___ I'm confident of my convictions and larger goals, and am willing to take risks to support them.
- ___ I move forward decisively and embrace necessary change.
- ___ I see everything I do in terms of the larger picture, the greater good.
- ___ When I see a problem, I don't just sit back and ask, "Why don't they fix this?" I ask, "What can I do?"
- ___ I see myself as a leader of integrity, and the people in my organization would characterize me this way too.

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Scoring: Add up all of your numbers.

- 0–15 Whether you're a manager or a starting-level employee, there are lots of opportunities ahead for you to strengthen your relationships at work, realize more of your potential, and achieve more satisfaction at your job and in your life in general.
- 15–30 You've got leadership qualities that others admire and that could take you far. But why stop here? By working on your communication skills and focusing on your larger self, you will elevate yourself to a new level that could yield personal and professional breakthroughs.
- 30–45 You're an individual whom others look up to. You have a good sense of self, but you're not the type of person to become complacent. Take the next step to self-development and self-exploration and you will discover that building character skills will benefit you in unimagined ways and will have a positive effect on those around you as well.
- 45–60 Congratulations! You possess many character traits of a true leader. If you're not already in a leadership position, you could be. Because you are resilient and know yourself well, you are a natural role model for those around you. You are the type who wants to keep growing and changing. The highest levels of self-discovery and character building are the most difficult—but they are also the most rewarding.