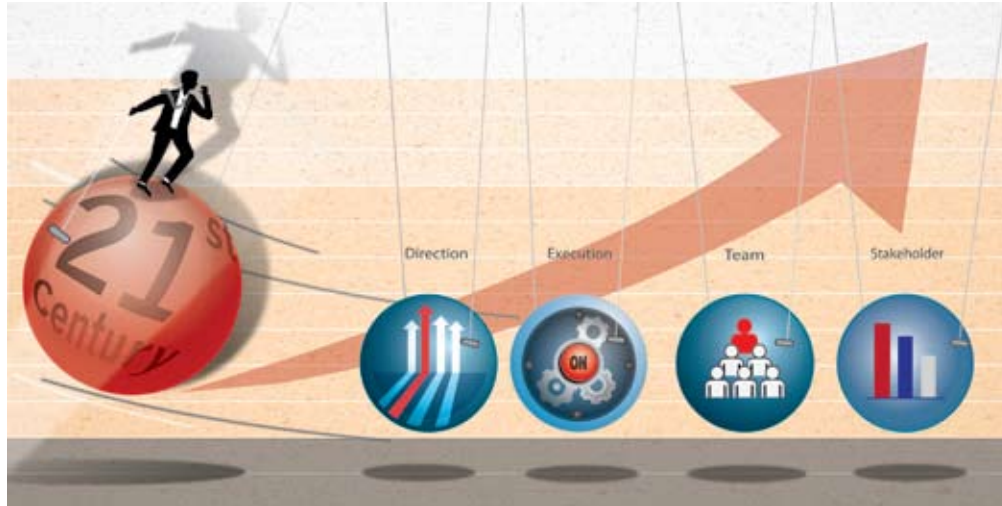


What Leaders Do...

Requisite Competency for 21st Century Challenges

By Patrick R. Dailey



From the earliest recorded leadership teachings of Confucius to contemporary theorists and practitioners, leadership has consistently been viewed as the decisive factor in the success of an organization – be they feudal clans, religious orders, militaries, governments, sports teams, or in today’s context, global commercial organizations. Leadership seems to be the *secret sauce* which differentiates organizations that languish through lackluster performance cycles and are saddled with uninspiring reputations from those inspiring organizations which repeatedly deliver high performance and earn best-in-class accolades.

Leadership is the application of power and example to induce followers to pursue shared objectives which lead to fulfillment of security and survivability needs, and achievement of status aspirations.

Contemporary leadership defined

Leadership is the application of power and example to induce followers to pursue shared objectives which lead to fulfillment of security and survivability needs, and achievement of status aspirations.

Critics caution us to differentiate leader power from mere authority; noble service from self-indulgence or sinister pursuits; and stewardship from showmanship. But, without the

power which galvanizes support, energizes, sets direction and controls, we might have amicable yet hungry followers sitting around campfires unable to fire up their iPad and unconcerned about quarterly financials. Leadership is the decisive factor in the success of organizations.

Corporate *trap doors* snare and derail even exceptional leaders

The *playing field* on which leaders operate each day tempestuously morphs and mutates. Unaware and unprepared leaders can be caught off guard by situations in which their previously learned lessons provide a faulty road map or no experience base to lead teams and formulate decisions. These situations are *corporate trap doors* which can open unexpectedly and treacherously to snare unprepared leaders. When these trap doors open, the risk of organizational drama and/or an exceptional executive’s derailment increases precipitously.

Today’s leaders can find themselves on the defensive—*on their heels*--fighting for the hearts and minds of employees and other stakeholders, placing bets that corporate agility will deliver competitive advantage and risk mitigation tactics will safeguard their personal reputation and their company’s brand. Leaders rise to heightened expectations for transparency and this expectation has emboldened a new class of “watchers,” “second guessers,” plaintiff counsel, and compliance officers with adversarial intentions. Likewise, the workforce is diverse, talented, and ever more demanding.

Exceptional leaders differentiate themselves from their unprepared cohorts by virtue of their instinct and skill in perceiving hazard and astutely adapting to changing demands and conditions of the playing field and expectations of stakeholders.

Arguably, defensive skills, i.e., protective instincts, risk avoidance, and reactive agility are now on par with offensive skills, i.e., proactive risk taking, disruptive innovation, and the pursuit of market expansion as pivotal factors for success and survivability.

Exceptional leaders differentiate themselves from their unprepared cohorts by virtue of their instinct and skill in perceiving hazard and astutely adapting to changing demands and conditions of the playing field and expectations of stakeholders. This knack to transition between offense and defense rapidly, confidently and seamlessly, is adaptability. Adaptability is the ultimate differentiator. And, those leaders who fail to perceive, and then adapt, will certainly derail.

The battle some leaders wage today is one of striving to regain full control—*getting back on their toes*—and returning to an exclusively offensive mode of leadership. Regrettably, prospects for a return to predominately offensive-dominated operating strategies appear remote. Leaders relying too heavily upon their command and control competency and instincts will lose control and likely, derail.

Certain challenges are arguably within leaders' direct realm of resolve and control. These require offensive tactics. Other challenges are outside leaders' direct control. These require defensive tactics. Both sets of challenges present novel tests which repeatedly arrive unannounced in mutated form, require rapid, if not, crisis decision making competence, and always a dose of good fortune. Standard, "battle tested" game plans no longer can be relied upon.

Table 1 (p.17), Challenges Faced by 21st Century Leaders, presents a daunting array of career-limiting challenges and threats faced by contemporary leaders as they contend with ever-tightening time windows, revolutionary change, mount-

ing governmental intrusion, and new competitors armed with disruptive technologies and commodity pricing. As always, the leader's goal is to improve his or her organization's capability to react, survive, muster sustainable competitive advantage, and win against a competitive environment that continuously mutates. The "A" list of contemporary challenges which leaders must grapple with and is organized into two categories in Table 1:

- **Proactive challenges.** These are somewhat controllable and require proactive leadership tactics, and
- **Reactive challenges.** These challenges test leaders' early warning instincts, rapid response mobilization, course correction skill, and savvy.

Stakeholders expect internal and external leadership competency

With the magnitude of change and its velocity, concepts about leadership need to be updated and refocused as a consequence of the changing conditions of the 21st Century. Historically, most leadership models have focused upon leaders' roles in strategy planning, innovation, and the operational drive for performance. These matters are largely executed inside the organization. The external world is much more a dominant determinant in the 21st century. Thus, greater emphasis now must be placed on the external arena where influence, fueling ideas and connecting networks, as well as tactics to protect the reputation of the enterprise are essential for sustained performance of the enterprise, its reputation, and survivability of the leader.

The Model on the left (Figure 1) represents this refocused view of 21st Century leadership.

Contemporary Leaders Fulfill Four Primary Roles

Dailey's Executive Success Model, Figure 1, presents the primary roles essential for executive success within a contemporary, commercial enterprise. These four roles define an executive's unique contribution to an organization's mission and its array of stakeholders; its present and its future; its internal capability and its external reach and credibility. The four roles are explained below.

Set Direction.

Exceptional leaders articulate a convincing case for change. They successfully chart a path forward with a committed coalition around them. Their organizations are alert to faint and game changing signals in the marketplace that indicate risk or opportunity, and have an astute sense of timing for

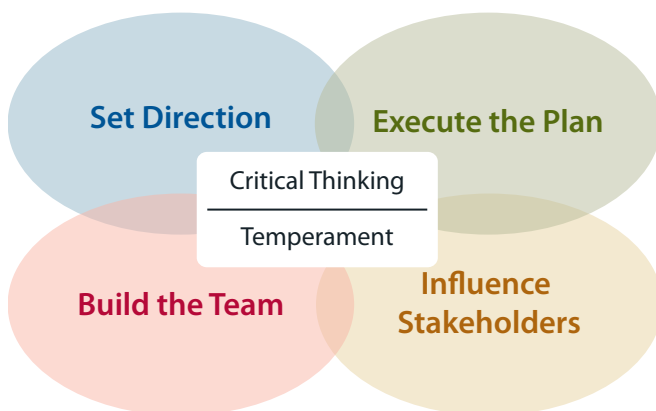


Figure 1. Executive Success: Roles Performed

Table 1. Challenges Faced by 21st Century Leaders

Proactive Challenges	Reactive Challenges
<p>Time Compression Leaders face increasing degrees of complexity to deliberate and more narrow time windows to decide. Complex decision processes and risk mitigation protocols require attention. Buying time to triple check or syndicate decisions boils down to opportunity lost or a personal career stopper for you.</p>	<p>Instability and Insecurity You are leading an increasingly risk adverse (second-guessing) culture. Political, economic, and sovereign instability disrupts capital and credit, supply logistics, and trade; employees are insecure. Resources are being re-directed toward protecting, resolving and policing rather than preparedness and productivity. At first alert, you must mobilize an effective and reassuring crisis management response.</p>
<p>Credibility-- Personal and Corporate Among stakeholders, regulators, media and even employees, there is presumption of malfeasance and greed operating at the top of corporations. Financial meltdowns, ethical breaches, and startling disclosures of abuse have diminished stakeholder trust in the promise behind the brand and the integrity of the brand's leader. Trustworthiness may be your most fundamental competency.</p>	<p>Deciphering Data into Business Intelligence Data of dubious quality is readily available everywhere. Veracity, relevance, and reliability of data are increasingly suspect. One expert "out duels" another expert. Unsubstantiated facts and faulty analysis pop up in traditional and social media channels. Transforming vast supplies of information into pragmatic, verifiable, business intelligence is a 21st Century challenge. Who is accountable for accurate, actionable business intelligence?</p>
<p>Inaccurate Predictive Models Longstanding predictive models no longer provide accurate decision-making guidance. Leaders are rue to place bets on the accuracy of analytically-supported decisions. They are "flying blind". New models that predict leading indicators are needed to spot emerging trends and provide controls to adroitly start shift or stop operational processes and support the informational needs for acquisitions. Those competitors that re-gain new predictive accuracy and confidence will win.</p>	<p>Third Party Intrusion Activists and investigative media are increasingly demanding executive attention and vigilance. Domestic and foreign government regulators have ramped up legitimate compliance activities. Plaintiff counsel are increasingly on the prowl. Today, leaders are often thrust into the hot seat and must rely upon well-developed defensive skills and quickly marshaled instincts. Clearly, leaders are too often operating in a protective mode versus a proactive, strategic mode as the fight for credibility is contested.</p>
<p>Democratization Rising ability levels, flatter, faster organizations and organizational initiatives that increase employee engagement are powerful ingredients for sustainable performance. Yet, these "true positives" build expectation among employees that they have a voice and a deciding vote on all corporate matters. Leaders must spend more time on employee engagement matters in a listening mode and display astute influencing instincts and skills—if you fail, you lose the commitment of your workforce and most likely your competitive advantage.</p>	<p>Customer Power Industrial and consumer customers are taking control over the sales interaction. They rigorously gather product and comparative information interact with existing customers about service, quality, feature escalation, and pricing. They exercise contact control over your marketing and sales tactics. They buy direct from suppliers across the world and quickly transform high margin pricing to commodity status. Brand damage can occur instantly as viral communication spreads without your company's ability to resolve or contain the damage. And, you believe you can survive with a "me too" product in today's market?</p>
<p>Talent Flight Retrenchment often serves up a nasty after shock. Coming out of a down cycle, high performing talent and the "ready now" bench has been overworked, disillusioned, under-paid, and underdeveloped. Their careers have stalled. They are eager for fresh starts and renewed opportunity. As the world becomes flatter, talent, like any other resource, will flow to the highest bidder with the most attractive value proposition. Will you be at the helm of a company that is a net loser or acquirer of exceptional talent?</p>	<p>Emerging Resource Scarcity The world is running out. As countries, in particular China and India, industrialize and commercialize, resources are coming into hyper-demand. Time, talent, raw materials, energy, water, and long standing environmental buffers are being auctioned to the most politically adept global coalitions. Increasingly, it's becoming a <u>shared</u> supply chain collective managed by agile, adaptive coalitions. Your most fundamental advantage boils down to early identification of resource needs along with the courage and the resourcefulness to lock these in.</p>
<p>Board Independence Ceremonial board members are being replaced by advisors keenly alert to strengthened governance requirements, duty of care, and duty of loyalty responsibilities. Governance regulation, transparency, and shareholders activism is on the rise. The newly-defined role of board members as <u>independent</u> advisors cannot be neglected.</p>	<p>China In a period of time just longer than 20 years, China has risen from a closed, third world agrarian culture to become the second largest economy in the world. China is a major customer, a supplier, a growing political force, and is increasingly becoming the world's banker. In every sector except haircuts, China must be on your radar screen.</p>

Leaders understand their risk tolerance levels and don't bank on "magic bullet" strategies that put people, and the enterprise, in unreasonable jeopardy.

moving forward (or standing firm). These organizations are rarely surprised and continuously invest in renewal—innovation is realized and change sticks. Importantly, leaders understand their risk tolerance levels and don't bank on "magic bullet" strategies that put people, and the enterprise, in unreasonable jeopardy. These leaders get to the future before their competitors and bring an able, committed team with them. The direction is right; the timing is right; the risk is acceptable.

Execute the Plan

Exceptional leaders must also be exceptional managers. These leaders accelerate cycle time and their organizations hum along—they set a high bar and lead peer companies in productivity and operational effectiveness metrics. Leaders know the important control points in each of the operationally focused functions. Leaders earn respect from the astute questions they pose and the technical insight they offer. Top-down focus and control is balanced with bottoms-up listening and problem solving so breakdowns are understood, resolved, and continuous improvement is woven into the DNA of the operation. These organizations may not always be fun places to work, but they are superb places for learning to occur, teams to excel, and achievement to be earned.

Build the Team

Exceptional leaders attract, develop, inspire, and retain exceptional talent—and exceptional talent is expected to foster exceptional teams. Constructive conflict is expected to lead to collaboration, the pursuit of excellence, and pride. Destructive conflict is not tolerated. Contrarian views are allowed to rise to the top and be heard. Sentinels are not allowed to block or filter stakeholders' ideas, issues, or sentiment from reaching the C-Suite.

Yet, clear and timely decisions are made and implementation is expected. Leaders are visible symbols of character and competitive leadership in the marketplace. They teach and touch their emerging bench. Exceptional leaders decipher just how far, how fast, and how long organizations can be driven with their productivity and morale intact. Their teams win today's competitive battles and have the reserve and resolve to come back tomorrow to compete again. Trust and respect are *practiced* and expected from the top of the organization downward.

Influence Stakeholders

Exceptional leaders act the part with solid impact, presentation, rapport and Q&A skills. They make promises and keep promises. Ethics and trust is table stakes for dealings with investors, employees, customers, and suppliers. The "whole truth" is offered and the "whole truth" is expected from others. Productive relationships and coalitions are long standing in their duration and treated as reliable conduits for information, insight, and support. These highly credible individuals keep their Boards informed and seek their advice—Boards are not dealt with as ceremonial bodies or rubber stamps of approval. These leaders are clear and simple with the media and regulators; they don't attempt to out-duel or obfuscate. They are skilled in presenting their point of view and most often are influential in leading other opinion leaders to conclusion and/or action.

The prominence of this factor, Influence Stakeholders, has greatly intensified in the past 20-year period. Now, a company's sustainability and corporate citizenship, ethics, board governance, and the executive's role in protecting and enhancing the corporate brand, stand as equally important factors in evaluating an executive's contribution and determining the leader's survivability as do



the traditional factors discussed above.

Executives have always represented their companies externally but now it matters decidedly more to shareholders and executives' scorecards.

Temperament and critical thinking

At the core of the Model are critical thinking capabilities and temperament factors. These two elements serve as the foundation of one's personality—and, this is the control center of each individual's propensity to adapt and adjust. Critical thinking is the level of cognitive complexity and process used in perception as well as decision-making. Starting with the examination of context variables, each individual sets parameters for choices (i.e., decisions), gathers qualitative and quantitative data during an analytic phase, and weighs and ranks potential outcomes during decision making phase. Individual differences determine the pace (decisiveness) used to form a decision/ make a choice. Temperament is mood; it is the relatively "hard wired" filter which individuals use to interpret and deal with life's situations and experiences—often in vastly different ways from one another. Oft times, temperament is somewhat disguised or managed, but it remains a rather fixed "base layer" throughout our life. It is the foundation of personality. From this base layer, each individual opens up

Table 2. Emerging Differentiators of Executive Success

Set Direction									
Formulate Strategy and Risk	Strategic listening. Investing in the tools and focusing attention to learn from non-traditional channels and faint signals indicating threat or opportunity in the marketplace.								
	Define risk appetite. Communicate the parameters of your risk appetite to stakeholders. Offer an enterprise risk assessment and mitigation policy which is accepted by key stakeholders and periodically updated.								
	Courage to cut losses. Emotional detachment and rapid departure from chosen path, when results disappoint—hitting the strategic and operational reset button promptly is a best practice—it is the combination of real time perception and agility.								
Innovate and Change	Renewal. Proactive investment in organizational learning, experimentation, and improvement in the key areas of your competitive differentiation—even when processes and results are positive.								
	Make change stick. Maintaining the political and operational resolve to fully realize the initial intentions of the change initiative, avoiding slippage and lost momentum—squeezing maximum value and organizational learning from the change journey. This is about finishing what was started and avoiding credenzaware.								
	Saying “no”. Saying “no” has never been more important. The courage to say “no” enabled by the art and skill of doing so has risen to a vital competency within so-called highly engaged organizations. Saying “no” artfully calls for the personal qualities of empathy and respect to be demonstrated; harsh and blunt denials should be “dialed down”; if not “turned off”. This art and skill is table stakes for leading a high performance workforce and team.								
Execute the Plan									
Accelerate Cycle Time	<p>Emotionally connect with your team. Master your soft side skill set to emotionally connect with an increasingly global and intergenerational workforce. Listen to learn and earn their engagement. Ask for outrageous results through extraordinary teamwork. Soft side skills include:</p> <table border="1" style="margin-left: 20px;"> <tr> <td>Esteem</td> <td>Engagement</td> </tr> <tr> <td>Empathy</td> <td>Collaborating</td> </tr> <tr> <td>Listening</td> <td>Crediting others</td> </tr> <tr> <td>Empowering</td> <td>Asking for help</td> </tr> </table>	Esteem	Engagement	Empathy	Collaborating	Listening	Crediting others	Empowering	Asking for help
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	Empathy	Collaborating							
Listening	Crediting others								
Empowering	Asking for help								
<p>Learn faster. Set the pace for an organization which acquires knowledge and freely shares intelligence across organizational units using new social media tools and channels plus traditional content management techniques. The task is to learn faster than your peer group companies and adapt more successfully. Learning organizations communicate, cooperate and commit—and better perform-- than organizations characterized as stale, stagnant, and slow learners. If organizational learning is perceived as an expense (vs. investment), you stand to lose your workforce and your competitive ability.</p>									
<p>Operate a <i>Glocal</i> organization. Clear delineation of organization structure and decision-making accountability among corporate/global, regional, and local staffs, their resources and their accountability fosters a more sure-footed implementation of strategy and a rapid pace. <i>Glocal</i> (global vs. regional vs. local) is the term created for this clear delineation of structure, staff, and accountability. It is the foundation for simplicity, cycle time acceleration, and cost management. <i>Glocal</i> eliminates fuzzy lines of authority, power plays, and costly second guessing.</p>									
Apply Focus and Control	<p>Enhance inquiry skills. As “tell” has been supplanted by “sell” skills among leaders competing in rapidly changing markets, the significance and impact of superb questioning and inquiry skills has increased. Exceptional leaders dissect and grasp situations via superb inquiry and questioning techniques which serve to inform as well as teach others to gather data, sort and discern information.</p>								
	<p>Selectively focus on excellence. Refocus your executive attention and organizational resources on the short list of functions and processes that objectively differentiate; consciously steer your attention away from functions and processes that are non-core. Don’t allow blind pursuit of institution-wide perfection to dilute pursuit of the critical few and consequently overload your personal agenda.</p>								
	<p>Eliminate legacy <i>anything</i>. Layering new on top of old is an expensive and perilous trap door. What might be sold as risk mitigation is more often investment in redundancy and the absence of a future focused game plan. Legacy systems and processes retard process optimization and foster the retention of obsolete (or soon to be) skills and talent. Legacy <i>anything</i> does not get an organization to the future before its competitors.</p>								

Table 2. Emerging Differentiators of Executive Success (Cont.)

Build the Team	
Select Leaders and Build Bench	Accountability for Talent. Holding leaders accountable for “A” player selection, utilization, and retention is more critical than ever in a world where talent and leadership is a growing scarcity.
	Teach. Shape the future by offering emerging leaders your mindset and your values in making pivotal strategic and talent decisions. Learn how they think.
	Protect Game Changers. Organizations are “lifted” by those that challenge and push---game changers. Leaders relish their impact yet sometimes lament the noise these agents generate. In order to get the future, leaders often need to protect game changers from the imbedded powers and traditions that seek to muzzle their inquiries and remove the game changers from the organization.
Develop Relationships and Coalitions	Build multi-channel networks. Personally, invest in relationships and coalitions via traditional <u>and</u> diverse contacts outside your organization. Skillfully give and take---to gain insight; find common ground; benchmark; and assemble an early warning system which advantageously positions you and your organization.
	Inspire. 21 st Century leaders personally communicate to their workforce they are an integral, not peripheral or expendable factor in fulfilling the mission. Even with organizational level and geographic distances, 21st Century leaders demonstrate respect and empathy which is a crucial bond for connecting the organization in common pursuit. Leaders earn trust as they direct and protect the workforce.
	Foster constructive conflict. A signpost of a high performance leadership team is constructive conflict. It brings out the best in problem analysis and decision-making. Enhance your leadership skills in fostering constructive conflict that gets your organization to a better decision and also builds team confidence and camaraderie.
	Master strategic alliances. Cooperation between enterprises typically delivers faster and higher quality results than can be earned from transactional relationships. Via direct cooperation, joint ventures and minority interests, alliances partners engage in joint marketing, selling and distribution; technology licensing, R&D, and collaboration, to highlight a few. Partners develop flexibility, cross-organizational communication skills, genuine collaboration, and techniques to protect intellectual property.
Influence Stakeholders	
Represent and Protect the Brand	Enhance credibility. Monitor and act to define and protect your personal reputation through ethical conduct, adherence to code of conduct, and achieving comfort in the spotlight. Ensure your compensation is clearly aligned to shareholder interests and best practices.
	Fit within your Board’s Inner Circle. Earn the trust and respect of your Board with full and timely disclosure, alerting them to emerging situations and seeking their counsel.
	Engage investors and stakeholders. Rocked for years by perceived abuse and overnight meltdowns, stakeholders, especially institutional investors and shareholder advisory groups, now are keen to better understand underlying performance capability and risks faced by the organization. With trust levels low, transparency is demanded and management actions scrutinized and second-guessed. Executives must skillfully engage to continuously earn credibility, build brand reputation, and protect their personal reputation.
Practice Corporate Responsibility	Broaden your political base. First, understand the needs and interests of opinion leaders and their constituencies existing within your stakeholder groups. Then build support and advocacy by meeting their expectations and resolving problems meeting or exceeding their expectations. Upgrade satisfaction to loyalty with via attention, service, and increasing involvement in issues, products and services which are important to key opinion leaders.
	Champion sustainability. Stakeholders expect your organization to connect your mission and your work force to noble causes, environmental pursuits and sustainability goals. The mantra is <i>do well and do good</i> in the communities you operate. Contemporary expectations require more than ceremonial participation.
	Crisis management planning. A top accountability for senior leaders is the assembly of responsible crisis management plans and mobilization readiness that will protect employees and customers/consumers, sustain the viability of the enterprise, and keep stakeholders informed.

(or not) to experimentation and learning. Adaptive instincts, inclinations, and behaviors in varying degrees of comfort and mastery are learned and appropriately applied or individuals become dysfunctional and maladaptive.

A further breakdown of an executive's role is presented in Figure 2, Executive Success: Key Competencies. The figure provides greater definition of the competencies supporting each of the four executive roles.

New Differentiators of Leader Success have emerged

Even with morphing and mutating challenges faced by 21st Century leaders, their success continues largely to be quantifiably measured by a short list of relatively unchanged operational and financial metrics—i.e. EPS, net income, total shareholder return and/or return on invested capital. These traditional measures are now joined by “new” measures intended to assess contemporary imperatives—good corporate governance, long term enterprise continuity and risk mitigation, *air-tight* statutory compliance, sustainability, and brand.

With the addition of contemporary measures of business success added to the traditional metrics and expectations, executives must now be equipped with a broader set of competencies than have been required previously.

Not surprisingly, new differentiators of executive success have emerged. A short list of these contemporary differentiators is discussed in Table 2 (pp.19-20). In many cases, these represent enhanced focus and attention by the executive. In the fulfillment of the Influencing Stakeholder role, decidedly new skills may need to be mastered and applied due to increasing demand that leaders be competent in working with and influencing investors, alliance partners, those controlling capital and credit channels, media, and government institutions wielding varying degrees of potential intrusion and regulation.

The competency factors, and the differentiators in Table 2, can be used for selection, focal points for coaching and development. These also can be assessed in the performance management process.

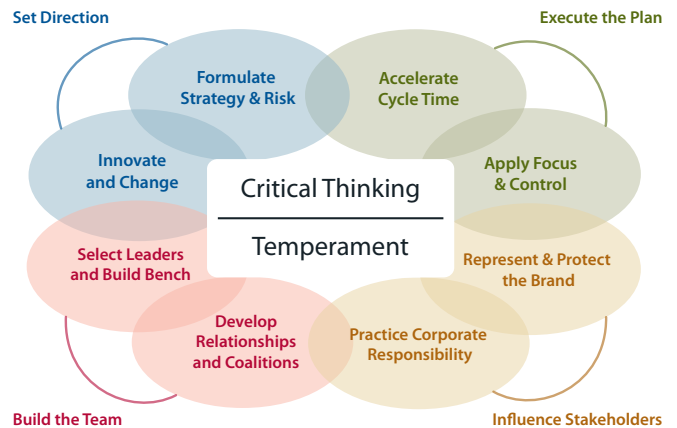
Summary

The Executive Success Model (Figure 1) offers a straightforward presentation of the four primary roles that must be successfully fulfilled by senior executives in 21st Century commercial organizations. The Model balances...

- Long-range strategic intent (Set Direction) with daily operational focus (Drive Execution);
- Commercial pursuits (Set Direction + Drive Execution) with consideration for people, their values and needs (Build the Team + Influence Stakeholders); and
- Focus on external coalitions, shareholder and network alliances intended to protect and advance the brand (Influence Stakeholders).

The Model adds value to the contemporary study and practice of leadership due to its increased attention to Influencing Stakeholders. The external arena cannot be underestimated

Figure 2. Executive Success: Key Competencies



in its power to detour strategic pursuit, stall operational execution, and derail exceptional executives who choose to be inattentive to these external demands. The crucial importance of Board of Director relationships plus a challenging array of additional stakeholder engagements, transparency, ethical leadership, credibility, and constructive influence by senior executive(s) is acknowledged in the Model.

A strict prescriptive approach towards a 21st Century leadership model is folly. For 21st Century senior leaders to make that *exceptional* contribution, they must be comfortable and competent with their own adaptability and resist formulaic type-casting. They must oversee organizations which are likewise, adaptive. They must skillfully command and control internal processes, operations, and people; they must skillfully decipher faint signals and navigate the external arena.

The 21st Century path toward sustainable competitive advantage is guided by men and women of character and razor-sharp vigilance, who are able to invigorate their multinational, intergenerational clan along the path of rapid change, sustainable performance and, in Confucius terms, reach “collective harmony”.

About the author

Dr. Patrick R. Dailey is a founder of Board Quest, LLC, a board of director consultancy. Patrick has held senior level Human Resources positions in Fortune 100 firms...all undergoing significant strategic and cultural change. Dr. Dailey has worked in the technology sector for Hewlett-Packard and Lucent Technologies; consumer products for PepsiCo and Herbalife; chemicals and pharmaceuticals UK-based The BOC Group; and consulting for Korn/Ferry International and Chicago Change Partners, with the firm's founder, Dr. Charles Bishop. Patrick serves on the Board of the National Association of Corporate Directors- Atlanta Chapter. He also serves as a director for a private business. He received a Ph.D. in Industrial and Organizational Psychology from the University of Houston, Texas, U.S.A. Patrick can be reached at pdailey@boardquest.com or 310.400.9992