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TALENT UNLEASHED:

3 Leadership Conversations to Ignite the Unlimited Potential in People

ABOUT TALENT UNLEASHED

A quick overview of *Talent Unleashed: 3 Leadership Conversations to Ignite the Unlimited Potential in People*

Leadership today requires many things, but one of the fundamental roles of a great leader is to see, recognize, and ultimately unleash the talents and strengths of others—and to create a bonding attraction for these people to the organizations for which they work so these talents and strengths are not developed and then lost to others in today’s rapidly changing work environment.

So how do leaders do that? While most leaders are promoted for their competence and skills, truly exceptional leaders are remembered for the impact they have on the lives of those they lead.

When you ask people to tell you about the best leader they’ve ever had, they rarely will say that this leader was the most technically competent person they ever met. Rather, they will tell you about this person’s humanity, courage, concern, and deep personal interest — about how he or she helped people grow, develop, accomplish tasks, and find greater meaning in work and contribution. They will tell you that this leader genuinely cared.

This book is about 3 Leadership Conversations that can enable you — as a leader of a team, a project, or an organization — to create that sense of caring and belonging. It’s about how they can help you attract and keep the best and brightest and unleash their talent toward what matters most. It’s about how they can make it possible for you to create the connection and the confidence to fully unleash talent and clear the path for high performance.

Voice, Performance, and Clearing the Path

Our research and experience have led us to conclude that the most important leadership conversations are about:

- “Voice” or contribution.
- Performance on vital goals.
- Clearing the path to progress.

1. **Voice Conversations** affirm the worth and potential of each person on a team. In a voice conversation, individuals discover their unique talents, passions and values — their individual “voice” — and align these to their job and career responsibilities. It is the process of identifying an individual’s unique talents and contribution.

2. **Performance Conversations** establish and clarify goals, targets, roles, responsibilities, and accountability. In a Performance Conversation, individuals are transformed from “interchangeable employees” to trusted partners, colleagues, and teammates who work together to accomplish goals that are vital to individual and organizational performance.



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3. **Clear-the-Path Conversations** turn supervisors into leaders, coaches, and mentors who become sources of help, enabling people to succeed in their jobs. Leaders “clear the path” by removing obstacles, teaching, coaching, and making course corrections along the way.

These conversations are the work of effective leaders distilled down to its essence. Voice conversations help team members define their unique talents and contributions. Performance conversations clarify expectations and recognize achievement. Clear-the-Path Conversations help identify what team members and leaders can do to remove obstacles and help facilitate success.

The conversations create inflection points for people. Lives are transformed by a sense of mission. Important goals are set and accomplished. People gain hope as they realize their leader is always available to help people along the journey. As a result, individuals and teams are enabled to give and coordinate their best efforts for a remarkable sense of shared success and personal job and fulfillment in their work.

These conversations are about improving the performance of the team or organization by bringing out the best that people can contribute. But, just as important, they’re about the “how” — about building the caring relationships without which any positive leadership conversation will not work.

The Voice Conversation

The Voice Conversation is a powerful tool to unleash the potential of a human being. It’s about igniting that fire. It’s about unleashing talent to help people make their unique contribution. This is a vital responsibility of leadership. Not only does it impact the job satisfaction, energy, engagement, and nature and quality of an individual’s contribution; it also significantly affects the entire culture and the market value of your organization.

The purpose of this conversation is for the leader to hear, understand, and affirm the “voice” of each of those he or she leads, and to find the place where this voice best fits for the benefit of the individual and the organization.

In a Voice Conversation, individuals discover their unique talents, passions, and values — their individual “voice” — and align these to their job and career responsibilities.

Voice is at the nexus of need (“What does the world want from you?”), passion (“What do you love doing?”), talent (“What do you do best?”), and conscience (“What do you feel you *should* do?”).



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The process of helping individuals find their voice communicates that both the organization and the leader care about people and value what they can offer. It communicates the benefits of harnessing others' capacity for the good of all. It clarifies and communicates the role of a leader to recognize, unleash, and orchestrate human capacity, rather than to simply manage and control people.

The Performance Conversation

Performance Conversations are significantly different from typical performance reviews. They allow leaders to “let go of the ego”—to forego their need to be the smartest, the executor, the doer, or the hero and encourage people to work together to co-create and have a shared set of outcomes, objectives, goals, targets, and deliverables.

The purpose of a Performance Conversation is to improve performance by creating an agreement that establishes priority, focuses effort, clarifies process, and develops trust.

In a Performance Conversation, individuals are transformed from “interchangeable employees” to trusted partners, colleagues, and teammates who work together to accomplish goals that are vital to individual and organizational performance.

In formal Performance Conversations, leaders and team members agree on five things:

1. Desired Results (What is important and why?)
2. Guidelines (How it is to be accomplished?)
3. Resources (What the team member has to work with?)
4. Accountability (How performance can be tracked and improved?)
5. Consequences (What constitutes a win for everyone?)



With Informal Performance Conversations leaders can create a culture of performance, rather than a culture of performance reviews. These conversations create an environment of ongoing conversations, where leaders can address performance issues immediately. Although these conversations may only last a few minutes, all of the five elements above can be effectively addressed.

Whether formal or informal, Performance Conversations build hope and encouragement. They signal that leaders care about every member of the team, that they want to engage the fullest contribution from every voice; that the wins of the team members matter as much as the wins for the organization and that leaders want to ensure all the major elements of successful performance are clearly articulated.

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The Clear-the-Path Conversation

Clearing the path is about being a source of help to those around you — especially those you have the chance to lead. It is not about setting up a codependent, bureaucratic, or unempowered relationship or doing for others what they have the power to do and should do for themselves; it's about recognizing a need and opening the way for people to perform at a higher level.

The purpose of the Clear-the-Path Conversation is to remove the obstacles on the path so that talent can be fully unleashed to reach the destination of the journey with expediency, shared satisfaction, and joy.

In a clear-the-path conversation supervisors are turned into leaders, coaches, and mentors who become sources of help, enabling people to succeed in their jobs. Leaders “clear the path” by removing obstacles, discovering new ways to accomplish shared goals, teaching, and coaching, and making course corrections along the way.

Leaders typically adopt one of three roles:

1. Micromanager — one who constantly hovers and gives orders, never ceding control or ownership to anyone else. A micromanager actually becomes an obstacle to progress rather than a path clearer.
2. Abandoner — one who hands off responsibilities and then disappears without giving adequate support or resources. Sometimes under the guise of “empowerment,” an abandoner will quit the scene, jump ship, ride off into the sunset and leave team members to struggle alone.
3. Clear-the-Path Leader — one who neither micromanages or abandons, but runs alongside to support and ahead to remove barriers to success.



Clear-the-Path Leaders neither micromanage or abandon their teams. They don't constantly “snoopervise” and take over when they think things aren't going the way they should. They don't disappear and then suddenly reappear out of nowhere to “fix” what the team has done wrong. Instead, they make themselves *continually available* to help, support, and remove obstacles for team members as they work to accomplish the tasks both they and their leader have agreed they should do.

Clearing the path means leaders go way beyond simply removing obstacles and barriers. They offer their people a fully empowered environment and role with decision-making power, authority, and responsibility to act and influence their work and those they interact with and serve.

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Four Unleashing Principles

The 3 Leadership Conversations are based on timeless principles of effectiveness in human interaction.

Principle 1: Contribution

More and more, enlightened leaders are focusing on contribution because it's becoming clear that not only is it good business, it literally changes our view of the world from one of scarcity — where everyone's fighting for the crumbs — to one of abundance, where, if we all work with "intentional virtue," there's enough for everybody to win. People with intentional virtue understand that making the contribution they feel they should make is a matter of personal honor and integrity.

Principle 2: Trust

The more you extend trust to others, the more they will extend trust to you and to others on the team. The more you create trust in the environment, the more people will feel free to unleash their talents and work together to accomplish important goals. The more you lead your team in restoring trust when it's been broken, the more people will gain trust in your commitment to the principle and your willingness to do what it takes to ensure that it's honored.

Principle 3: Synergy

In teams and organizations, synergy is what we reach for. It's embodied in the saying, "We're better together than we are alone." If effectively conducted, all 3 Leadership Conversations nurture synergy. But it's really central to Clear-the-Path Conversations. When you're up against an obstacle, when you're trying to achieve a goal you've never achieved before, you need to be able to bring people with diverse strengths together to create ways to remove barriers and clear the path for each other.

Principle 4: Empathy

In all 3 Leadership Conversations, one of the most important things we can do as leaders, coaches, and mentors is to listen — *really* listen — with empathy. To listen with empathy is one of the greatest manifestations of truly caring. It demonstrates respect for someone. It says, "I value you. I value your uniqueness, your thoughts, your ideas, and your experience. It creates a situation in which people feel safe to express their thoughts, feelings, and ideas—to take risks and to give their best without fear of censure or ridicule.



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Leadership Conversations Impact Organizational Culture

Organizational culture represents the environment created by the collective habitual behaviors of the people in the organization. And, a difference in the culture is observable when actions and attitudes of the people are aligned with true principles. Voice and performance are unleashed and people clear the path to create extraordinary results.

The nature and frequency of Leadership Conversations in any organization are a huge part of its culture. When leaders hold these genuine conversations with those with whom they work, they will:

- Develop a new leadership mind-set and skill set, which will significantly strengthen relationships with those they lead.
- Develop confidence in their ability to recognize and unleash the talents of others.
- Develop a growing awareness that as they unleash the talents of others, they unleash their own talents, as well.

The 3 Leadership Conversations in this book enable leaders to teach and nurture the foundational principles that create a culture of top performance.

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AUTHOR BIOGRAPHIES



Shawn D. Moon

Executive Vice President, Leadership & Strategic Accounts, FranklinCovey

Shawn Moon is a co-author of *Talent Unleashed – 3 Leadership Conversations to Ignite the Unlimited Potential in People*, FranklinCovey's newest book of powerful leadership insights and practices. This book teaches the core principles, framework, and process that enable leaders to release the talent, intelligence, capability, and creativity in people, inspiring leaders and teams to create a culture rich in trust, clarity, and empowerment. The authors share collective knowledge gained from working with thousands of corporate leaders in industries that span the global workforce.

Moon has over three decades of experience in leadership and management, sales and marketing, program development, and consulting services. His deep knowledge and robust experience inspires others to become leaders through personal effectiveness and execution.

In his role as executive vice president at FranklinCovey, Moon is responsible for the company's leadership solutions and strategic accounts, as well as the Sales Performance Practice, and Customer Loyalty Practice.

Prior to this, Moon served as FranklinCovey's vice president of Business Development for its Training Process Outsourcing Group, managing vertical market sales for nine of the company's business units, and managed the eastern regional sales office.

Moon was previously a principal with Mellon Financial Corporation where he was responsible for business development for their Human Resources outsourcing services. He also coordinated activities within the consulting and advisory community for Mellon Human Resources and Investor Solutions.

Moon is an experienced executive and co-author of *The Ultimate Competitive Advantage: Why Your People Make All the Difference and 6 Practices You Need to Engage Them*, as well as *A Winning Culture in Government: The Ultimate Mission Essential*. In addition, he has authored several white papers outlining essential tactics for building a winning culture. Shawn is a member of the Association for Talent Development (ATD) and sits on the boards of Zerorez® and the Utah Metropolitan Ballet.

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AUTHOR BIOGRAPHIES



Todd Davis

Chief People Officer and Executive Vice President, FranklinCovey

Todd Davis is a co-author of *Talent Unleashed – 3 Leadership Conversations to Ignite the Unlimited Potential in People*, FranklinCovey's newest book of powerful leadership insights and practices. This book teaches the core principles, framework, and process that enable leaders to release the talent, intelligence, capability, and creativity in people, inspiring leaders and teams to create a culture rich in trust, clarity, and empowerment. The authors share collective knowledge gained from working with thousands of corporate leaders in industries that span the global workforce.

Over the past three decades, Davis has practiced and refined his skills and knowledge of human resources, talent development, executive recruiting, sales, and marketing. Having been with FranklinCovey for more than 20 years, he currently serves as executive vice president and chief people officer. As a member of FranklinCovey's executive team, Davis is responsible for FranklinCovey's global talent development, which includes more than 40 offices in 160 countries.

Prior to this role, Davis was a director for FranklinCovey's Innovations Group. In this vital role, he led the development of content in many of FranklinCovey's core offerings. Davis continues to contribute to the development of new offerings, containing the company's world renowned content.

Davis also served as FranklinCovey's director of recruitment for several years, where he led a team responsible for attracting, hiring, and retaining top talent for the organization, which included more than 3,500 employees.

For more than 25 years, Davis has been entertaining and inspiring people throughout the world, with his deep understanding of leadership, employee engagement, and talent management. He has delivered numerous keynote addresses and speeches at top industry conferences and associations, at annual corporate events, and for FranklinCovey clients, many of which are Fortune® 100 and 500 companies. His topics include leadership, personal and interpersonal effectiveness, employee engagement, talent management, culture, and change management.



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AUTHOR BIOGRAPHIES

Todd Davis *(continued)*

Prior to FranklinCovey, Davis worked in the medical industry for a decade, recruiting physicians and medical executives, as well as marketing physician services to hospitals and clients throughout the U.S.

He has served on the Board of Directors for HR.com and is a member of the Association for Talent Development (ATD) and the Society for Human Resource Management.

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AUTHOR BIOGRAPHIES



Michael K. Simpson

Global Managing Director for Executive Coaching, FranklinCovey

Michael Simpson is a co-author of *Talent Unleashed – 3 Leadership Conversations to Ignite the Unlimited Potential in People*, FranklinCovey's newest book of powerful leadership insights and practices. This book teaches the core principles, framework, and process that enable leaders to release the talent, intelligence, capability, and creativity in people, inspiring leaders and teams to create a culture rich in trust, clarity, and empowerment. The authors share collective knowledge gained from working with thousands of corporate leaders in industries that span the global workforce.

For 30 years, Simpson has been an internationally sought after executive coach, leadership consultant, and keynote speaker. His practical, business experience is in teaching, advising, and coaching many of the world's top business leaders and teams. He has coached and consulted with leaders in over 35 countries in leadership development, strategic planning, goal execution, building high performance-based teams, and high trust organizational cultures.

For more than 20 years, Simpson has been a global delivery senior consultant in FranklinCovey's Strategy Execution, Leadership, and Trust Practices. He is co-founder and global managing director for the FranklinCovey-Columbia University Executive Coaching Certification Program.

Simpson was formerly a principal consultant for the global management consulting firms Ernst & Young (EY) Change Management Practice in Washington, D.C. and PricewaterhouseCooper's (PwC) Strategic and Organizational Change Practice in New York City, NY. He has held executive leadership positions for two leading technology companies as vice president of sales and marketing and vice president of business development.

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AUTHOR BIOGRAPHIES

Michael K. Simpson *(continued)*

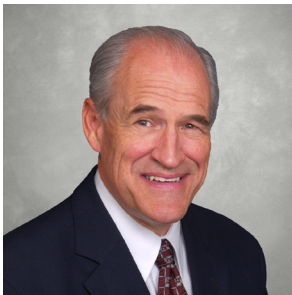
Simpson holds a master's in Organizational Behavior from Columbia University and a bachelor's from Brigham Young University's Kennedy School of International Relations. He also holds a Graduate Studies Certificate in Conflict Resolution and Mediation from Columbia's International Center for Cooperation and Conflict Resolution (ICCCR). He is a certified executive coach from Columbia University's Executive Coaching Certification Program; a certified coach from Marshall Goldsmith's Stakeholder Executive Coaching program; a certified coach with Inside-out GROW coaching; and a certified coach from University of Maryland's The Art and Practice of Coaching Leaders.

Simpson is the author or co-author of seven leadership and coaching books and several articles, including: *Unlocking Potential: 7 Coaching Skills That Transform Individuals, Teams, and Organizations*; *Ready, Aim, Excel with Dr. Marshall Goldsmith and Dr. Ken Blanchard*; *Your Seeds of Greatness: 10,000 of the World's Greatest Leadership Quotes*; *The Execution-focused Leader with PricewaterhouseCoopers*; *Building Team and Organizational Trust with Stephen M. R. Covey*.

TALENT UNLEASHED:

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AUTHOR BIOGRAPHIES



A. Roger Merrill

Executive Coach, Consultant, and Bestselling Author

A. Roger Merrill is a co-author of *Talent Unleashed—3 Leadership Conversations to Ignite the Unlimited Potential in People*, FranklinCovey's newest book of powerful leadership insights and practices. This book teaches the core principles, framework, and process that enable leaders to release the talent, intelligence, capability, and creativity in people, inspiring leaders and teams to create a culture rich in trust, clarity, and empowerment. The authors share collective knowledge gained from working with thousands of corporate leaders in industries that span the global workforce.

One of the founders of the Covey Leadership Center (now FranklinCovey), Merrill has been a thought leader in the development of Principle Centered Leadership concepts and processes. He has served as a senior executive, executive coach, speaker, and trainer for more than 50 years, and has worked with over 600 organizations in 30-plus countries worldwide. Merrill holds a degree in business management and has done extensive graduate work in organizational behavior and adult learning. He now specializes in coaching senior leaders and helping organizations improve performance and develop leaders.

Merrill is co-author (with Stephen R. Covey and Rebecca R. Merrill) of the international best seller, *First Things First*. He is also the author of *Connections: Quadrant II Time Management*, co-author of *The Nature of Leadership*, and contributing author to *Principle-Centered Leadership*. His book, *Life Matters: Creating a Dynamic Balance of Work, Family, Time, and Money* (co-authored with his wife, Rebecca), was recognized by Soundview Executive Summaries as one of the 30 best business books of 2004. Together, his books have sold over 2.5 million copies and have been translated into more than a dozen languages.

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PRESS LETTER

Dear Journalist:

Think for a moment, about the greatest leaders in your life — the ones who had a profound influence on you. How did they lead and why were they so influential? Chances are it wasn't just because of their competence and skills. They were truly exceptional leaders because of their humanity, courage, concern, and deep personal interest in you. They helped you to grow, develop, and accomplish objectives, and they helped you find greater meaning and contribution in work and life. They genuinely cared about you, and you remember them for the impact they had on your life.

Great leaders are so critical in today's workplace, where more than half of those employed in the U.S. are millennials, 60 percent of whom are always open to new job opportunities, and are frequently switching jobs. And, we have learned that employees of every generation don't just leave organizations — they leave managers. They leave because they want to work for a leader who is involved, who genuinely cares about them, and who will create an inclusive work environment. They want to feel like they belong, and that they have the help and support of their leader in accomplishing important goals and meaningful contributions.

The problem today is that many leaders and managers do not know or have not yet developed the leadership qualities and behaviors necessary to be great leaders. They don't know how to recognize the unique talents and contributions of employees or to empower them to perform and reach their highest potential. And, they aren't sources of help and support to those that follow them, removing obstacles that bar success and accomplishment.

To address these issues, FranklinCovey has recently released *Talent Unleashed*, a collaborative work authored by Shawn Moon, Todd Davis, Michael Simpson, and A. Roger Merrill, a team of leadership experts, who share their collective knowledge gained from working with thousands of leaders for over 30 years in industries that span the global workforce.

In *Talent Unleashed*, the authors write that leadership today requires many things, but one of the fundamental roles of a great leader is to see, recognize, and ultimately unleash the talents and strengths of others — and to create a bonding attraction for these people to the organizations for which they work so these talents and strengths are not developed and then lost to others in today's rapidly changing work environment.

The book features 3 Leadership Conversations that any leader of a team, project, or organization can have to create that sense of caring and belonging so that the best and brightest people are attracted and kept and their talent is unleashed toward what matters most. The book teaches the core principles, framework, and process that enable leaders to release the talent, intelligence, capability, and creativity in people, inspiring leaders and teams to create a culture rich in trust, clarity, and empowerment.

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PRESS LETTER

These three, ongoing Leadership Conversations are:

1. **Voice Conversations** affirm the worth and potential of each person on a team. In a voice conversation, individuals discover their unique talents, passions and values — their individual “voice” — and align these to their job and career responsibilities. It is the process of identifying an individual’s unique talents and contribution.
2. **Performance Conversations** establish and clarify goals, targets, roles, responsibilities, and accountability. In a Performance Conversation, individuals are transformed from “interchangeable employees” to trusted partners, colleagues, and teammates who work together to accomplish goals that are vital to individual and organizational performance.
3. **Clear-the-Path Conversations** turn supervisors into leaders, coaches, and mentors who become sources of help, enabling people to succeed in their jobs. Leaders “clear the path” by removing obstacles, teaching, coaching, and making course corrections along the way.

Voice Conversations help team members define their unique talents and contributions. Performance Conversations clarify expectations and recognize achievement. Clear-the-Path Conversations help identify what team members and leaders can do to remove obstacles and help facilitate success.

The 3 Leadership Conversations are based on timeless principles of effectiveness in human interaction, which are at the very core of the content of the book and the process of the conversations, including contribution, trust, synergy and empathy, which are explored in detail in the book.

When people’s actions and attitudes are aligned with true principles as they interact with one another, the culture literally changes. And, the nature and frequency of genuine, Leadership Conversations held in any organization are a huge part of the culture and change, as they significantly strengthen relationships, and unleash the talents of those who are led and those who lead.

Talent Unleashed will enable any leader who reads the book to teach and nurture the foundational principles that create a lasting culture of top performance.

If you are interested in receiving a copy of **Talent Unleashed**, please contact us. We will be following up with you about the possibility of a review or an interview with one of the authors.

Sincerely,

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TALENT UNLEASHED:

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PRESS RELEASE

“The vast majority of the workforce in any organization possesses far more talent, intelligence, capability, and creativity than their present jobs require or even allow.” – Stephen Covey

“Talent Unleashed presents a prescription for leaders of all organizations on specifically how to have impactful developmental conversations with their talented players” – Ann Rhoades, President People Ink and Former Executive Vice President People at JetBlue Airways and Southwest Airlines

Post Hill Press and Franklin Covey Co. Release New Book, *Talent Unleashed: 3 Leadership Conversations to Ignite the Unlimited Potential in People*

Book Offers Leaders Powerful New Insights and Practices for Building a High Performance Work Culture

NEW YORK CITY — SALT LAKE CITY — April 18, 2017 — Post Hill Press and Franklin Covey Co. (NYSE: FC), a leader in organizational performance improvement solutions, have partnered to release *Talent Unleashed: 3 Leadership Conversations to Ignite the Unlimited Potential in People*, which offers leaders in any organization powerful new insights and practices for building a high-performance work culture. (Post Hill Press, On Sale April 18, 2017)

The book is written by a team of renowned FranklinCovey leadership experts, who share their collective knowledge gained from working with thousands of leaders in industries that span the global workforce.

Leadership today requires many things, but one of the fundamental roles of a great leader is to see, recognize, and ultimately unleash the talents and strengths of others—and to create a bonding attraction for these people to the organizations for which they work so these talents and strengths are not developed and then lost to others in today’s rapidly changing work environment.

So how do leaders do that? While most leaders are promoted for their competence and skills, truly exceptional leaders are remembered for the impact they have on the lives of those they lead.

When asked about the qualities of the best leader they ever had, most people shared that humanity, courage, concern, and deep personal interest were key behaviors exhibited and about how the leader helped people grow, develop, accomplish objectives, and find greater meaning in work and contribution. The leader genuinely cared.

Talent Unleashed features 3 Leadership Conversations that any leader of a team, a project, or an organization can have to create that sense of caring and belonging so that the best and brightest people are attracted and kept and their talent is unleashed toward what matters most. The book teaches the core principles, framework, and process that enable leaders to release the talent, intelligence, capability, and creativity in people, inspiring leaders and teams to create a culture rich in trust, clarity, and empowerment.

The three, ongoing Leadership Conversations leaders need to have with team members to inspire and enable them to contribute and perform to the very best of their ability, and to help leaders create a trusting, synergistic workplace where employees feel confident and empowered are:

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PRESS RELEASE

The 3 Leadership Conversations

1. **Voice Conversations** affirm the worth and potential of each person on a team. In a voice conversation, individuals discover their unique talents, passions and values — their individual “voice” — and align these to their job and career responsibilities. It is the process of identifying an individual’s unique talents and contribution.
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These conversations are the work of effective leaders distilled down to its essence. Voice conversations help team members define their unique talents and contributions. Performance conversations clarify expectations and recognize achievement. Clear-the-Path Conversations help identify what team members and leaders can do to remove obstacles and help facilitate success.

The conversations are based on timeless principles of effectiveness in human interaction, and are at the very core of the content of the book and the process of the conversations. They include contribution, trust, synergy and empathy, which are explored in detail in the book.

Organizational culture represents the environment created by the collective habitual behaviors of the people in the organization. When people’s actions and attitudes are aligned with true principles as they interact with one another, the culture literally changes. And, the nature and frequency of genuine, Leadership Conversations held in any organization are a huge part of the culture and change, as they significantly strengthen relationships, and unleash the talents of those who are led and those who lead.

Talent Unleashed will enable any leader who reads the book to teach and nurture the foundational principles that create a lasting culture of top performance.

For more information on *Talent Unleashed: 3 Leadership Conversations to Ignite the Unlimited Potential in People* visit <https://www.franklincovey.com/books/talent-unleashed-book.html> or <http://posthillpress.com/book/talent-unleashed-3-leadership-conversations-to-ignite-the-unlimited-potential-in-people>

TALENT UNLEASHED:

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PRESS RELEASE

ABOUT THE AUTHORS

Shawn D. Moon

Shawn D. Moon has over three decades of experience in leadership and management, sales and marketing, program development, and consulting services. His deep knowledge and robust experience inspires others to become leaders through personal effectiveness and execution. In his role as executive vice president at FranklinCovey, Moon is responsible for the company's leadership solutions and strategic accounts, as well as the Sales Performance Practice and Customer Loyalty Practice.

Todd Davis

Over the past three decades, Todd Davis has practiced and refined his skills and knowledge of human resources, talent development, executive recruiting, sales, and marketing. Having been with FranklinCovey for more than 20 years, he currently serves as executive vice president and chief people officer. As a member of FranklinCovey's executive team, Davis is responsible for FranklinCovey's global talent development, which includes more than 40 offices in 160 countries.

Michael Simpson

For 30 years, Michael Simpson has been an internationally sought after executive coach, leadership consultant, and keynote speaker. His practical, business experience is in teaching, advising, and coaching many of the world's top business leaders and teams. He has coached and consulted with leaders in over 35 countries in leadership development, strategic planning, goal execution, building high performance-based teams, and high trust organizational cultures.

A. Roger Merrill

Roger Merrill has more than 50 years of experience as a line manager, senior executive, executive coach, consultant and teacher, as well as being one of the co-founders of Covey Leadership Center (now Franklin Covey Co.). Merrill now specializes in coaching senior leaders and helping organizations improve performance and develop leaders. He is the co-author (with Stephen R. Covey and Rebecca R. Merrill) of international bestseller, *First Things First*.

ABOUT FRANKLIN COVEY CO.

[Franklin Covey Co.](#) (NYSE: FC) is a global, public company specializing in organizational performance improvement. We help organizations and individuals achieve results that require a change in human behavior. Our expertise is in seven areas: leadership, execution, productivity, trust, sales performance, customer loyalty and education. Franklin Covey clients have included 90 percent of the Fortune 100, more than 75 percent of the Fortune 500, thousands of small and mid-sized businesses, as well as numerous government entities and educational institutions. Franklin Covey has more than 100 direct and partner offices providing professional services in over 150 countries and territories.

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PRESS RELEASE

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Post Hill Press was launched in 2014 by a team of entrepreneurs and book industry professionals with over 75 years combined experience. Distributed by Simon & Schuster, Post Hill Press publishes across a wide spectrum, with a focus on pop culture, business, self-help, health, current events, Christian and conservative books. Our entrepreneurial spirit makes Post Hill Press a nimble publisher, willing and able to move quickly and take advantage of opportunities in the marketplace. Most importantly Post Hill Press prides itself on partnering with our authors. Publishing with Post Hill Press is a collaborative experience, where an author is included in the decision-making process. This approach has been a key component in our ongoing success.

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QUESTIONS AND ANSWERS

Understanding the Theory of *Talent Unleashed*

Why did you write *Talent Unleashed*?

The passion that drives the four of us in our work at FranklinCovey is best expressed in FranklinCovey's mission and vision statements: To enable greatness in people and organizations everywhere and to profoundly impact the way billions of people throughout the world live, work, and achieve their own great purposes. We help people and organizations to become the best they can possibly be so they make a significant, positive difference in the world.

As we talked together, we realized that among us, we had more than 100 years of experience in working with hundreds of organizations and tens of thousands of individuals. Our experience with these organizations and individuals spanned more than 50 countries around the world. We also recognized that we are all part of a remarkable organization that has done groundbreaking research on organizational, team, and individual performance improvement for more than three decades.

As we considered these factors, we asked this question:

If we could identify one single factor that we could all agree makes a profound positive difference in the performance of individuals and companies worldwide, what would it be?

The answer was clear.

It is leaders who unleash the talent of those with whom they work.

As Stephen Covey said, *"The vast majority of the workforce in any organization possesses far more talent, intelligence, capability, and creativity than their present jobs require or even allow."* Just think about the impact that has on the success of individuals, teams and organizations!

The recognition of the importance of these resources is what sparked our desire to work together to create a powerful, practical way to help leaders learn how to unleash talent. As we analyzed our combined experience and research, we concluded that there are three simple "leadership conversations" that make all the difference. And, *Talent Unleashed* is about those conversations.

What does it mean to say that "Leadership is a conversation"?

Leaders communicate all the time with those they lead — in words, actions, policies, body language, and so forth. Sometimes these communications unleash talent and creativity; often they discourage or even crush it.

An effective leader will take time to ask:

- "What am I communicating?"
- "How am I communicating it?"
- "What are the results?"

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Serious reflection on these questions can provide rich insight for leaders who really want to unleash talent in their teams and organizations. The key to change is to simply take the communication that's already happening and transform it, so that it creates the kind of results you want to achieve.

Why are the 3 Leadership Conversations central to unleashing talent and what are they?

These three conversations are central because they identify and engage the unique talents of each person in the context of performance and leadership influence. These are the core realities of effective talent recognition and utilization.

The 3 Leadership Conversations help leaders to more effectively work with their team members, as follows:

Voice Conversations affirm the worth and potential of each person on a team. In a voice conversation, individuals discover their unique talents, passions and values — their individual “voice” — and align these to their job and career responsibilities. It is the process of identifying an individual's unique talents and contribution.

Performance Conversations establish and clarify goals, targets, roles, responsibilities, and accountability. In a Performance Conversation, individuals are transformed from “interchangeable employees” to trusted partners, colleagues, and teammates who work together to accomplish goals that are vital to individual and organizational performance.

Clear-the-Path Conversations turn supervisors into leaders, coaches, and mentors who become sources of help, enabling people to succeed in their jobs. Leaders “clear the path” by removing obstacles, teaching, coaching, and making course corrections along the way.

In the course of holding these conversations, leaders can transform both relationships and cultures from fear to trust, from confusion to clarity, and from micromanaging to empowerment.

Why is the sequence of the 3 Leadership Conversations important and can it be changed?

Any of these conversations can be held at any time. In the beginning, however, most people find the sequence in the book helpful — Voice, then Performance, then Clear-the-Path. Once you help people find their voice, they are excited to talk about their performance and thrilled when you talk about finding ways to clear their path to help them accomplish their goals.

As leaders begin to hold these conversations regularly and the culture begins to change, to one degree or another, the elements of these conversations become integral to almost every interaction, and it's exciting to see the results.

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Why are there only 3 Leadership Conversations and what happens when they don't occur?

The 3 Leadership Conversations represent the distilling of thousands of hours of research and experience into a simple approach that focuses on the basic elements that foster the productive unleashing of talent.

To get an idea of the impact of these conversations, think about what happens to people when they don't occur:

- **They don't** have a clear vision of their own strengths or feel their talents are unrecognized or unused.
- **They don't** have clear, agreed-upon performance expectations.
- **They don't** support those they lead in accomplishing goals or removing obstacles that get in the way.

These things are simply basic to high performance — for individuals, teams, and organizations.

Are these conversations designed specifically to happen from the top, down?

Leaders are in a great position to initiate these conversations. Because of their roles, opportunities come naturally, and the leadership influence is powerful in effecting cultural transformation.

However, these conversations can be initiated by anyone. For example, if you are a team member and you suspect your work objectives may not be fully aligned with those of your supervisor, you can approach him/her and say something like this: "I've been going over my goals and targets, and I want to make sure they are aligned with your priorities. Could we take a few minutes and review them together?" An approach like this opens the door to discussing the elements of a Performance Conversation and can evolve into multiple conversations as better alignment begins to take place and trust grows.

What are the "Conversation Guides" and how are they to be used?

The Conversation Guides are simple tools that outline the basic elements of each conversation. These guides can be a great help in holding the 3 Leadership Conversations. Not only do they ensure that basic issues are covered; they also build trust.

Particularly in the beginning, it's often helpful for the person initiating the conversation to bring two copies of the relevant Guide and share one with the other person involved, stating something like this: "As we talk about these issues, I'd like to suggest we use a Guide that has some questions we may find helpful. Please take a look at this copy I brought for you and see what you think?"

One of the benefits of using the Guides is that the very process is transparent. It communicates openness and trust. In essence, it communicates: "Here is what I'm looking at. You're looking at the same thing. Let's make this happen together."

These Guides make holding the conversations simple. In fact, with these Guides, one can read *Talent Unleashed* and begin holding these conversations immediately — that same day — with exciting results.

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Why is it important for these conversations to be ongoing?

These conversations are not once-in-a-career or once-a-year events. They are not techniques, programs, or manipulative strategies. They are a principle-based way of interacting that brings great positive results.

Initially, many of the conversations are formal, sit-down, one-on-ones. But as people begin to experience the results and leaders consciously begin to bring elements of the conversations into daily interactions, informal conversations become the natural, productive, and motivating way to interact throughout the culture.

What are the benefits to an organization when the 3 Leadership Conversations are held?

Culture is the environment created by the collective habitual behaviors of the people in the organization. Simply put, it's their habits.

These habits are things you can observe. Do people start and stop meetings on time, or are they typically late? Do they come prepared to meetings, or rush in at the last minute unprepared? Do people treat due dates as personal commitments or as vague targets that are often missed? Are they open to feedback, or resentful when people try to make suggestions? Are they free with information, or do they hold it close to the chest?

These are all habitual behaviors you can observe, and, collectively, they create the culture of the organization. The culture of any organization is a significant factor in its health and success.

The nature and frequency of the Leadership Conversations in any organization are a huge part of its culture. Again, these Leadership Conversations are something you can observe. You can observe when these conversations are egocentric, judgmental, blaming, accusing, excusing, and restrictive — and you can see the results. You can also see the powerful difference it makes when actions and attitudes are aligned with valid principles — when they unleash voice and performance instead of squelching it, and when they clear the path for top performance.

The good news is that through the 3 Leadership Conversations we write about in *Talent Unleashed*, leaders can teach and nurture the foundational principles that create a culture of high performance.

In what ways might unleashing others' talents enable leaders to unleash their own?

You, as a leader:

- help people discover, develop, and use their talents and match them with the goals of the organization or team;
- work with people to develop clear, shared, measurable, performance goals; and
- look for ways to remove obstacles so that you actually help people accomplishing those goals;

Just think about what's happening to you as a leader, as you unleash the talents of others.

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You're developing skills to lead teams and organizations to high performance. You're developing relationships of trust that create huge dividends in terms of open communication and networking. You're likely thinking more about your own "voice" and what you can do to more fully develop and utilize it in your job. You're spending far less time "managing" and far more time "leading" because you've created performance agreements to clarify elements that often create confusion and conflict in the attempt to accomplish team or organizational goals. You're learning the joy of actually helping others accomplish goals and being seen by them as a source of help rather than as an insensitive dictator, an "absentee" leader, or someone who has no idea what's really going on. You're achieving critical results.

How does a leader communicate to a team without speaking?

Scientists may disagree on the percentage and nature of non-verbal communication, but no one argues with the fact that words constitute a relatively small portion of the messages we send to each other or the fact that these non-verbal communications are very significant.

Look at your own experience. On the negative side, what gets communicated to you when a person does not pay attention to you when you're talking? Or makes an appointment with you or a commitment to you — and then doesn't keep it? Or gives you a responsibility and then takes it over? Or frowns at you or rolls his eyes or sighs in disgust? Or uses a tone in speaking to you that's critical, condescending, or caustic?

On the other hand, what gets communicated when someone looks directly at you and listens with genuine attention when you speak? Or makes appointments or commitments—and keeps them? Or gives you responsibilities and never takes over, but offers help or support to you if needed, as you fulfill them? What's communicated when someone smiles at you, shakes his/her head in agreement, or seems sincerely happy to be with you ... or uses a tone in speaking to you that is friendly, encouraging, or respectful?

For a leader to simply engage people in the 3 Leadership Conversations communicates a number of things:

Holding a Voice Conversation says, "I value you. I value your feelings about what is important. I value your unique talents and strengths. I want to help you discover and explore them so that together we can design your job to enable you to make your greatest possible contribution and help our team succeed."

Holding a Performance Conversation says, "I value clear communication between us regarding your job performance. I want us both to clearly understand what's expected and how results are measured. I want you to have the satisfaction of knowing when your performance is excellent and how it affects the success of the team. I want you to have confidence that if there is a problem with your performance, we can talk it over and search for ways to improve."

Holding a Clear-the-Path Conversation says, "One of my most important jobs as a leader is to help clear the path so that you can do your job. I value discussion that helps me know what's getting in your way and what I—or we together—can do to remove the obstacles."

This kind of communication goes a long way toward unleashing talent and building high performance in individuals, teams and organizations.

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What can team members do if a leader does not want to engage in the 3 Leadership Conversations?

If your leader initially does not want to engage in the 3 Leadership Conversations, there are several things you can do.

- a) You can initiate unlabeled Leadership Conversations with your leader in the areas you want to focus on:
 - Voice: “I’m trying to become more aware of my strengths and how I can best utilize them in my current job. Would you be willing to talk with me and give me some input?”
 - Performance: “I’m trying to make sure I’m on the same page with you concerning my priorities and performance. Could we meet and talk about some of the details?” (In the conversation, ask questions and clarify details concerning desired results, guidelines, resources, accountability and consequences.)
 - Clear-the-Path: “I’ve run into a problem trying to accomplish this goal, and I’m wondering if you’d have a little time to help me figure out a way to resolve it.”
- b) You can engage your leader where either he or she is at that time. If your leader has a concern about performance, you can work some of the elements of the Performance Conversation Guide into the discussion and work toward creating clarity and agreement on those elements. Over time, trust and interest will grow based on results.
- c) You can engage in ongoing Leadership Conversations with others on your team, both peers and reports. Again, over time, the results will have powerful influence.

The principle is to focus on what’s in your Circle of Influence and watch it grow. What you don’t want to do is bemoan what your boss will not do and use it as an excuse for your own mediocracy.

Understanding Voice Conversations

What is vital to include in a Voice Conversation? (four elements)

The Voice Conversation is a powerful tool to unleash the potential in a human being. It is the process to help people find and implement their unique talents and capacities.

The Voice Conversation includes four vital elements:

1. Need (“What does the world want from you?”)
2. Passion (“What do you love doing?”)
3. Talent (“What do you do best?”)
4. Conscience (“What do you feel you *should* you do?”)

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When people engage in work that taps their talent and fuels their passion — and rises out of a great need in the world they feel conscience-driven to meet — a congruence is created that unleashes powerful, joyful performance.

Why is a Voice Conversation an ongoing dialogue, instead of one event?

Actually, each of the 3 Leadership Conversations, though initially a more formal event, eventually becomes an integral part of the informal, ongoing dialogue that happens in daily conversation — often many times. And here's where the power of these conversations multiplies in spades.

Unleashing talent is not a one-time activity. Talent is nurtured, not installed, and growth takes time. As people begin to discover their voice, for example, awareness grows. They develop new insights, new dimensions to their talents, new ways to apply them in their jobs, and new ways of working with others who are also discovering their talents. Creative options open up that weren't there before. A new level of synergy begins to take place. The same thing happens with regard to performance and clearing the path.

As each of the conversations begin to include the informal level, voice, performance, and clearing the path become the language and focus of communication and action, increasingly unleashing talent throughout the team or organization.

Like a good gardener, an effective leader will create the right environment, and the seeds will grow and bear fruit.

What difference does it make when people bring passion to their work?

When people really care about what they are doing, the job of a leader becomes one of helping to coordinate and facilitate, rather than always struggling to motivate.

How would you like to go to work each day excited about what you are going to do? How would you like to go to work as a leader knowing that the people you work with are motivated and excited to accomplish something great and your job was to help it happen?

What does a leader do if a team member lacks the desire to bring passion or talent to the job?

The job of the leader is not to *motivate* workers to bring passion or talent to work; it is *to care enough about people to help them find their voice and use it to contribute meaningfully through their work.*

A person who has discovered his or her “voice” will come to work energized, excited, and looking for creative ways to use that talent to contribute. A leader who recognizes the power of voice will look for ways to help people create connection and clarity between voice and job contribution. That leader will also seek to clear the path so individuals can find deep satisfaction and joy (and thus greater motivation) in achieving high performance goals.

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Just as an effective gardener recognizes that growth is within the seed, effective leaders recognize that motivation is within the individual. These leaders create the environment in which the seed can flourish. They create the conditions and relationships that nurture the unleashing of talent. Those not ready to bloom will find another plot of ground — which is fine. It's far better to lose someone than to have a worker who is frustrated and unmotivated.

Just a word of caution: Don't give up too soon. Some great performers are late bloomers. All they need is some serious nurturing.

Understanding Performance Conversations

What is a Performance Conversation?

Whenever people work together, sooner or later they address five important elements:

- What are we trying to do, and why is it important?
- How are we going to do it?
- What are the resources we have to work with?
- How are we going to tell how we are doing?
- What will be the results of our effort?

Too often, these issues are not addressed effectively until a project runs into trouble. Then the conversation is filled with “should have” or “if only,” and basically turns into a blaming and excusing fest.

Effective teams and organizations talk about and resolve these issues in advance, as well as monitoring them during the process — and they work together to resolve them in a win-win way. And, that makes all the difference.

This is what Performance Conversations are all about.

How does a Performance Conversation differ from a typical Performance Review?

Performance Conversations allow leaders to “let go of the ego” — to forego their need to be the smartest, the executor, the doer, or the hero and encourage people to work together to co-create and have a shared set of outcomes, objectives, goals, targets, and deliverables.

Consider the power of having clear, shared expectations in these areas. Think about the last time you were frustrated or disappointed with someone's performance — or someone was disappointed with yours. Were the expectations really clear? Or were you operating under a series of assumptions? By effectively putting people on the “same page,” Performance Conversations eliminate problems created by mismatched expectations.

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Think about the impact of some of the differences between Performance Reviews and Performance Conversations:

While Performance Reviews:	Performance Conversations:
Are held once or twice a year	Are frequent and ongoing, sometimes multiple times in a given day
Are backward-looking	Are forward-looking
Are about unclear or unrealistic goals	Are about clear goals based on “voice” that are agreed to and aligned with the goals of the organization
Are about unclear action steps	Are about clear action steps to achieve those goals
Are about negative feedback sandwiched in between obligatory commendation	Are about positive feedback focused on the future
Outcome: forgotten within a few days	Outcome: specific, measureable, frequently tracked results

Which approach is more likely to unleash talent?

What is a Win-Win Performance Agreement, and how does it develop trust between a leader and team member?

A Win-Win Performance Agreement is one powerful outcome of a Performance Conversation. It is a document that captures agreement on the five fundamental elements of performance:

- Desired results
- Guidelines
- Resources
- Accountability
- Consequences

As people work through these relevant issues together in the spirit of transparency and creating clear, shared expectations — and they come up with an agreement that is truly mutually beneficial — trust grows.

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Then as they operate within the agreement over time, trust increases — particularly as they engage in basic trust-building behaviors, such as making and keeping commitments, clarifying misunderstandings, demonstrating respect, listening to genuinely understand instead of to simply reply, and delivering results.

Understanding Clear-The-Path Conversations

What is a Clear-the-Path Conversation?

Once a person’s “voice” has become clear and a Win-Win Agreement has been created, the leader’s job is to clear the path of obstacles that get in the way of individuals and teams achieving agreed-upon results.

Clearing the path is not about setting up codependent, bureaucratic, or unempowered relationships or doing for others what they have the power to do and should do for themselves; it’s about recognizing a need and opening the way for people to perform at a higher level.

For example, there may be something you can do as a leader in five minutes that would take an employee five hours to do. You may be in a position to clarify a policy, make an introduction that will create a networking relationship, or send a simple email that would tear down a significant barrier for someone. Or you may observe something in the department that could develop into a potential problem and call a team meeting to address it before that happens.

Ongoing voice, performance and leadership conversations throughout the culture invite observation and discussion about obstacles and encourage leaders and team members alike to be on the look-out for ways to remove them.

What is the mindset of a leader who effectively clears the path?

A clear-the-path leader shows up for work—not as the boss barking orders, micromanaging, or “cracking the whip,” but as a genuine advocate and facilitator, who finds deep satisfaction in removing obstacles, lubricating sticking points, wisely anticipating problems and opportunities, and synergizing with others to problem-solve and find ways to seize opportunities to better accomplish goals. That kind of leader is not a hovering overseer, but a supporter and multiplier.

For most leaders, this is a whole new mindset. It grows out of genuinely seeing people in the context of talent waiting to be unleashed, and seeing his or her own primary leadership role as making that happen.

It is nurtured in the context of previously-held and ongoing Leadership Conversations with team members that help them discover their voice, align them with their jobs, and create clear Win-Win Agreements concerning the elements of successful performance in their roles.

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What do I do if my leader is a micromanager?

Micromanagement stifles motivation and opportunity for people to develop and unleash their talent. When every action is controlled, monitored, and watched, most people respond accordingly. They eventually just sit on their hands and wait to be told what to do.

If you have a micromanaging boss, and you decide to approach the situation differently, there are things you can do to positively influence the situation.

Keep in mind that people often say that a micromanager is “detail-oriented.” But more accurately, the typical micromanager is an inexperienced or insecure leader who doesn’t trust those he or she leads to do their jobs right.

So, work to earn the trust.

One idea would be to initiate a simple Performance Conversation.

“Hey, Bob. I want to make sure I understand your expectations of me and how you see my job. I’ve made a few notes, and I wonder if there would be a time I could meet with you and have you go over these notes and give me some feedback.”

Keep your notes simple. Make sure they cover the five elements of a Performance Agreement (desired results, guidelines, resources, accountability, and consequences). During the discussion, clarify anything you have questions about. After the discussion, send your boss an email, capturing the essence of the agreement.

Then act in ways that inspire trust.

- Deliver results
- Demonstrate respect
- Demonstrate transparency
- Listen to understand instead of merely to reply
- Clarify misunderstandings
- Confront reality

When issues come up involving micromanagement, say, “Now help me understand. During our conversation, I thought you said you wanted me to Did I get that wrong?”

These things are within your Circle of Influence, and as you do them, your influence will expand and grow.

Keep in mind that you cannot change another person, but do not underestimate the influence of a process they may have never experienced. At the least your example may make a difference how your boss supervises you, if not others also.

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What are the costs of failure for leaders who do not clear the path for the team?

There are at least two significant costs of failure to clear the path for your team.

The first is that performance is less than it could be—sometimes far less. Clearing the path is a major multiplier. It removes obstacles that divert the energy of the team from their top priorities or block the performance of team members who are not in the position to solve certain problems.

The other major cost is the opportunity cost in terms of trust. When team members trust that their leader is “there for them” and “has their backs,” high trust benefits rapidly accrue. Communication is facilitated. Team members do not have to spend time and energy “hedging” their actions, covering their tracks, or tiptoeing around policies and organizational mine fields. In the words of Stephen M. R. Covey, the author of *The New York Times* bestseller, *The Speed of Trust: The One Thing That Changes Everything*, as trust goes up, speed goes up and costs go down.

What is the difference between clearing the path and micromanaging?

A micromanager is one who constantly hovers and give orders, never ceding control or ownership to anyone else. A micromanager actually becomes an obstacle to progress.

A clear-the-path leader is one who runs alongside team members to support them and runs ahead to remove barriers to success.

“Clearing the path” does not create *codependent* relationships in which the team is fully dependent on the leader to make all the decisions.

Neither does it create *counter-dependent* relationships in which direct reports have the role and title, but are not fully able to use their role, power, and authority to make decisions.

It creates *interdependent* relationships in which the unique talents of all involved are recognized and engaged in working together effectively to accomplish high performance goals.

Clearing the path leaders go well beyond simply removing obstacles and barriers. They offer their people a fully empowered environment and role, with the decision-making power, authority, and responsibility to act and influence those with whom they interact and serve.

What is the advantage of a team huddle?

Athletic teams often “huddle” after a play in order to take stock of the score and their situation, brainstorm how to move the score in their direction, and commit to a course of action. It all happens very quickly.

Many effective business leaders “huddle” with their teams for the same reasons. They look at the score — in their case, the key measures for their goals. Where are they as it relates to achieving the goals? Where are they supposed to be? Team members report on what seems to be working well and commit to generalize

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that behavior. They also report on the bumps and bottlenecks they've encountered, and they brainstorm how to clear the way forward. They look for ways to clear the path for each other. Leaders and coaches are able to hear, help, and learn.

Huddles become a key setting for Clear-the-Path Conversations, a place for everyone to talk about how to clear the path for everyone else instead of protecting themselves, blaming, or accusing others of poor performance.

How can I help my leader to Clear-the-Path more for me?

In both your Voice and Performance Conversations with your leader, make sure he or she knows that you are fully engaged and you *want* to achieve the goals and objectives you have agreed on. Do all you can to achieve those goals and overcome the obstacles you can handle, effectively.

When you anticipate or encounter obstacles you can't handle effectively on your own, make your leader aware of the problem. Confront reality. Tell him or her what you've tried that hasn't worked or what you think might work and why. Don't edit to give your leader only good news. Be open. Let him/her know what you need.

This open transparent approach will help both of you, and it works most effectively when you are both on the "same page" as a result of ongoing Voice and Performance Conversations.

Understanding A Little More

Why are the principles of contribution, trust, synergy, and empathy such a vital part of the Leadership Conversations?

Principles are timeless, universal, self-evident truths that never change. Just as there are principles that govern in the natural world, such as gravity, there are also principles that govern in human interaction, such as fairness, integrity, and trust.

For example, if you are honest, you will build trust. If you are dishonest, your actions will lead to suspicion and distrust. The principle of honesty is universally applicable in both work and personal life.

You can respect principles, or you can ignore them; but the quality of your life, relationships, and leadership depends on the degree to which you choose to understand and align your life with unchanging, universal truths.

Understanding and respecting the principles of contribution, trust, synergy and empathy is particularly foundational to success in implementing the 3 Leadership Conversations. If you do not understand or believe in these principles, the conversations will come across as "techniques" you're using on people, and will

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likely be counterproductive in the long run. On the other hand, if you understand and genuinely believe in these principles, even with missteps in application, the intent will come across and these conversations will bring the positive results that come when talent is unleashed.

Will FranklinCovey offer a work session based around *Talent Unleashed*?

Yes. The principles in *Talent Unleashed* are included in FranklinCovey's offering, *Leadership: Great Leaders, Great Teams, Great Results*®. It will also be included in a separate module in the Fall of 2017 and the content will continue to be central to FranklinCovey's leadership offerings in the future, as well.

What other leadership offerings, besides *Talent Unleashed*, does FranklinCovey offer?

FranklinCovey offers a suite of services around several content areas, including *The 4 Disciplines of Execution*®, *Leading at the Speed of Trust*®, *The 7 Habits of Highly Effective People*®: *Signature Edition 4.0*, *The 5 Choices to Extraordinary Productivity*®, and *Leadership: Great Leaders, Great Teams, Great Results*®. For more information on other FranklinCovey solutions, please visit www.franklincovey.com.

TALENT UNLEASHED:

3 Leadership Conversations to Ignite the Unlimited Potential in People

PRAISE FOR THE BOOK

Leadership requires many things, but one of the fundamental roles of a great leader is to recognize and ultimately unleash the talents and strengths of others.

Are you that kind of leader?

“In our era of intense global competition, you can’t afford to ignore talent. I wholeheartedly support the principles outlined in this book and, most notably, that to become a great leader one must help others focus on achieving their own personal greatness. The ‘talent conversations’ in this book are highly practical tools for leaders who want to uncover untapped potential in their people — and develop it.”

– **Marshall Goldsmith**, world-renowned executive coach, business educator, and *New York Times* bestselling author; ranked Top Leadership Thinker in the World by Thinkers50

“The most critical part of every leader’s responsibility is to recruit, hire, and retain great talent. *Talent Unleashed* presents a prescription for leaders of all organizations on specifically how to have impactful developmental conversations with their talented players.”

– **Ann Rhoades**, President of People Ink and former Executive Vice President of People at JetBlue Airways and Southwest Airlines

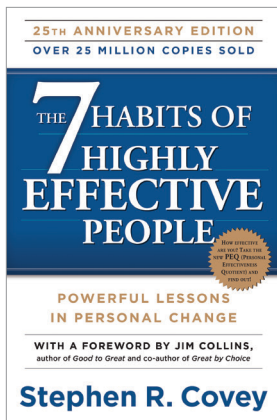
“Leadership in any organization is an expected and well talked about need. This book gives us a new way of thinking about how we practice leadership and provides great examples that bring the 3 Leadership Conversations to life. The knowledge you gain from this book will help you and your managers develop the talent that will change the culture and success of your organization.”

– **Edward T. Reilly**, President and CEO, American Management Association

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BEST-SELLING BOOKS



The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

The 7 Habits of Highly Effective People is a holistic, integrated approach to solving personal and professional problems by becoming principle-centered. With sales of more than 25 million copies in 52 languages, this revolutionary guidebook shows you how to achieve peace of mind within and build trust without by seeking the roots of human behavior in character and by learning principles rather than merely practices.

Since the book's original publication, the 7 Habits have changed not only the way people around the world think about personal achievement and influence, but also the way they act on these thoughts.

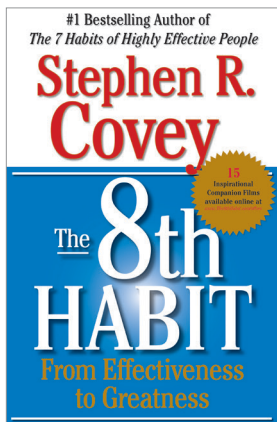
With pointed anecdotes and penetrating insights, Stephen R. Covey reveals how our actions follow from who we are. He shows how we can end self-defeating behavior at home, and at work by adopting the 7 Habits of Highly Effective People. Covey shows how the 7 Habits are not a quick fix, but rather a timeless step by step pathway to the principles of fairness, integrity, service, and human dignity that give us the security to adapt to change in our family and business lives — as well as the wisdom and power to take advantage of the opportunities such change creates.

The 7 Habits of Highly Effective People is one of the great classics of its time. It has become an international phenomenon. Stephen R. Covey and the book will forever be remembered for re-imagining these time-honored principles and bringing them to the world anew.

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The 8th Habit: From Effectiveness to Greatness

The world is a vastly changed place in the 25 years since Stephen R. Covey wrote *The 7 Habits of Highly Effective People*, which has benefited tens of millions of people in business, government, schools and families, and most importantly, individuals.

Being effective as individuals and organizations is no longer merely an option — survival in today’s world requires it. In order to thrive, innovate, excel, and lead in what Covey calls the new Knowledge Worker Age, we must build on and move beyond effectiveness. The call of this new era in human history is for greatness, it’s for fulfillment, passionate execution, and significant contribution.

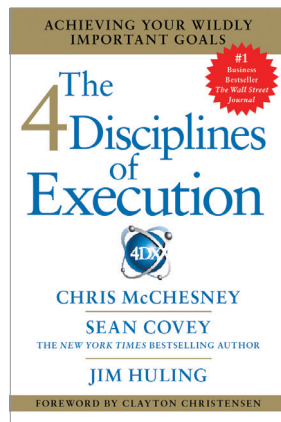
Accessing the higher levels of human genius and motivation in today’s new reality requires a sea change in thinking: a new mindset, a new skillset, a new toolset — in short a whole new habit. The crucial challenge of our world today is this: to find our voice and inspire others to find theirs. It is what Covey calls the 8th habit.

So many people feel frustrated, discouraged, unappreciated, and undervalued — with little or no sense of voice or unique contribution. The 8th Habit is the answer to the soul’s yearning for greatness, the organizations’ imperative for significance and superior results, and humanity’s search for its “voice.” Profound, compelling, and stunningly timely, this ground breaking new book of next-level thinking gives a clear way to finally tap the limitless value creation promise of the Knowledge Worker Age. The 8th Habit will transform the way we think about ourselves and our purpose in life, about our organizations, and about humankind.

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The 4 Disciplines of Execution

Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or, was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it is likely no one even noticed.

What happened? The “whirlwind” of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow! *The 4 Disciplines of Execution*, authored by Chris McChesney, Sean Covey, and Jim Huling, can change all of that forever.

The 4 Disciplines of Execution (4DX) is a simple repeatable, and proven formula for executing on your most important strategic priorities in the midst of the whirlwind. By following the 4 Disciplines:

- Focusing on the wildly important
- Acting on lead measures
- Keeping a compelling scoreboard
- Creating a cadence of accountability

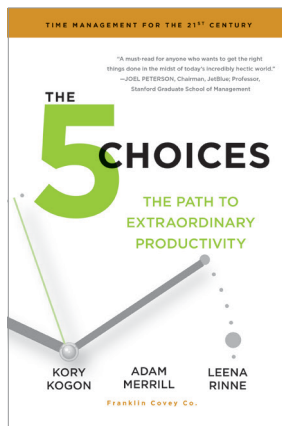
Leaders can produce breakthrough results, even when executing the strategy requires a significant change in behavior from their teams.

4DX is not theory. It is a proven set of practices that have been tested and refined by hundreds of organizations and thousands of teams over many years. When a company or an individual adheres to these disciplines, they achieve superb results — regardless of the goal. 4DX represents a new way of thinking and working that is essential to thriving in today’s competitive climate. Simply put, this is one book that no business leader can afford to miss.

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The 5 Choices: The Path to Extraordinary Productivity

Every day brings us a crushing wave of demands: a barrage of texts, emails, interruptions, meetings, phone calls, tweets, blogs — not to mention the high-pressure challenges of our jobs — that can be overwhelming and exhausting. The sheer number of distractions can threaten our ability to think clearly, make good decisions, and accomplish what matters most, leaving us worn out and unfulfilled.

FranklinCovey offers the latest science and years of experience and research in the time management field to help you master your decision, attention, and energy management through five fundamental choices that will increase your ability to achieve the right things, not everything. Acting on the *The 5 Choices*:

- Act on the Important
- Go for Extraordinary
- Schedule the Big Rocks
- Rule Your Technology
- Fuel Your Fire

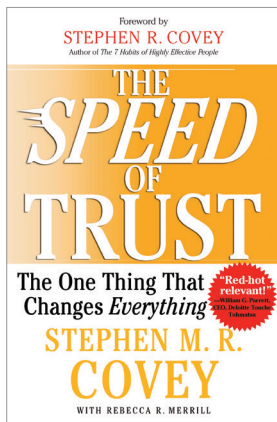
Provides powerful shifts in thinking and behavior that will help you feel accomplished at the end of every day.

The 5 Choices will not only increase your productivity, it will also provide a renewed sense of engagement and accomplishment. You will quickly find yourself moving beyond thinking, “I was so busy today; what did I achieve?” to feeling confident, energized, and extraordinarily productive.

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The Speed of Trust: The One Thing That Changes Everything

In the readable and riveting style of *The Tipping Point*, Stephen M. R. Covey uncovers the overlooked and underestimated power of trust in a page-turning look into what he calls “the one thing that changes everything.” A groundbreaking and paradigm-shifting book, *The Speed of Trust* challenges our age-old assumption that trust is merely a soft, social virtue and instead demonstrates that trust is a hard-edged, economic driver — a learnable and measurable skill that makes organizations more profitable, people more promotable, and relationships more energizing. Written from his informed perspective as the former CEO of a \$100 million enterprise, Covey draws on his pragmatic experience growing Covey Leadership Center (founded by his father, Dr. Stephen R. Covey) from a shareholder value of less than \$3 million to a value of more than \$160 million.

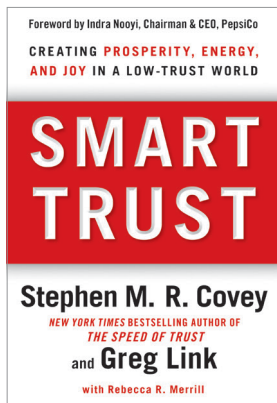
In this powerful book, Stephen M. R. Covey articulates why trust has become the key leadership competency of the new global economy. Covey convincingly makes the case that trust is a measurable accelerator to performance and that when trust goes up, speed also goes up while cost comes down, producing what Covey calls a “Trust Dividend.”

Covey reveals the 13 Behaviors common to high-trust leaders throughout the world and persuasively demonstrates actionable insights that will enable you to shift your behavior to increase — and inspire — trust in the important relationships in your life.

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Smart Trust

After illustrating the global relevance of trust with his book, *The Speed of Trust*, by selling more than one million copies in 22 languages, Stephen M. R. Covey again illuminates the hidden power of trust to change lives and impact organizations in *Smart Trust*. In a compelling and readable style, he and longtime business partner, Greg Link, share enlightening principles and anecdotes of people and organizations that are not only achieving unprecedented prosperity from high-trust relationships and cultures, but — even more inspiring — also attaining elevated levels of energy and joy.

The sustainable success these leaders and enterprises are exhibiting is paradoxically being produced in what has proved to be the lowest trust climate in years, if not decades. *Smart Trust* shows what they are doing and the five actions they are commonly taking to prosper, against the odds, in the same circumstances causing so many others to fail.

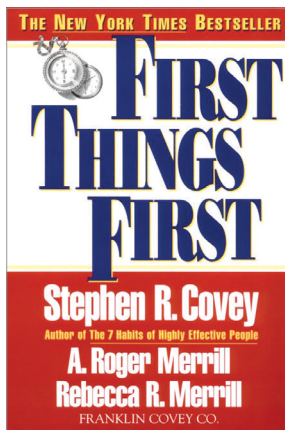
They show why trust is fast becoming the most consequential life and leadership skill of our time — a career-critical competency required to navigate and compete in this perilous 21st-century interdependent, global economy. Covey and Link teach how to cut through traditional either/or thinking to extend “Smart Trust,” enabling you to exercise sound judgment in a low-trust world by minimizing risk and maximizing possibilities.

Smart Trust has met the strict scrutiny of business leaders around the globe and is validated by research from multiple sources that confirms that high-trust organizations outperform low-trust organizations by nearly three times.

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First Things First

In the spirit of *The 7 Habits of Highly Effective People*, the #1 *New York Times* nationwide best seller, *First Things First* is a revolutionary guide to managing your time by learning how to balance your life.

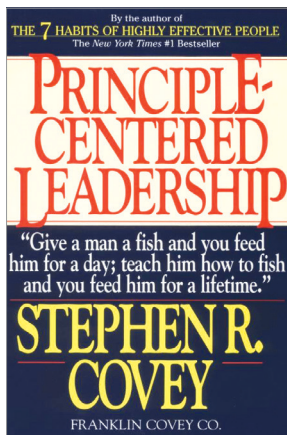
Traditional time management suggests that working harder, smarter, and faster will help you gain control over your life, and that increased control will bring peace and fulfillment. The authors of *First Things First* disagree. In the first real breakthrough in time management in years, Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill apply the insights of *The 7 Habits of Highly Effective People* to the daily problems of people who must struggle with the ever-increasing demands of work and home life. Rather than focusing on time and things, *First Things First* emphasizes relationships and results. And instead of efficiency, this new approach emphasizes effectiveness.

First Things First offers a principle-centered approach that will transform the quality of everything you do by showing how it involves the need to live, to love, to learn and to leave a legacy. With the wisdom and insight that made *The 7 Habits of Highly Effective People* a #1 best-seller, *First Things First* empowers readers to define what is truly important, to accomplish worthwhile goals, and to lead rich, rewarding, and balanced lives.

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Principle-Centered Leadership

Ineffective people try to manage their time around priorities, says Stephen R. Covey, whereas effective people lead their lives and manage their relationships according to principles — natural laws and governing values that are universally valid. Leadership is the ability to apply these principles to problems, resulting in quality, productivity, profitability, and win-win relationships.

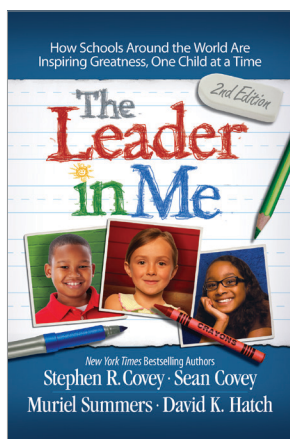
Covey invites readers to center their lives and leadership around timeless principles. He shows how no person or organization can be content to stay where they are — how the goals of excellence and total quality express an innate human need for progress in personal, interpersonal and organizational life.

Drawing on 25 years of teaching and consulting, Covey writes about the key to managing expectations, the six conditions of effectiveness, and the patterns of organizational excellence. He explains how nothing fails like success, how to understand people's potential rather than just their behavior, and how to "manage from the left, lead from the right." With the integrity, sensitivity, and insights that made *The 7 Habits of Highly Effective People* a nationwide best-seller, *Principle-Centered Leadership* demonstrates how lifelong learning can empower relationships at work and at home.

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The Leader in Me: How Schools Around the World Are Inspiring Greatness, One Child at a Time, 2nd Edition

The world has entered an era of the most profound and challenging change in human history. Most of our children are not prepared, and we know it.

Parents around the world see the change and know that the traditional three R's — reading, writing, and arithmetic — are necessary but not enough. Their children need to become far more responsible, creative, and tolerant of differences. They need to increase their ability to think for themselves, take initiative, get along with others, and solve problems.

Business leaders are not finding people whose skills and character match the demands of today's global economy, including strong communication, teamwork, and analytical, technological, and organizational skills. They need young people who are self-motivated, creative, and have a strong work ethic.

How will we bridge this ever-widening gap? *The Leader in Me* is the story of the extraordinary schools, parents, and business leaders around the world who are preparing the next generation to meet the great challenges and opportunities of the 21st century.

The best way to prepare the next generation for the future is to emphasize the value of communication, cooperation, initiative, and unique, individual talent — for nothing undermines confidence more than comparison. Whether in the classroom or at home, it is never too early to start applying leadership skills to everyday life. Drawing on the many techniques and examples that have already seen incredible success around the world, *The Leader in Me* shows how easy it is to incorporate these skills into daily life. It is a timely answer to many of the challenges facing today's young people, businesses, parents, and educators — one that is perfectly matched to the global demands of the 21st century.