

the insider

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from the desk of Kevin Eikenberry . . .

Home Again, Home Again

Since I last wrote to you (in this space) I have been on a cruise to celebrate my wedding anniversary, spent the Labor Day weekend at our farm in Michigan, and been to the three largest gambling cities in the world: Atlantic City, Las Vegas and Macau.

I'm glad to be home.

I don't write that as a travelogue or to boast in some way about my whereabouts. I write it as a prologue for this opening piece. I want to provide you with some thoughts about "home".

Learning

Being gone and returning home is a tremendous opportunity to learn. It is easier, sometimes, to learn when we are experiencing new things than when we are in our routine, driving to and from work the same way, attending the same meetings, seeing the same people and sleeping in the same bed.

Yes, there were great opportunities to learn on my journey. I saw brand new things - from the amazing to the mundane - and they gave me a chance to reflect. And, there is much we can learn every day, wherever we are. In this month's center spread I write about perspective, and my message here is related.

Perspective can drive learning.

We can gain new perspective from travel, from conversations with new people or on new topics, reading new or different books and in many other ways. But you don't have to do any of those things to learn. You can create a new perspective by asking yourself (and others) better and different questions. You can ask questions regardless of your time zone.

Changing

Home is also a place of comfort. As I put in a recent

Facebook update, "It is good to be gone, better to be home." While comfort is the enemy of change (this is one more reason why those intentional questions are so important), comfort is important too. As you try to help people change you must provide some stability to provide nurture for the other things that are changing.

Make sure you are providing for or helping people find that needed comfort in the storms of change.

Appreciating


I always find that after being gone, I appreciate many things more on my return; my daughter's laugh, the grass in my yard, my dog meeting me at the door (even if he does almost trip me), my pillow. While these are largely personal examples, I could mention professional ones too. Catching up with my team face-to-face. The comfort of my office chair. The familiar sights and smells of Remarkable House.

More powerful than all of these though is recognizing the value of the work that has been accomplished by my team when I am gone. (Based on what they do when I'm gone, maybe I should stay gone longer?)

I probably do a better job of showing my appreciations for them when I am gone (through email and phone) and when I return than I do the rest of the time. Why? Because in my absence I notice and appreciate things more.

This doesn't have to be the case for me or you though, does it?

I'm glad to be home for many reasons, not the least of which is how the journey has helped me think about learning, changing and appreciating.

Yours in Learning,


Q:

Kevin, How can I increase effective communication between departments? Signed, Debbie in Antioch, CA

A:

With such smart readers and Clients it shouldn't surprise me that you ask big questions with many implications. As in most months here, I am tackling a big question in a few words. That is a challenge, and strangely is part of my answer.

Here are some things to do if you want to influence cross department communication.

Model better communication. Do you want better cross department communication, how is yours? Are you modeling the behavior you want from others? The importance of this cannot be underappreciated, regardless of your title in the organization.

Expect and support better communication. This is especially important if you are a leader in any of the departments.

Let people know (first through your actions) that this communication is important and expected. Give praise when it happens and correction when it doesn't. This is pretty basic, but often overlooked.

Recognize bigger goals. Groups such as departments often are so inwardly focused (which isn't all bad - it often stems from pride in the work of the group), that they lose sight of the big picture. When the bigger picture and goals are clear, it helps people naturally see the mutual self-interest, and then the desire and need for communication comes naturally and organically.

Keep it Splendidly Short. The KISS method (I'll leave the normal definition for others). Sometimes when people from different departments speak, they share so much detail that the other group gets lost. Improve the communication by keeping it relevant and helping the other group see how the information can help them.

f:

?

What's your question????

Your question could be answered, *but only if you ask it.* Send your *Insider* question to InsiderQuestion@kevineikenberry.com and watch this space - or Kevin's blog - for your answer. If we use your question, you'll receive an extra bonus.

Insider Special: Conquer Your Communication Struggles & Save \$40

It's easy to notice the communication shortcomings of others <insert all of your biggest communication gripes here>, but it may be difficult to articulate the skills that make someone a great communicator.

And it may be even more challenging to honestly evaluate your own communication effectiveness.

Consider these questions:

- Do you ever feel frustrated at the end of a conversation?
- Do you find yourself communicating the same messages over and over and over?
- Do you wish you could build stronger, more trusting relationships?
- Would you like to find ways to increase your team's cohesiveness and productivity?

When you increase your ability to communicate effectively with others, *all* of your relationships will improve.

- Relationships at work - with your boss, your co-

workers and those you lead

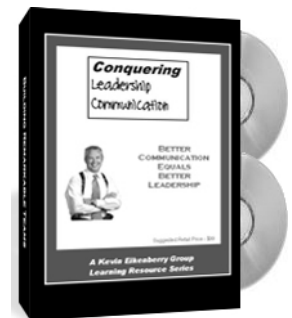
- Relationships in your community and neighborhood
- Relationships at home

You will be able to build stronger connections, resolve conflict more easily and get more done.

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This two CD set gives you two full hours of ideas, techniques and approaches to help you *become a Remarkable Communicator.*

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Use the special code **INSIDER** at checkout to receive this \$99 product for *The Insider* special price of just \$59!

People Must First Feel Empowered to Act Empowered

Moving
From Bud to
Boss with Guy Harris

Empowerment is a great thing. Empowered employees show greater commitment, stay more engaged and create better results. Empowered employees take more initiative and get more done than employees who work in a fear-based, command-and-control environment.

As a new supervisor, when you hear and read about these organizational performance results, you likely decide that you want to empower your employees. So, you go tell them they are empowered. And then you watch and wait for them to act empowered. And *then* you wonder why you don't get the results you expected.

What went wrong?

Before I offer a solution, I'd like to ask a philosophical question:

Are people empowered when you empower them or when they feel empowered?

The full answer is that both must be true to get the results mentioned above. You must give people the authority and freedom to act – you must empower them. And, people must feel empowered before they will act on that empowerment.

Most leaders get the first part. Telling people they have authority and that they can act on their own initiative is a pretty obvious first step towards creating an empowered work force.

The second part is a bit more difficult to quantify; more difficult to put into specific action steps.

In fact, the second part is outside your direct control. It is, however, something you can influence. There are things you can do and say that undermine your efforts to empower the members of your team. Likewise there are things you can do and say that will support your efforts.

If people live in fear that you will criticize them, condemn them or complain about them, they will not feel empowered. They will feel controlled. If they feel controlled, they will not deliver the results of an empowered workplace that I mentioned above.

To create a *feeling* of empowerment, do everything in your power to foster a positive workplace with little or no fear as a motivating factor. Two ideas to consider as you work to achieve a fear-free environment that supports and encourages empowerment:

Compliment more than you condemn. Seeing what people do wrong is easy. Looking past it to see what they did well can take some effort – especially when you are under tight time and budget constraints. Remember that any negative comments you make will have a much stronger impact on people than your positive ones. Look for and comment on *anything* people are doing well. This simple act will do more to create a feeling of empowerment than any assignment of responsibility you will ever make.

Coach more than you critique. When you trust people to do things, they will make mistakes. That is just a fact of life as a leader. How you respond to the mistakes people make has a big impact on the feelings people have about you, their work and how much you trust them. When a person on your team makes a mistake, you need to correct it. When you do, remember to use more positive feed forward – what you *do want to see* in the future – than any comments about what *you do not want to see*.

Your Now Steps: Identify someone on your team who you want to behave in a more “empowered” way. Before the end of the day, find an opportunity to praise something he/she did well – even if it is a very small thing. Over the next week, hold a coaching conversation with him where you focus primarily on his behaviors that you want to see more of in the future.



Empowering Leaders with John Miller ● ● ● ●

John G. Miller is the author of three best selling books: *QBQ! The Question Behind the Question*, *Flipping the Switch: Unleashing the Power of Personal Accountability and Outstanding: 47 Ways to Make Your Organization Exceptional*. He is founder of QBQ, Inc., an organizational development firm dedicated to helping organizations become outstanding through greater personal accountability since 1986. John lives in Denver with his wife, Karen. They have seven children, as well as two huskies, Nug the Pug, several Corn snakes and Pythons, a Bearded Dragon lizard, three tropical birds, a horse named Roxy—and one VERY scared Shih Tzu puppy! No wonder John travels so much!



John Miller says people need to empower themselves, and his QBQ method creates success.

This excerpt is from The Remarkable Leadership Learning System month on *Empowering Leaders* in October 2007 (beginning on page 15).

John Miller: Is empowerment given or is empowerment taken?

Well, of course the prefix em means to give, and we all know what power means. So, he was a senior manager, and he was frustrated. I understand his thinking with people who were waiting to be empowered, waiting to be empowered by somebody with a higher level position or a bigger title.

Well, in reality, empowerment, and I know the people that are not senior executives will often look up to senior management and say well, you didn't empower me. Management will look down at the people and say, why don't you just take an action, take a risk, get something done? People are looking up at senior management saying, why don't you empower us? Well, that's just another form of victim thinking on both sides. It's another form of blame game and finger-pointing and all that stuff.

So, those are some general ideas about -- what is empowerment? Well in reality, we empower ourselves when we ask QBQs [Questions Beyond the Question]. We give ourselves confidence. We give ourselves clarity. We give ourselves energy. The opposite of all that is victim thinking, procrastination and blame; so let's talk through that.

When stuff is going on at work, the ball has dropped, the tension is high, the mistakes are being made, I got passed over for a promotion, I didn't get the salary increase I wanted I thought I deserved, whatever. I feel I have been slighted, something is not fair. The minute I fall into those kids of traps I have disempowered myself, if there is such a word.

I have taken power away from me when I have fallen into the trap of having a pity party, and I am only the guest invited that day. Having a victim thinking party, having that whininess, that feeling sorry for myself, I've taken my own power away. How in the world can I feel powerful if I am saying, why are they doing this to me?

So, the minute I asked the better question, I have actually given myself the things I mentioned; confidence, surety, the ability to take a little risk. I have reframed my thinking. I have taken control of the situation, or maybe I have let go of something I can't control. All of this gives us power.

So, the minute I get out of blame, out of procrastination, out of victim thinking, I have actually given myself power. The minute I fall into the trap of procrastination, blame and victim thinking, I am giving power to events around me I can't control. To people around me I can't control. So, we go back to QBQ. It's so simple. The answers are in the questions. If I can ask better questions, I can get better answers.

As an Insider you can download the complete transcript of this Guest Conversation :
http://www.remarkable-leadership.com/files/teles/guest/john_miller_transcript.pdf



If you would prefer, use this code to immediately download the transcript to your Smartphone.

Empowerment vs. Permission

My oldest daughter has started her own cupcake business.

She is an entrepreneur at age 10.

Seeing her enthusiasm for her new venture is teaching me about empowerment from a completely different perspective.

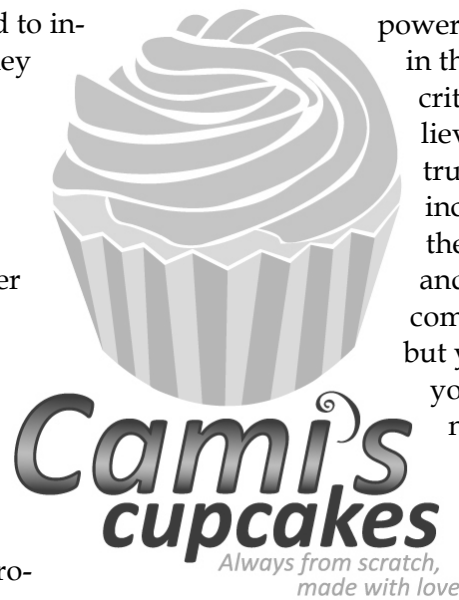
Empowerment *begins* with permission.

Cami, my daughter, needed my permission to get started because I'm her mom. Team members or employees may also sense a need to get permission before trying new approaches or initiating new projects.

Giving permission, though, is *just the beginning*.

For team members to be empowered to independently pursue new projects they also need:

- **Resources** – For Cami to successfully run her new cupcake business, she needs me to provide resources that she can't access on her own. She needs the pantry to be stocked with flour, sugar, cocoa powder, shortening, baking powder and salt. She needs to find eggs, milk, butter and cream in the refrigerator. She can't buy them on her own. What resources do you need to provide for your team to be fully empowered? What raw materials does their project require? What can you supply to fuel your team toward greater success?
- **Support** – Your team members may have excitement and energy to take on responsibilities independently; however, they also need and will appreciate your support. I am supporting my daughter by giving her ideas about how to market her business (I created a Facebook page for her) and by standing by to help her take the cupcakes out of the oven. What support do your team members need in order to be empowered



toward greater success?

- **Autonomy** – Sometimes, the people you are leading need you to get out of the way so they can have a chance to try. They may make mistakes, but learning from those mistakes and moving forward will give them energy and resolve for the future. Cami needs the freedom to improvise and experiment as a baker without me micromanaging her recipes. When I get out of the kitchen, she gains confidence about her own abilities. Where are the places you can get out of your team's way?
- **Belief** – For your team members to feel empowered, they need to know you believe in their abilities. This may be the most critical factor for people. When you believe in others, and demonstrate your trust in them by giving them ever-increasing responsibility, you give them courage that leads to confidence and greater achievement. You may communicate your faith through words, but you also demonstrate faith through your actions. Your team members need both! When Cami expressed a desire to start a cupcake business, I asked a designer friend to create a logo for her. I invested my own money into Cami because I believe in her. I know she can be successful in whatever she does, and I wanted to show it by helping her get started. In what symbolic way can you demonstrate your faith in your team members? What words can you use to let them know you believe in them?

If you want to empower your employees/team members toward greater success, give them permission, and then be sure they have needed resources, your support and autonomy.

Above all, demonstrate your faith and belief in their abilities.

Insider
Insights with
Becky Robinson

Kevin's Remarkable Principle: Find Ways to Gain a New Perspective

I love sitting in the window seat on airplanes. I know most frequent flyers like the aisle, but since I rarely get up during flight by sitting at the window I won't be disturbed, and it gives me the chance to look out the window – something I've loved since the first time I flew.

Awhile back I was flying home; based on our initial direction the plane took an unusual approach into the Indianapolis airport. As we looped over downtown Indianapolis on that bright sunny day I loved the view. I opened my journal and wrote these words:

I see the city, landmarks and roads in new relationships because of my vision and observation. This is what leaders do.

As is often the case in my journal the thought excites me in the moment, but isn't a complete thought. (By the way, you *are* keeping a learning or thinking journal, right?)

However, that thought, coupled with other events for me recently, has crystallized into this article.

Last week I was in Macau, and every taxi I saw or got into had a mechanical way to automatically open the door for passengers. When the cab stopped, the door next to the curb (the left one there since they drive on the opposite side of the road) was immediately opened by the driver. This is a simple mechanical addition to the vehicle and a convenient feature for passengers.

It has me thinking "Why don't taxis here have this feature?" While I don't know the answer; the question is one based on perspective.

Perhaps the biggest thing I've realized since Guy and I finished *From Bud to Boss* (and therefore wish was more clearly described in the book) is that there is a significant transition people make when becoming a leader that is beyond relationship and role.

That transition is a transition of perspective.

As a leader you gain new perspectives almost automatically. How you recognize and use them will make *the difference* for you as a leader.

The word perspective has in its Latin roots the phrase "to look at closely".

All of these ideas point first to observation – you must put yourself in a place or mindset to notice the things around you in a way that allows you to find a fresh perspective.

In other words, in order to gain perspective, you must "look closely at" things. And, to gain a fresh perspective, you must "look closely at" things from a completely different angle or point of reference.

In some parts of your leadership job this is easy. You get handed situations to determine a solution on, make a decision on, or in some other way to take action on. Not surprisingly, I'm not really talking about the easy stuff here – besides that stuff rarely gets handed to you, right?

Regardless of the degree of difficulty, remarkable leaders *consciously* look for new perspectives to solve from, decide from, learn from and lead from on a regular basis. Here are just a few ways to help you get started . . .



Kevin's Remarkable Principle: Find Ways to Gain a New Perspective

Think about your situations in new ways.

Get out of the office.

Talk to people in unrelated industries or from different cultures.

Read differently.

Hypothesize how famous people might look at your situation.

Write your situation down (there's that journal again), and read what you wrote. You might be surprised.

Look for things in unrelated parts of life that remind you of your situations – a metaphor or analogy can be a powerful thing.

This is, of course, a very short list, meant more to stimulate your thinking than to provide a specific prescription. All of them are meant to help you "look closely at" a situation with completely different eyes.

Let me close by trying to complete my incomplete thought from my journal. When you find a new perspective that helps you and others get a new or clearer vision of your future, you are truly doing your job as a leader.

Leaders are called to see the world differently, not to be different, but to help move other people and organizations to your vision, your potential and your destiny.

That's what leaders do.

That's what you can do.

Remarkable Principle: Remarkable leaders find ways to gain a different perspective, and lead from that perspective.

My Notes

Your Now Steps

1. Think of a current challenge or issue where a new perspective could help you and/or your team.

2. Think of three new perspectives that could shed light on or help the situation.

3. Consider your situation from that perspective.

4. Beyond this specific situation, find three ways to expand or change your perspective in the next two days.

Insider Extras: Three Keys to Empowerment

This excerpt comes from *Three Keys to Empowerment*, by Ken Blanchard, John C. Carlos, and Alan Randolph, published with the permission of Berrett-Koehler Publishers, www.bkconnection.com.

KEY #1: Share Information with Everyone

The first (and often misunderstood) key to empowerment is *information sharing*. As a leader, you do not, surprisingly, start the journey by sharing your vision of empowerment. Rather, you start by sharing whatever information you have about your business with your people. We have learned from our clients and research that without information to understand the business and its needs, team members will see empowerment as just another management idea.

They will not trust that change will really occur, and perhaps rightly so. When leaders are willing to share whatever information they have – both good and bad – they begin to gain the trust of their people, who then feel included and trusted by leadership. Furthermore, it should be obvious (though it does not appear to be understood by many leaders) that people without information cannot possibly act responsibly. They cannot be expected to make good business decisions without the same information their leaders have used to make those kinds of decisions in the past. On the other hand, with information, people are almost compelled to act with responsibility. Information sharing gives the empowerment process a kick start that is essential to a successful journey.

KEY #2: Create Autonomy through Boundaries

Paradoxically, while empowerment involves minimizing structure so people can operate autonomously, leaders must begin the process of changing to empowerment by imposing more, rather than less, structure. Working in conjunction with information sharing, the second key to empowerment clarifies the need to create autonomy by establishing boundaries. To be sure, the kind of structure we mean is not the same as that found in traditional hierarchies.

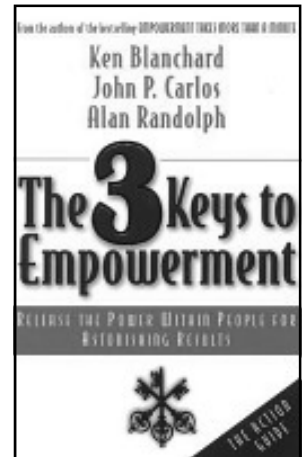
In a hierarchy, structure is created to inhibit the behavior of people. Rules, procedures, policies and management reporting relationships are all designed to inform people about what they cannot do or how they must do a task. In empowerment, the structures have a different purpose and take different forms. Now the structure is intended to inform team members about the ranges within which they can act with autonomy. For example, the boundaries in a culture of empowerment take the form of vision statements, collaborative goals, decision-making rules and performance management partnerships. Within the ranges set by those boundaries, team members can determine what to do and how to do it. As the empowerment process unfolds, the range of structures can widen and deepen to allow people greater degrees of control and responsibility.

KEY #3: Teams Become the Hierarchy

The third vital key that must work in harmony with the other two is gradually replacing the old hierarchy's purpose and functions with self-directed teams. Many of today's complex business decisions require input from a collection of people if those decisions are to be effective. And implementation of the decisions requires team effort if they are to have the desired results.

The bottom line is that teams are more effective than individuals in complex situations.

The team – with its synergy of effort – offers greater knowledge, plus a support mechanism for people who are trying to act in an empowered fashion. But empowered, self-directed teams are quite different from participative teams, quality circles or semi-autonomous teams. They make and implement decisions and are held accountable for results; they do not just recommend ideas. Because they are so different, self-directed teams must be developed over time, and team leaders must learn how to work with and in these high performing teams.





Kevin's Take...

Planking. Have you heard of it? It is when people lay flat like a board in some unusual place and take a picture of the event.

It's quite a trend, so much so that it was a part of this season's first episode of *The Office*. I even did it in Macau; in part because even though my son Parker thinks it is stupid, he thought I should do it in a foreign country. (You can see a picture on my Facebook Fan Page.) It has been in the news too – and actually that is why I'm writing.

In the Philippines, after recent rioting over high gas prices included some people planking on busy streets, the Anti Planking Act of 2011 has been proposed to make planking illegal. Closer to home, Game Stop, the popular video game and accessory store, fired an employee for planking in a store. The young man was stretched across two retail displays in the store. His planking picture went viral, and it cost him his job.

First, in the Philippines, if people are causing a public safety concern, then remove them, arrest as necessary, and that should be the end of it. But proposing a ban? It reminds me of many policies organizations set because of one incident. Too often creating policies is the easy way

out, and creates unintended consequences, far worse than the original offense. Before you create your next policy, think about solving the original offense with coaching and feedback (and perhaps dismissal), without turning smart and proficient employees into rule followers and supervisors into police officers. Don't you have more important work to do?

Now, Game Stop. Planking is most popular with which age group? Even if you have never heard of it until now, chances are your guess is correct – younger people who are especially active with social media. And, who are the primary customers of Game Stop? The same group. A young employee does something popular at work, then shares it on the internet. His friends think it is cool so they share it. Everyone seeing it is also seeing Game Stop all over the picture, and maybe even having a positive impression about it. And then, the store fires him. The picture continues to spread, but the Game Stop narrative has now changed quite a bit, hasn't it?

To be clear, the young man was in a bit of a dangerous position. Should he be coached; should there be clear conversation with him and other employees about safety? Of course, and that conversation, well handled, could have a long term positive impact on the culture. The firing had an effect on culture too, but likely not a positive one.

Here to Serve You

The Kevin Eikenberry Group has a number ways to help you on your leadership journey. If you don't see what you need, give us a call and let us know how we can help!

Our Family of Websites

- KevinEikenberry.com – our home page
- Remarkable-Leadership.com – The Remarkable Leadership Learning System (year-round learning)
- BudToBossCommunity.com – community site
- blog.KevinEikenberry.com – Kevin's Blog
- RecoveringEngineer.com – Guy's Blog
- FromBudToBoss.com – Book website

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Or, call 317.387.1424 or write to info@KevinEikenberry.com.

Take a picture of this code with your Smartphone for additional ways to help you stay connected to us.



Meet Cheryl Webster

by Barb McLin

I'm writing this month's article as I watch the first race in the Nascar Sprint Cup Chase for the Championship. An acquaintance here in Indianapolis spoke to an educational group this week on "Pole Position Messaging: Leading to Win." Abdul-Hakim Shabazz talked about why racecar drivers seek the pole position. They know it gives them an extra edge in their goal to win the race.

Members of the **Remarkable Leadership Learning System** all are seeking that "extra edge" in their leadership goal.

This month's Pole Position Member is **Cheryl Webster**.

I first met Cheryl because she received a broken CD. She sent me an e-mail, we replaced it. And then, she received *another* broken CD! And then, a couple more before we were able to resolve the problem. She and I were beginning to think she or her company had really irritated the post office, or their postal delivery person.

I learned then that Cheryl Webster has a Remarkable attitude! I was concerned. Angie, our Remarkable Operations Director, was frustrated. Cheryl? Cheryl was laughing! I knew then that I wanted to know her better, and was very sure that you would want to meet her.

Cheryl is the Vice President at Noren Products, a small, family-owned, manufacturing business. They are "thermal management solution providers," solving electronic overheating problems. Susan's engineer father started Noren. Susan graduated from UC San Diego with a degree in economics and little interest in her Dad's company. Her sister, "an out of the box thinker" who earned her Economics degree from UCLA, went to work for the company after school to help out their father as his health began to fail. After their father died, Cheryl went to work there also and together they set out to move the company forward.

Cheryl is VP in charge of HR and Special Projects. One of the first projects she initiated was to 'train their managers to be smart.' Cheryl opened a "lending library" of books and CDs. She uses articles from Kevin's *Unleash Your Remarkable Potential* in her communications within the company.

Cheryl's newest project is to begin a 'multi-generational' training program, addressing the issues of the changing workforce now and in the future.

I ask all my interviewees the same questions. I hope you are finding, as I do, that their answers give you addi-

tional insight into these wonderful members of your Remarkable community as well as lessons on leadership through their eyes.

Three Questions with Cheryl Webster

Who Are Your Mentors?

I do not have any formal mentors though I have been blessed with several great people in my life in various capacities—family members, personal trainer, HR consultant, wise friends, etc. Each has contributed to helping me move forward in my life walk.

What Are You Reading?

Currently I am reading/researching the generational differences of workers - baby boomers, Gen Xers and Gen Yers. Effective communication between people (and specifically employees here at Noren) is one of my goals. I find topics which have inherent opportunities for miscommunication; I research, then create a training program to educate our employees on how to avoid the pitfalls and thus engage in more effective, productive and mutually beneficial communication. My hope is that this education carries over into the employee's personal life thus helping them to be more successful all around.

What is the best business lesson you've learned?

Conduct my life - in all its aspects (work, home, social) - with integrity. Respect and care about people; treat them as I want to be treated. This approach is not limited to how we work with our employees. We also interact with our customers, competitors and vendors in this manner. That's not to say that we don't have issues with people or companies, believe me we do. Yet we strive to always deal honestly, fairly and respectfully, to the best of our ability, to achieve mutually beneficial results. Admittedly ours is not always the easiest or cheapest approach, yet I believe it has resulted in a stronger company; from employees and into all aspects of our business relationships.

I met Cheryl and instantly liked her. Now that you've met her, I'm confident you feel the same.



Insider Cheryl Webster says living life with integrity is the key to business and personal success, even in the toughest moments.

Remarkable Leadership

LEARNING SYSTEM

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Your Ladder of Success



In addition to The Insider (which is included in *every* Remarkable Leadership Membership), there are **five distinct Membership levels** in the Remarkable Leadership Learning System.

Every Membership level has unique opportunities and rewards – find the one that fits you best! Here’s a very brief overview of every level (please note *there are extra features in every level*– again, this is a very brief overview):

Bronze: *Monthly Learning Teleseminar with Kevin Eikenberry, recording & manual available online, CD shipped to your door*

Silver: *Learning Teleseminar with Kevin, Guest Conversation (like pg 3), Group Coaching Call, Learning MAP (Monthly Application Plan), Reflect, Record & Rejoice packet, Member’s Only Website, recordings & manuals, CDs sent to your door and more*

Gold: *Silver Membership PLUS a 360 leadership assessment with personal coaching and action plan based on assessment*

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The Insider is published by The Kevin Eikenberry Group to help you become the remarkable leader you were born to be. Find Kevin and his team at 8021 Westover Drive, Indianapolis, IN 46268. 317.387.1424

When he’s not publishing *The Insider*, Kevin Eikenberry is the Chief Potential Officer of The Kevin Eikenberry Group and Creator of The Remarkable Leadership Learning System. He is a leadership expert, a best-selling author, a sought-after speaker, coach and trainer, a popular blogger, a husband and a dad, and a fan of Purdue athletics and antique John Deere tractors.

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