



UNCONDITIONAL LEADERSHIP

Engaging the leadership resources
within and around you to create
the results you want

by Robert White and Randall Alford



A PERSONAL COMMUNICATION FROM ROBERT WHITE

One of my personal leadership lessons has been that sometimes you can do the right thing for the wrong reason.

Example: I'm pleased and proud that I've built extremely successful training companies utilizing many of the recommendations you'll discover in this handbook. I've utilized a shared leadership model that has brought out the best in our leadership team in service of our individual and organizational clients. It's resulted in "big wins" for all involved.

Now the reason for doing this, unfortunately, was not my clarity and commitment to an enlightened form of leadership. The main reason was that my own sense of self, my confidence in being a leader, was lacking and I failed to fully honor and express the many gifts I could have contributed to our efforts. Said simply – and with considerable pain – I failed to fully express myself into the leadership role my organizations truly wanted and needed.

My experience was one of stumbling into many productive decisions about leadership but for the wrong reasons. This produced some very good practices and performance and some very bad results, including a decided lack of personal and organizational learning.

My goal in this simple handbook, inspired by my experience and written with the talented Randall Alford, is to share what I've learned after "waking up." I encourage you to engage with these ideas, try them out in your world and then let me know your thoughts, questions and concerns about extraordinary, unconditional leadership.

"The unique role of the CEO or of any leader is to facilitate the creation, communication and maintenance of a commonly held purpose, vision, values and strategic intent for the organization.

All else can and should be delegated."

- Robert White

A handwritten signature in black ink that reads "Robert White". The signature is stylized, with a large, looped "R" and a cursive "White".

Robert White

THE HERO HABIT

Today's aspiring leader faces an unprecedented rate of change in every domain of life. In organizations we're challenged by mergers, reorganizations, shifting strategies, new technologies and global competitive pressures.

Our past experience has been that major changes happen one at a time and sequenced over time. We routinely looked to leaders as *heroes*, people who were unfazed by the situation and who could offer understanding, perspective and authority. Simply put, we learned to count on *others* to manage these changes for us.

Now change is rapid-fire, sudden, relentless and comes in clusters. No one person – no matter how skilled, well-meaning and politically positioned – can play “hero” in dozens of fluid scenarios simultaneously.

Like it or not, the classic single-leader model is being overwhelmed by the pace and intensity of change. One result is that people at *all* levels of organizations and society are feeling increasingly intimidated, overmatched and even paralyzed by its repercussions.

Change is now both a frequent and *personal* experience. We sometimes react to it feeling a lack of support, without the ability to influence it and with no control. It's then tempting – and easier – to feel victimized, to complain about a “crisis of leadership,” to lapse into patterns of resistance, finger pointing and cynicism.

We shake our fists at change and anxiously await the emergence of a new hero ...

**Like it or not,
the classic
single-leader
model is being
overwhelmed
by the pace
and intensity
of change.**

DESPERATELY SEEKING LEADERSHIP

This allusion to an old movie title points to an emotional component of the demand that change results in growth and learning rather than crisis and stability. We need *shared leadership*, not heroes. Throughout organizations, leadership development must be a conscious choice. We need leaders who:

- champion positive, sustainable outcomes that truly benefit ourselves, our extended teams and wider communities.
- consider human capital development as a priority second to none.
- anticipate – and invest in – what it will really take to translate gratifying short-term results into enduring long-term success.
- engage and apply the best resources available within ourselves and throughout our networks, consistently and comprehensively.
- create a legacy of competence and resourcefulness that outlives any individual's contribution.

Our conditioned response is look for someone “in a position of authority” to provide leadership. Things just aren't that simple anymore. Since today's changes are so swift, complex and pervasive, leadership must move from a select few to being widely shared in order to generate the results we want.

Responses that once provided us with comfort and security will, in today's world, leave us unprepared for the future, and dissatisfied.

“We cannot become what we need to be by remaining who we are.”

- Max DuPree

LEADERSHIP AS AN UNLIMITED RESOURCE

Given the demands generated by rapid change, leadership in organizations is chronically sub-optimized. Naturally, when leadership and its development are taken for granted or ignored, it is:

- *hoarded* by those who believe they are in a position to gain or exercise power, and
- *abdicated* by those who believe they are not in a position to gain or exercise power.

On both sides of this divide, people are playing the same game where leadership is:

- not an intrinsic part of being fully human, but rather something that can be won or lost depending on circumstance, luck, strength or wile.
- not a responsibility but rather a hard-won privilege.
- not a positive force for change, but a weapon used to preserve personal status, position and power and organizational status quo.

The result: something that should extend flow and amplify itself through dynamic interaction has instead been penned up, pinched off, rationed out and danced around as if it were a limited resource.

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ARE YOU CAUGHT IN THE LIMITS OF “THE LEADER?”

People in positions of formal authority, when being brutally honest, recognize that their organizational leadership style actually represents his or her potential in microcosm. Regardless of the arena, to the extent that you:

- withhold opportunity or doubt other people’s capacity to contribute, you limit the larger potential within yourself and your organization.
- broker or guard important information, you encourage unnecessary secrecy and fuel the rumor mills.
- act as if you have all the right answers and know all that need to know, you close tight the windows of learning and opportunity.
- see power as an end in itself and try to keep it for yourself, you create the perfect conditions for encouraging competing agendas and corrosive self-interest.

Leaders, through all that they say and do (or fail to say and do), dramatically shape their capacity for expanded possibility and performance in themselves, their teams, organizations and communities.

When we can’t let go of the trappings of position – especially decision making and authority to execute – our style of leadership defines its own limits and outcomes.

**A person’s
organizational
leadership style
actually represents
his or her potential
in microcosm.**

ARE YOU CAUGHT IN THE LIMITS OF “THE FOLLOWER?”

You're probably beginning to see the pattern here and could write this page yourself. Just in case you'd still prefer to hear our point of view...

People without formal title or authority may find that their patterns of choice and involvement reflect personal beliefs and assumptions about power and influence, and thereby often define down their scope of possibility. To the extent that they:

- surrender the leadership role to others, they disempower themselves and their colleagues.
- sit on their hands and wait for directions from “on high.” In doing so they preclude opportunities to innovate and contribute.
- point fingers and criticize “the powers that be,” while limiting their own ability to generate solutions and shape outcomes.
- view power as an end game in itself and say they “don’t want to play that game.” Of course they’ve actually agreed to play “that game” – just as pre-ordained losers.

Every day we make multiple choices that either advance or undermine our ability to contribute and lead. When we choose – out of our limiting beliefs or past experience or fear or ??? – to not embrace opportunities for leadership, our personal outcomes are defined by our deference.

Our relationship with leadership – functional or dysfunctional – fundamentally defines our relationship with results.



Every day we make multiple choices that either advance or undermine our ability to contribute and lead.

“THE GAME” OF LEADERSHIP

Do you sometimes find yourself (or others) playing “the game” of leadership? As in all games, of course, there are rules, strategies and most importantly for our purposes, winners and losers.

You have the upper hand in one arena such as work and might feel at a disadvantage in another such as family. The quality of your leadership experience is conditional, dependent on your perception of relative advantage.

When leadership is ignored or when we are largely unconscious about its practice, there are always winners and losers. We begin to:

- define ourselves in terms of victory or defeat.
- feel unduly vulnerable as we anxiously watch for threats to the status quo.
- select challenges and goals based on the likelihood of success rather than an assessment of what’s possible, of an expression of our highest potential.

The effects of such win/lose dynamics begins to color our overall experience of life. It’s almost impossible to relax and enjoy when everything feels conditional or unreal. We don’t authentically engage with life through our leadership role. We calculate, manipulate and equivocate.

When we ignore or diminish the power of conscious leadership, we ultimately follow the same practice with the people in our lives – including ourselves.

Conditional Leadership

“I can lead if I have”

- Position
- Political leverage
- Adequate resources
- Favorable conditions
- Discretionary rights and privileges

With conditional participation, we don’t authentically engage with life through our leadership role. We calculate, manipulate and equivocate.

LEADERSHIP IN ORGANIZATIONS

We see a future where businesses that dominate their markets and non-profits truly serving their clients will be characterized by entire workforces who act as leaders. They will demonstrate a potent expression of shared leadership, sourced by individuals who:

- are willing to take on the “simple and not easy” work of personal awareness, responsibility and communication.
- recognize that they must engage with change in collaboration with larger teams and communities – at work, in their families, with friends and in their communities.
- bring the same focus and rigor to managing dynamic human systems that they do to the technical and financial dimensions of their lives.
- are courageous in assuming the risks and accountabilities of leadership.
- are generous in sharing both the challenges and the rewards of leadership.

Unconditional leaders enjoy a life of real vibrancy and meaning. While any specific situation will remain constantly at risk of further change, it won't **matter** as much. These leaders know that all the qualities they need to successfully fulfill their leadership role remains within them, regardless of circumstance. As one result, they can share leadership without fear.

When we treat leadership as a resource to be honored and developed, we tend to do the same with the people in our lives – including ourselves!

Unconditional Leadership

“I can lead because I have”

- Personal congruence and authority
- Perceptivity, sensitivity and insight
- Resourcefulness and tenacity
- Feedback and adaptive strategies
- Confidence and trust in my team

**All that we need
to lead and succeed
is within us, regardless
of circumstance.**

REAL WORLD LEADERSHIP

Unconditional leaders *share* leadership. It's not about being "fair." It's really about being pragmatic – doing what it takes to:

- **respond to challenges consistently and productively**, drawing on the strengths of a diverse, collaborative team.
- **gain a sustainable competitive advantage**, using everyone's full aptitudes, aspirations, experiences and contributions.
- **create organizational responsiveness, resilience and tenaciousness**, building a community of leaders committed to success, unconditionally committed to each other's success.
- **sustain a culture of excellence**, where people care about the organization and about giving their very best.

Approaching leadership with a naïve or altruistic outlook results in the competition having you for lunch. Making the choice to lead from a grounded sense of enlightened self-interest and using the unconditional leadership principles outlined here will result in the right choice becoming more of an obvious choice.

You can "check in" to see if your personal leadership growth and development is on track and producing the results you want and that your organization demands, by unashamedly asking and answering the three questions on the right side of this page.

**Shared leadership
is not about
being "fair."
It is about being
pragmatic.**



Three Key Questions for Unconditional Leaders

- What is it I really want?
- Is this really the way that I'm going to get what I want?
- What do I need to learn?

“HOW AM I DOING?”

A LEADERSHIP SELF-ASSESSMENT

Use the following lists of comparative indicators to help you gauge the current quality and effectiveness of your leadership

Conditional leaders tend to:

- “wait and see” before committing
- direct with cool, calculating logic
- lean on past experience
- look for problems and mistakes
- be “political” in their communications
- adapt their principles to the moment
- ask “why don’t you know?”
- rely on mechanisms rather than intentions
- set cautious, easily achieved goals

Outcomes of conditional leadership include:

- personal/team anxiety
- brittle compliance
- activity designed to “look good”
- adversarial communications
- hesitancy or rushed action
- “plausible deniability”
- focus on possession
- the illusion of control

In setback, conditional leaders experience:

- a sense of victimization
- diminished self-worth
- a wariness of future developments and problems

In success, conditional leaders experience:

- a sense of luck, “getting away with it one more time”
- wariness of future developments and problems

The Bottom Line: Focus on control

Unconditional leaders have the courage to:

- commit first
- lead with passion
- learn constantly and insist others do also
- measure excellence everywhere
- tell the truth and own it
- live by their principles
- be willing to say “I don’t know”
- stop doing what doesn’t work
- raise the bar... again and remove those that resist ...

Outcomes of unconditional leadership include:

- increased personal and team confidence
- resilient commitment
- activity based on substance and accomplishment
- collaborative behaviors and potential
- thoughtful and purposeful decisiveness
- complete ownership and accountability
- focus on stewardship
- true engagement with opportunity and possibility ...

In setback, unconditional leaders experience:

- an appreciation for lessons learned
- an increased sense of wisdom and self worth
- positive anticipation of future developments and opportunities

In success, unconditional leaders experience:

- satisfaction – knowing it was earned through planning, commitment and solid execution
- positive anticipation about “what’s next?”

The bottom line: Focus on results

LEADING AND LEARNING: THE LEADERSHIP SHIFT

Old-style leadership has the benefit of preserving the familiar and comforting illusion of control. Unfortunately, this control comes at the very steep price of placing us at risk to unacknowledged or unforeseen hazards, while narrowly defining the limits of our potential.

Each of us is challenged to make the leadership shift – repeatedly – at every choice point in our increasingly complex organizational roles. This requires becoming a constant learner and the curriculum cannot be studied in an academic setting nor a purely skills-oriented environment. Only our own on-going focus and effort will result in a shift:

- from a style that is automatic to one based on real-time **awareness** – open, responsive and learning.
- from a style that is tentative, conditional and blaming to one based on **responsibility** – decisive, congruent and unconditional.
- from a style where information is tightly held and jealously guarded to one based on **communication** – where information is confidently extended and shared.

Authentic shared leadership cannot be imposed or mandated. It comes from a constant learning process guided by awareness, responsibility and communication. In other words, the requirement is to continuously **learn!**

Each of us is challenged to make the leadership shift and become a learner – not once, but repeatedly – at every choice point in our daily work and lives.

A useful tool is to pay close attention to our state of ...

- **Awareness**
- **Responsibility and**
- **Communication**

CONNECTING DOING WITH LEARNING

Many of us can attribute our successes to date to being accomplished “doers.” In that process, we’ve also often become compulsive in our doing, detached from current reality and detached from or devoid of the meaning we seek for ourselves and wish to share with others.

When our activity is driven by habit and momentum, our connection with awareness and choice is lost. We mistake *compulsion* (a dedication to mechanism) for *commitment* (a dedication to results). The risk here is that in a triumph of form over function, our priorities get lost in the process.

The unconditional leader brings the conscious act of attention to awareness, responsibility and communication into the doing of things. True leadership infuses all activity with context, choice and meaning. It breaks the grip of mindless compulsion and replaces it with mindful commitment, valuing both accomplishment and learning.

This personal challenge prepares us to share with others the larger challenges of leading and learning. Contributing far more than a product or outcome, we can directly enhance the internal wisdom of every individual and system with which we interact.

The unconditional leader brings the conscious act of attention to awareness, responsibility and communication into the doing of things.

He or she develops an advanced practice of noticing.

AWARENESS – A HIGHER LEVEL OF NOTICING

Developing one’s awareness involves awakening to the reality of all that is and all that can be. The challenge of leadership calls for you to:

- recognize – without self-blame – the limitations of your individual knowledge, experience, style, time, energy and capacity for performance.
- notice the variety of opportunities in which others might contribute or perform beyond your current ability.
- honestly observe the impact of your choices and behaviors on yourself, other people and the outcomes produced.
- actively seek feedback concerning your effect on people and processes throughout your team, organization and community.
- monitor personal attitudes, habits and behavior that might create arbitrary limits on people or situations based on your desire for control.
- learn to look at negative situations with an eye for possible benefit or opportunity; look beyond obvious barriers to openings, options and possibilities.

AWARENESS:

Recognize Limits

Notice Opportunities

Observe Impact

Seek Feedback

Monitor Attitudes

Look for Options

AN INCOMPLETE SENTENCE THAT HELPS DEEPEN AWARENESS

Start by choosing a specific situation, person or issue that you want to explore. Make this as “real world” as possible.

Then, speak the following words – whether aloud, in your mind, at your keyboard or on paper – and challenge yourself to complete the sentence at least four or five times in succession while attempting to “go deeper” to still more thoughtful answers each time.

- “The truth for me is, I

With each sentence completion, you have the opportunity to guide your thinking toward increasingly fundamental layers of awareness concerning the issue at hand. You should be prepared to be surprised with new insight and resist the temptation to immediately judge or be victimized by what you discover.

You may be tempted to give up (“I’ve gone far enough”) after two or three iterations. This is natural in our “fast food” and “fast result” world where we tend to jump to conclusions.

Push yourself further. It’s worth the effort and the outcomes will often surprise you.

“Not everything that is faced can be changed. But nothing can be changed until it is faced.”

- James Baldwin

Ten Questions to Help Focus Awareness

Asking yourself these questions will deepen insight into your relationship with (and responsibility for) current reality.

1. What do I want to be right about?
(reveals personal mindset/ approach)
2. What am I trying to prove?
(could get in the way of the quality of participation)
3. What is really going on here?
(adds outward objectivity/ acuity)
4. What am I feeling right now?
(mad, sad, glad or afraid?)
(adds inward objectivity/ acuity)
5. Where have I seen/experienced this before?
(noticing old patterns and opportunities for change)
6. What matters most to me right now?
(improves quality of choice/priorities/ commitment)
7. What obstacles might get in the way?
(pragmatic awareness of internal and external challenges)
8. So what and now what?
(inspires movement from awareness to responsibility and action)
9. How will I know things are productively different?
(introduces expectations, plans and measurements)
10. Am I doing the “right thing?”
(a check-in on alignment with your purpose/ vision/ values)

RESPONSIBILITY

Responsibility includes a willingness – even an eagerness – to first own and then act upon the reality of all that we see and experience. The challenge of unconditional leadership calls for you to:

- be first to take ownership for problems and issues that arise. See them as an opportunity to demonstrate the power of choice and personal responsibility.
- learn to be more objective and dispassionate in the face of setback or disappointment – remember that a leader’s charge is to create results, not to get caught up in replays, reasons or regrets.
- acknowledge and “own” the current state of leadership in yourself, your team, your organization, the community and all of your life. Notice and let go of any tendency for blame, finger pointing or even subtle victim behavior.
- be vulnerable while modeling the resolve needed to lead yourself through change before leading others.
- challenge yourself to be authentic and unapologetic in all that you say and do. Let there be no mistaking the alignment your words and actions with your deeper convictions.
- hold yourself accountable for achieving results far beyond what you normally expect by engaging the contributions of others.

“You must be the change you wish to see in the world.”
- Mahatma Gandhi

RESPONSIBILITY

**Own the
Current State**

**Be Authentic and
Congruent**

**Hold Yourself
Accountable**

Be Vulnerable

**Be Dispassionate
in Setback**

**Demonstrate the
Power of Choice**

COMMUNICATION

Communication in this context has little to do with exchanging data, and everything to do with creating new levels of meaning in all your interactions with others. The challenge of communicating as an unconditional leader calls for you to:

- be explicit concerning your intentions and expectations. Be just as explicit when those expectations are not met.
- let others know about your process, the awareness and insights that you create over time and do so without withholding your feelings and lessons learned.
- regularly engage people in strategic dialogue, building their awareness concerning leadership issues, opportunities and responsibilities.
- consistently acknowledge and thank others for feedback; the tougher their message, the clearer your appreciation.
- regularly acknowledge and thank people for their help and contributions; be generous in giving others credit.
- when confronted with any inordinate stress or challenge, *don't shut down; and encourage your team to do avoid withholding also.* Talk with them, ask questions, draw upon their reserves, apply their capacity.

COMMUNICATION

Be Explicit

**Share Your Process,
Lessons**

**Engage Others in
Dialogue**

**Welcome and
Acknowledge Feedback**

**Be Generous in Giving
Others Credit**

**Don't Shut Down; Keep
Talking With Your Team**

WORDS MATTER

Words are the principal currency by which facts, associations and meanings are formed and exchanged within and between people. As a result, they have a tremendous impact on our beliefs, thoughts, attitudes and actions. The words we use help shape our realities and those of others.

Unconditional leaders notice the quality of their *internal* communications to better manage the impact of their *external* communications.

The important distinction here is between two types of language:

Language of Limitation	Language of Outcomes
Focus on limitation	Focus on possibility
Problem orientation	Solution orientation
Focus on the past	Focus on the future
Assumption of ill intent	Assumption of positive intent
Win/lose context	Win/win – a mutual benefit context
Sorting for difference	Sorting for similarity
Position/Power/Structure	Equality/Respect/Relationship
“You” statements	“I” statements
Generalizations	Specificity
Listening with intent to respond	Listening with intent to hear
Advice	Coaching
Seriousness	Fun and Celebration

Unconditional leaders notice the quality of their thoughts to better manage the impact of their messages.

UNCONDITIONAL LEADERS ENGAGE AND ENROLL

When leaders need to engage the attention and support of people in achieving important outcomes – which might be *always* – they learn to deliver compelling messages that enroll (our definition – freely choose to participate) their teams. Leaders must:

- build rapport – mirror the other’s posture, tone, vocabulary and energy.
- describe a clear and compelling vision of what the future could be like.
- appeal to the group to share your vision for the future.
- use metaphors or examples to clarify complex issues.
- articulate achievable goals and critical success factors.
- express confidence in the team’s ability to perform effectively.
- describe how the group’s long-term interests will be realized through the vision being “made real.”
- express positive feelings about future possibilities.
- speak about the higher meaning and purpose of our work.
- use physical presence (eye contact, open posture, bigger gestures, etc.) to reinforce the message.

“Life is an enrollment game. For extraordinary results, you must be an extraordinary enroller.”

- Robert White

ENROLLING OTHERS

Build Rapport

Clear and Compelling Image

Shared Vision

Metaphors and Examples

Achievable Goals

Confidence in Team

Long-term Interests

**Positive Feelings,
Possibilities**

**Higher Meaning
and Purpose**

Physical Presence

UNCONDITIONAL LEADERSHIP: A COMMITMENT TO LIFE-LONG LEARNING

Unconditional leadership is a choice – a resource – available to anyone. It is a model for long-term effectiveness in a complex and ever changing world.

It includes:

- a choice to be consciously vulnerable, contributing, learning and always accountable.
- seeing opportunity and responsibility regardless of which way you look and regardless of what situation you may face.
- taking full responsibility for all of the choices you make and the impact you have – on people, processes, outcomes and the future you create with others.

Learning and leading are inseparable. An effective, unconditional learner is always learning. A true learner will ultimately lead.

Our commitment is to continue to grow in our knowledge of leadership. This includes supporting you on your journey toward developing unconditional leadership that generates extraordinary results – personally and professionally. Let us know how you're doing, your questions, concerns and of course, your success stories.

“In times of change, the learners will inherit the earth while the knowers will find themselves beautifully equipped to deal with a world that no longer exists.”

- Eric Hoffer



“You can only give away what you have, and so you damned well better work at getting something. You want to be the most educated, the most brilliant, the most exciting, the most versatile, the most creative individual in the world, because then you can give it away; and the only reason you have anything is to give it away.”

- Leo Buscaglia, Ph.D.

THE COMPETITIVE CHALLENGE

Leaders set the tone and create the capacity for personal accomplishment and a team's competitive performance.

By radically shifting your leadership outlook, you can create a more capable and resilient relationship with change, creating for yourself an environment that:

- is built upon the innate capacity of people to learn and perform.
- helps people creatively engage with today's rapidly changing technology, work force make-up and global marketing challenges.
- helps you to generate unprecedented, even extraordinary opportunities and results for yourself, your people and your organization.

Are you ready to open yourself to the challenges, lessons, personal risks and rewards of being an unconditional leader?

The competitive challenge is to...

Accelerate

time to market, revenues, cost-reductions, innovation, learning

Respond

to shareholders and other stakeholders, competitive threats, breakdowns

Collaborate

to engage your team, your clients, the greater community in building organizational credibility and capacity

ABOUT THE AUTHORS

Randall Alford

Randall Alford is a writer and consultant, focused on helping leaders to harness the innate energy of their enterprises.

After graduating *summa cum laude* from Dartmouth College, he spent 12 years as a negotiator and field manager in the oil and gas industry. Over the past 17 years, Randall has consulted with executives in the US, Europe, and Middle East on issues of leadership and team effectiveness, while publishing articles on adult learning, human potential, and organizational excellence.

Randall helps people develop new templates for success, providing insights and tools for acknowledging realities, challenging assumptions, and ever expanding the fields of possibility.

Randall can be contacted at: randalford@comcast.net

Robert White

Robert White utilizes a rich personal history of entrepreneurial success and result-oriented coaching in his work with executives and their teams to develop extraordinary leadership skills, focus, alignment, and commitment.

Robert's experience includes founding and leading training industry success stories Lifespring and ARC International, companies that have graduated over 1,200,000 people from high impact experiential training events

Robert is a Baden Powell Fellow of the World Scout Foundation, serves on the Board of Directors of Plant It 2020 and the Advisory Board of New Dimensions Radio.

He authored the essays for the award winning photo journal, *One World One People*, and his book and audio home-study program, "*Living an Extraordinary Life*," have been positively reviewed by Ken Blanchard, Tom Crum, Jerry Jampolsky and many other thought leaders.

You may e mail Robert at: Robert@ExtraordinaryBook.com and he recommends you subscribe to his free monthly eZine for leaders at www.PoweredByPossibility.com

AN EXTRAORDINARY LIBRARY

Living an Extraordinary Life by Robert White

This deluxe soft cover, revised second edition of Robert's long-awaited first book has received enthusiastic praise from Ken Blanchard, Tom Crum, Jerry Jampolsky, Hyler Bracey and the late Alexander Everett. In it, Robert looks at why some people live fulfilled, successful lives, while for others, contentment and real success always seem to be just out of reach. This book is based on the experiences of the over 1,200,000 graduates of programs promoted by companies Robert White has founded and led.

Living an Extraordinary Life by Robert White and Dennis Becker

Audio Home Study Program

Available in either CD or cassette tape versions, this Nightingale-Conant-produced program has met with rave reviews by users. Includes a comprehensive "Owner's Manual" plus flash cards to use as constant reminders.

The Eight Elements of Personal and Organizational Effectiveness by Robert White

A powerful handbook that captures and powerfully communicates profound yet simple and straightforward guidelines to creating the life and organization you really want.

Like It or Not Culture Matters by Caroline Fisher, Ph.D and Robert White

Organizational culture is now a proven, direct and measurable cause of results. This fact-filled handbook shows you how to take practical, straightforward steps to improve your organization's culture and its bottom line.

One World, One People by Yoshiaki Nagashima and Robert White

This award winning collection of photographs from a gifted Japanese photographer and essays from his American collaborator on the power of the human experience graces libraries, schools and coffee tables worldwide. It communicates that in the important aspects, among the world's many peoples, there are more likenesses than differences.

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