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LEADING WITH INTENTION

EVERY MOMENT IS A CHOICE

MINDY HALL, PH.D.

"Being 'intentional' is a simple concept that when applied is so powerful.

It allows you to shape how you engage and are viewed as a leader. This book is going to be a must-read for my entire leadership team."

– **Michael Conway**, Executive Vice President of Global Channel Development, Starbucks

"The best leaders I have met never stop looking for ways to improve. Because Dr. Hall's stories and tools are deceptively simple to use but profoundly real in their impact, these leaders will want to keep this book close at hand."

– **Christi Shaw**, President, Novartis Pharmaceuticals Corporation

Operating with *intention* is a decision to live by design rather than by default. It is about seeing opportunities every day, in every interaction, to shape the tone and outcome of those interactions.

It is a practice that one expert in leadership and organizational dynamics believes is essential to be a world-class leader.

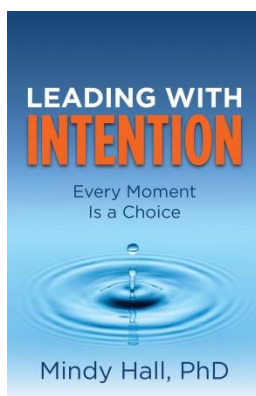
In her new book, **LEADING WITH INTENTION: Every Moment is a Choice** (Copper Bay Press; hardcover; October 27, 2014), **Mindy Hall** emphasizes the benefits of intention: being aware of

your impact, and choosing your actions with care and discipline, day by day, moment by moment. Drawing on her experience working with Fortune 100 clients, biotech start-ups, financial services firms, and non-profit organizations, Hall urges leaders to make this ability central to all decisions and actions.

“This book was born of a belief that everything you do sends a message: what you say and how you say it, what you do and how you do it, even what you choose not to say or do,” writes Hall. She admits that it takes energy and hard work to be intentional, but asserts that the results speak for themselves. To help, she outlines the three phases individuals go through to become consistently intentional:

- **Awareness** lies at the core of the transition: it is about cognition, sparking the brain to pay attention to one’s actions and interactions. It’s important to be able to see oneself with an objective eye.
- **Integration** takes that cognition and turns it into behavior. The leap from the cognitive to the behavioral is the hardest to make and causes the most frustration. According to Hall, leaders often experience a series of fits and starts before they actually have success doing what they say they want to do.
- **Embodiment** is about consistency over time. Change is a process, not an event; and cementing the shift takes time. Consistency has a compounding effect, and the more leaders behave in a specific way, the more likely the behavior will continue.

With Halls’ proven methods and real-life examples throughout, **LEADING WITH INTENTION** is both an explanation of a new science and a prescriptive plan for making *intention* a top leadership skill.



LEADING WITH INTENTION: Every Moment is a Choice
By Mindy Hall, Ph.D.

Copper Bay Press

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For more information, please go to: www.leadingwithintentionbook.com

Many leaders have risen through the ranks based primarily on how they've performed in a particular function, whether that's as a salesperson who can close the deal, a manufacturer who can increase output, or a scientist who can discover new scientific insights. They've essentially been rewarded for the behavior of being functionally excellent. The irony in this is that as individuals climb higher in organizations, functional skills are not a differentiator of great

leadership or a source of long-term competitive advantage; they are merely the "price of entry," the base-line expectation. Think of your leadership on a bigger stage; don't confine it to the functional area you now lead – what other venues need your passion, capability, and energy?



In this day and age, being a successful leader requires much more than just functional expertise: it requires leaders who can make connections across the company; who understand how to use their functional expertise in support of larger organizational initiatives; and who can mobilize human energy, shape culture, and lead change.

Businesses need leaders who can create environments that attract talented, engaged employees, and then inspire them.

The key? First identify who you want to be as a leader and then

let that knowledge guide the deliberate choice of leadership actions. I call it the "Being and Doing" model.

ABOUT MINDY HALL, PH.D.



Mindy Hall, Ph.D. is the President and CEO of Peak Development Consulting, LLC. Since founding the company 1996, she has worked with clients throughout North America, Europe, Africa, and Asia to create sustainable organization and leadership development solutions. Clients include leading pharmaceutical, biotechnology, technology, insurance, manufacturing, government, and nonprofit organizations, several of which are among the Fortune 50.

Hall has over 25 years of experience in organization and leadership development. Prior to founding Peak Development, her corporate career spanned positions in the pharmaceutical and banking industries, including experience in global roles and as an expatriate in Paris. She began her career as the director of a nonprofit, 24-hour crisis center and has always been surprised how transferable the skills were from crisis center to corporate work.

She holds a Ph.D. in Human and Organizational Systems from Fielding Graduate University, and her doctoral dissertation, “Deep Learning: A Case Study Exploration” was published in 2011. She also holds Master’s Degrees in both Organization Development and Human Resources Management.

Hall hosts the podcast Peak Development Radio, featuring great conversations and practical advice for making your organization stronger. Past guests have included leaders from Johnson & Johnson, Starbucks, Novartis, Pfizer, Biogen Idec, and more. Upcoming guests include Lisa Kay Solomon (author of *Moments of Impact*), Claire Shipman (ABC News correspondent and author of *The Confidence Code*), and Clive Thompson (contributor to *New York Times Magazine* and *Wired*, and author of *Smarter Than You Think*).

Hall can be found online at www.leadingwithintentionbook.com

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ADDITIONAL PRAISE FOR *LEADING WITH INTENTION*

"*Leading with Intention* is not leadership theory; it is leadership practice. It offers tools that you can begin applying right away and that integrate into your existing efforts."

– **Nicholas J. Valeriani**, Chief Executive, West Health

"Presence may be the metacompetency of effective leadership. In *Leading with Intention*, Mindy Hall gives you the pragmatic tools to be present with yourself, your colleagues, and your life to manifest your deepest, most heartfelt intentions."

– **Kevin Cashman**, Senior Partner, CEO and Executive Development, Korn Ferry, and bestselling author of *Leadership from the Inside Out* and *The Pause Principle*

"Not surprisingly, Mindy Hall's *Leading with Intention* is well written and immediately practical in its applicability, making every moment of the day a leadership opportunity. Don't bother trying to highlight all the valuable points. You will find them in almost every paragraph."

– **Christopher P. Molineaux**, President and CEO, Pennsylvania Bio

An interview with Mindy Hall, Ph.D., author of *LEADING WITH INTENTION*

Q: Why is leading with intention one of the biggest challenges for today's leaders?

A: I believe that too many organizations are leaving potential on the table. An organization's success rests on people: on leaders' ability to create an environment where people are inspired to create extraordinary results. But study after study has shown that, in most organizations, the majority of employees don't consider themselves actively engaged in their work. If more people felt inspired by the environments in which they work, the compounding effects of that would have significant impact on the bottom line, customer relationships, product quality, recruitment and retention, and more. The possibilities are extraordinary. If you could improve engagement simply by being more aware of your impact and more deliberate in your actions, why wouldn't you make that investment?

Q: What do you think is biggest competitor for our attention?

A: Hyperconnectivity. Technology is an amazing thing, and it allows us to communicate faster, and in ways that would have been impossible even a few years ago. We want to be connected so we're constantly checking messages, often at the expense of the relationships with those who are actually in the room with us. We want to show that we're responsive so we rush to answer email, when a more considered response or a face-to-face conversation might get a better result. We want to be productive so we have our laptops out in meetings, which impacts

the quality of our conversations and, therefore, our teams' decisions. I'm certainly not suggesting that we abandon our devices; they're an integral way that business gets done today. But unless we are intentional and ask things like "How present am I being?" and "Is this the most effective way to communicate on this issue?", it's all too easy for our hyperconnectivity to get in the way of having the impact we want to have.

Q: What's the first step to becoming more intentional?

A: Awareness is the foundation of any change: before you can change, you must have a cognitive understanding of what you're trying to change and why. Becoming more intentional begins the moment you look in the mirror and reflect on how you show up, how you affect a room, and what environment you create. To put it more plainly: *notice yourself*. Recognize who you are being and choose consciously and deliberately who you want to be. Be in the moment and watch yourself in the moment. How would you experience your actions if you were on the receiving end? Create a moment-to-moment awareness that allows you to pivot, shift, and adjust. While simple in theory, it requires tremendous self-discipline.

Q: In the book, you write that seeing your 'self' as the primary tool for achieving high-level results is a concept that isn't commonly practiced and often overlooked as professionals grow in their careers. Can you talk more about this?

A: Over the course of my years coaching leaders and shaping organizations, I would say nearly 80 percent of those I have worked with did not lead intentionally. They were bright, capable leaders that operated out of intuition, pattern, and reaction. Mind you, some did so with very strong results, but those who made the decision to be more self-aware and intentional achieved higher-level results in terms of both the positions they've held and the impact they've had than those who continued to operate primarily from intuition.

Part of the issue is that what gets you top the top can be different than what you need once you get there. People are often promoted for their functional results—a salesperson who can close the deal, a manufacturer who can increase output, or a scientist who can discover new scientific insights. But as individuals climb higher in organizations, functional skills are not a differentiator of great leadership or a source of long-term competitive advantage; they are merely the "price of entry." In this day and age, being a successful leader requires much more than functional expertise; it requires leaders who can make connections across the company; who understand how to use their functional expertise in support of larger organizational initiatives; and who can mobilize human energy, shape culture, and lead change. Businesses need leaders who can create environments that attract talented, engaged employees, and then inspire them. Rather than functional leaders, they need organizational leaders who operate from a centered understanding of themselves and their environment.

But while systematic processes for developing functional skills are carried out daily at business schools worldwide, much less attention is given to the development of skills for organizational leadership. Frequently, the necessary skills—leading with intention, building engagement, and shaping culture—are dismissed as soft, implying a judgment on both their value and the ease of their acquisition. Leaders can no longer afford to let their development in these areas happen by chance; they must develop these skills by design.

Q: You have over 25 years of experience in developing leaders and working with some of the country's top companies – what are the signs of someone not working with intention?

A: Whether on a small scale or a large, it's often that their intentions don't match their actions – either that their behavior goes against the values or the goals they've stated publically, or that they don't do what they say they are going to do. I am working with a company right now whose leaders say that the project we are working on is priority number one for the success of a key division in the company. In fact, they have communicated this to the organization to illustrate the importance they are attaching to the work and to make sure others prioritize requests related to this work. However, in the last two months, four key meetings have been postponed and in two other meetings the main sponsors have not shown up. So what do you think this says to the people in the organization? How do you think others will choose to engage? What do you believe they will think about the leaders who said one thing and are doing another? When credibility gets undermined people stop believing and the success of the effort gets compromised. Bottom-line impact often teeters on choices that seem inconsequential but have tremendous impact.

Q: How does intent affect the culture of a company or organization?

A: The number one way culture is shaped is by what leaders model. Culture is not a program that gets implemented; it is built through everyday actions and messaging.

At all levels, we touch our organizations every day in so many ways, and leaders, especially, often have impact beyond what they are aware of. An organization's behavior ripples out from the individuals leading the organization and shapes a company's identity, its values, and the results that can be achieved. Leaders can either allow that culture to develop by default, or choose to shape it intentionally through their actions, so that it supports the organization's strategic goals.

Q: Other than the office, where is another place in life that people should be more aware of their impact?

A: There are many: in our communities, in our friendships, in our government, in the environment. But I think one of the most powerful is in our families. These are often the most

important relationships in our lives, and too often people don't prioritize them or give them the thought, care, and attention they deserve. How present are you at the dinner table? How actively do you listen to your children or your spouse? Are you creating an environment that helps the people in your life be the best they can be?

Making a difference in someone else's life costs nothing more than intention and choice and could create a groundswell in how we see each other and treat each other. I remain steadfastly convinced that being intentional can change the world, and I think this world could use a bit of changing.

Q: What is next for you?

A: I draw energy and inspiration from my work helping leaders and organizations unlock their potential. My company Peak Development is nearing its 20th anniversary, and with each new year I look forward to seeing what new challenges and exciting opportunities come our way.

The publication of *Leading with Intention* has opened many new doors for my podcast Peak Development Radio, and we have some incredible guests lined up through the end of the year: authors like Claire Shipman (*The Confidence Code*), Lisa Kay Solomon (*Moments of Impact*), and Clive Thompson (*Smarter Than You Think*), and more. I'm excited for the conversations, and to share them with our audience.

And there will definitely be more books. I'm working on ideas around shaping culture and executive teams. However, what I have the most energy around at the moment is the relationship between human resources (HR) and line leaders in organizations. This summer, Ram Charan's Harvard Business Review article "It's Time to Split HR?" renewed the conversation on the HR function and its role in our companies. One of the things that came out of that conversation is a recognition that it's possible for the HR function to change, but it will take effort from both HR leaders and line leaders. As with intention, I think it's an area that holds so much potential, because it directly impacts the people in our organizations and how their potential can be fully realized.