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Unleashing Executive & Organizational Potential

I appreciate your willingness to describe your experience in the executive and leadership training that I provided to you and your organization. The information will be included in a marketing booklet that I will be using to expand my global footprint. My sincere gratitude for your support.

[Herb Stevenson](#)

Please describe your experience in the space provided

I attended Herb Stevenson's executive/leadership training course in 2014 as part of my federal Agency's leadership development. It was a very positive experience. He provided practical and useful advice, taught theory and spoke from experience, and—most importantly—proved flexible and let the class lead whenever we showed enthusiasm in further exploring a thought or pursuing an idea. Herb gave us some encouragement and direction, but also time and space to challenge one another and ourselves.

What did you find most effective from this coaching and training that supported your leadership development?

The most illuminating idea that I learned from Herb Stevenson was Barry Johnson's theory of polarity management. Essentially, the idea that all effective leaders need to understand how to manage paradox; that any successful strategy will inevitably begin to fail and good leaders need to recognize the downsides of success, be adept at managing those negatives, and flexible in charting a new direction when necessary. This idea made me more comfortable with "change" as a fundamental aspect of complexity that needs to be studied and understood. Subsequent to attending Herb's leadership course I was merit selected for senior staff college and chose to write my thesis on paradox theory and polarity management. The program director awarded my paper as thesis of the year.

How has the coaching and training led to be a more effective leader

I have a broader view of what is required to be an effective leader. Previous to Herb's course my perspective was rather narrow. I thought, 'Well, I'm good at my job, I deliver for my bosses and our customers, I've been regularly awarded and promoted, I'm ready for my next promotion to senior executive.' As a result of this course I learned, "No, not with that mindset your aren't." This was the "What Got You Here Won't Get You There" lesson; not necessarily the happiest lesson to learn, but a very important lesson. Learning this lesson has done three things for me that hopefully have (or will) make me a more effective leader. One is to let go of those things I use to be responsible for and let those junior to me do them without interference. "Is the work getting done, is the customer happy? Great! Is it being done exactly how I would have done it? Doesn't matter." Two, it has forced me to do those things I haven't done before and get out of my comfort zone. Finally, with a broader and more realistic view, I'm less apt to get cynical and discouraged when my career doesn't sky rocket according to plan.

May we cite your name and organization? If so please list it below.

Tod Roy, Dept of Defense

When finished, please save the file and send to me at the email below. Again, I appreciate your support.