

Review article titled “Why Leaders Don’t Embrace the Skills They’ll Need for the Future.”⁶⁷

The primary challenge most large companies now face is disruption, which requires a new strategy, new processes, and a new set of behaviors. But if employees have long been valued and rewarded for (specific) behaviors, why wouldn’t they find it uncomfortable to suddenly embrace (different) behaviors? When we feel uncomfortable or stressed, we tend to double down on what has worked for us before.

Pursuit of the eight Index indicator components is not a contest or a series of milestones. No one individual can implement all of them, nor should they. Certainly not the boss. Each indicator stimulates specific benefits and mitigates specific issues common to varying stages of maturity. I recommend focusing on the benefits.

As you work through this process, your scorecard results will change. The disruptive problems demanding attention will decrease. Your business will begin performing more smoothly and profitably. Eventually, the 3Ps will become the foundation of your business.

For any of these indicators to be meaningful in your company, they need to be actively used. Over time, each component will continue to provide a means to developing better understanding between leadership and staff, working together uncovering hidden potential. It’s about a team working collaboratively, building trust and camaraderie. Remember, it’s the journey.

Creating an outstanding organization, aka a profitable, growing, sustainable enterprise, doesn’t happen just because a business has excellent employees or great products and services to offer. It takes

foresight and planning, risks and assumptions, trial and error, good decisions and bad ones. Most of all, it takes persistence because, as my dad used to say, “*you can’t fail if you never stop trying.*”

⁶⁷ Schwarts, Tony and Emily Pines. “Why Leaders Don’t Embrace the Skills They’ll Need for the Future.” Harvard Business Review. October 25, 2018.

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ABOUT THE AUTHOR

A nonrecovering serial entrepreneur, Larry Mandelberg solves complex business problems. With a four-generation head start, this consultant, speaker, and author represents the fifth generation of his family's business, inheriting "150 years of successful organizational experience."

Larry is an effective catalyst for change who achieved new levels of success and growth for businesses in industries as diverse as software, automotive aftermarket, education, and agriculture.

Propelled into writing from his years of experience, Larry has published more than eighty columns ("Eyes on Business") and developed a loyal following. His first book, *Businesses Don't Fail, They Commit Suicide*, details his decades-long search for the answer to "Why do businesses fail?" and his findings.

Mandelberg is a student of organizational lifecycles and has developed the Business Managers Reality Index to help businesses create sustainable growth and avoid suicide. The Index is noteworthy for its ability to objectively measure an organization's weaknesses with a practical, easy-to-use, easy-to-understand scorecard. Its significance is its keen accuracy with minimal investments of time. Its value is in its ability to objectively measure subjective organizational characteristics: clarity of purpose, consistency of performance, and engagement of people. The Index scorecard induces a psychological commitment from the implicit need to face the underlying truth of each individual's personal reality.

Larry has launched four start-ups, led a merger, and conducted a successful turnaround. Among his thirteen businesses, he's also had the unfortunate pleasure of suffering business suicide firsthand.

Mr. Mandelberg has been a guest on television and radio programs talking about business and entrepreneurship. He provides leadership team development, change mentoring, strategic planning, executive coaching, and ethics training to midsize organizations and their boards through his consulting practice.

Larry has been delightfully married to his wife, Nancy, since 1982. He received his MBA from Drexel University and currently serves as board chairman for Innovative Education Management. Mandelberg has provided training for Cooperative Personnel Services (Influence with Integrity) and taught team-building classes for the Sacramento Entrepreneurship Academy.

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