The background of the top half of the cover is a city skyline with various skyscrapers under a blue sky with light rays emanating from behind the puzzle piece. Two hands are shown in the center, holding a single white puzzle piece. The puzzle piece is a stylized human figure with arms and legs, symbolizing leadership and trust. The text is overlaid on this scene.

3 LEADERSHIP SKILLS YOU NEED TO OPTIMIZE TRUST

WALLY HAUCK, PHD, CSP

An  **Optimum Leadership Book**

PUBLISHER

Published by Optimum Leadership, Inc.

United States

Copyright 2018 Wally Hauck

Author: Wally Hauck, PhD, CSP

ISBN: 978-0-9829591-2-1

Thank you for acquiring an authorized edition of this book and for complying with copyright laws by not reproducing, scanning, or distributing any part of it in any form without permission. You are supporting writers and allowing Optimum Leadership to continue to publish books for every reader.

CONTENTS

CHAPTER ONE

INTRODUCTION 4

CHAPTER TWO

SKILL #1 - THINK SELF-ORGANIZING SOCIAL SYSTEMS 6

CHAPTER THREE

EMBRACING SELF-ORGANIZING AND SELF-MANAGING SYSTEMS 11

CHAPTER FOUR

SKILL #2 - OPTIMUM BEHAVIORS THAT CREATE TRUST 13

CHAPTER FIVE

SKILL #3- LEARNING AND IMPROVING THE SYSTEM 16

CHAPTER SIX

ABOUT THE AUTHOR 19

CHAPTER SEVEN

CONTACT THE AUTHOR 22

CHAPTER ONE

INTRODUCTION

The health and results of an organization are directly dependent upon having a healthy foundation of trust. An organization cannot achieve optimum results without trust between employees, management and customers. Exceptional leaders recognize the importance of trust, and they know how to manage the variation. An environment of trust brings out the genius in every employee, the full potential of the organization, and creates happy, loyal customers.

More and more CEOs are becoming convinced that the soft skills of building and maintaining trust are more

THE BENEFITS OF TRUST

The benefits of trust are undeniable. According to Stephen M. R. Covey, a 2003 study by Watson and Wyatt shows that a high-trust organization can deliver a 286% higher total return than low-trust organizations (Covey, June 2007).

High-trust organizations require less bureaucracy, enjoy lower turnover, are better able to manage change, are more collaborative, and can manage growth more effectively and quickly (Covey, June 2007).

Employees who have high trust in the leadership are more loyal, more productive, care more about the quality of their work, and are better at creating memorable customer experiences (Forum Global Leadership Pulse Survey, 2013). A trusting environment creates a truth-telling culture. Truth telling is essential for optimum performance (Root Inc., 2014). A trusting and truth-telling environment is also essential for high levels of employee engagement.

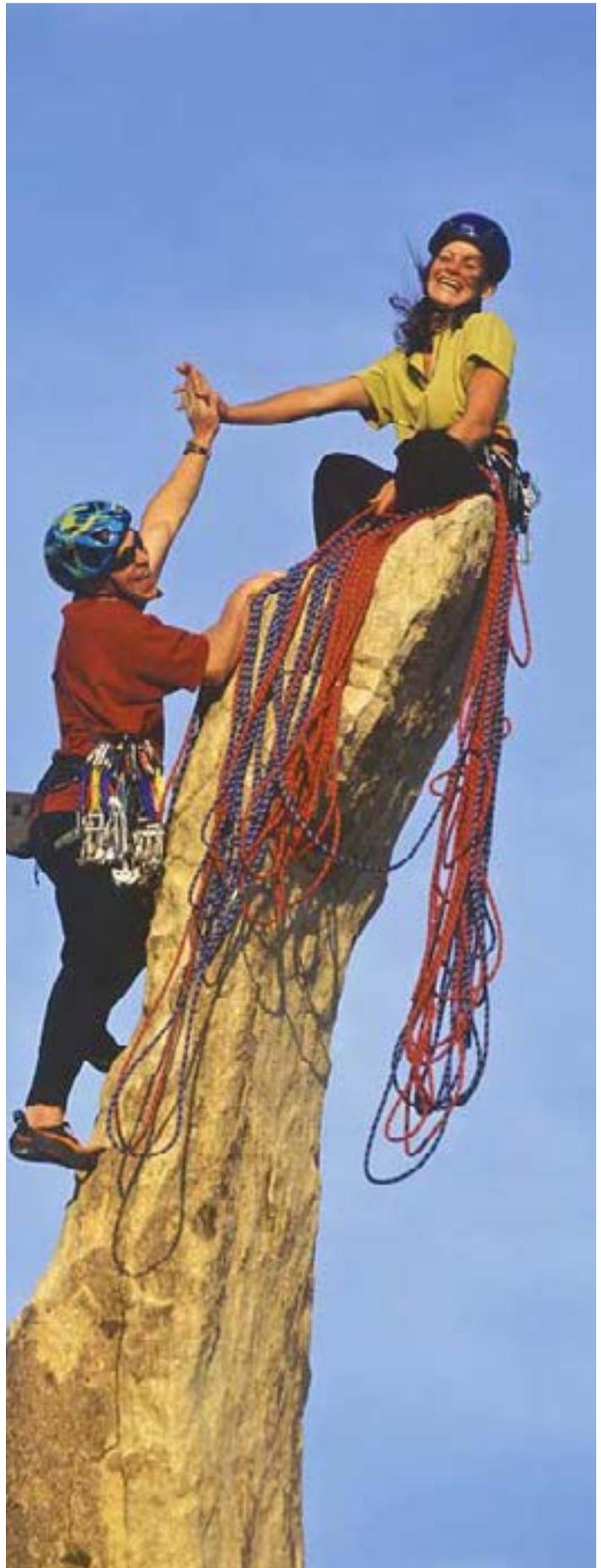
Ernest Hemingway once said, “The best way to find out if you can trust somebody is to trust them.” This may be true, but leaders must have a clear strategy, methods and skills to build and maintain trust or they risk experiencing wasted time and increasing costs. We cannot afford to just trust others and hope. As Rudy Giuliani once said, “...change is not a destination, just as hope is not a strategy.” If we have the skills to manage the variation in trust, we can then afford to trust others first.

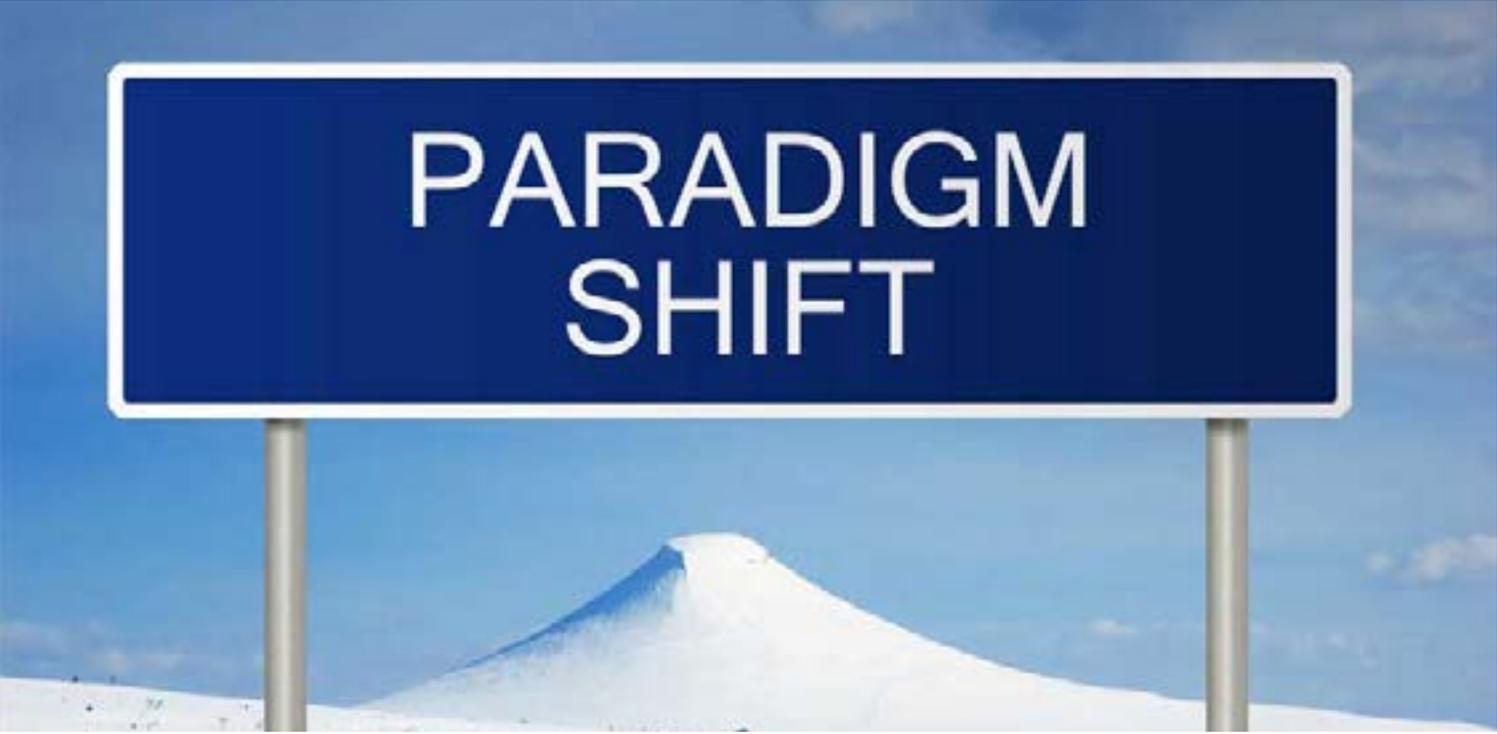
THE DEFINITION OF TRUST

Managing the variation in trust requires that we adopt a clear definition of trust. The International Association of Business Communicators has the most robust and useful definition: “Trust is defined as a willingness to be vulnerable because of the presence of integrity, concern, competence and shared objectives.” If we embrace this definition, we can look for methods to manage each of these four elements. This approach makes managing the variation of trust less daunting. It provides us with a useful framework to create a desired trusting environment.

THE 3 SKILLS

THINK - BEHAVE - LEARN/IMPROVE (TBLI) leadership model provides the strategy for developing the 3 skills. To optimally manage trust an optimum leader must think a certain way, behave in certain ways, and continuously learn and improve results with a specific method.





PARADIGM SHIFT

CHAPTER TWO

SKILL #1 - THINK SELF-ORGANIZING SOCIAL SYSTEMS

THINK – BEHAVE – LEARN/IMPROVE- TBLI, leadership model provides the strategy for developing the 3 skills. To optimally manage trust an optimum leader must think a certain way, behave in certain ways, and continuously learn and improve results with a specific method.

Leadership is challenging because it's paradoxical. We want control, but we don't want micromanagement. We want freedom to act, but we want to avoid chaos. What is the best way of thinking about the world (about people and problems) that will enable us to manage the variation in trust and deal with the complexity and the paradox? The answer is "systems thinking."¹

Leaders who want to bring out the genius of every employee and who want to optimize results (especially through customer experience and employee engagement) must be skilled systems thinkers.¹

¹ Systems Thinking: A discipline of using data to identify patterns, processes, and structures that cause events. It's a way of thinking and acting to obtain knowledge to make changes in process and structure to improve the interactions between parts of a system instead of making improvements to the parts individually. Excerpts taken from [*The Art of Leading: 3 Principles for Predictable Performance Improvement*](#) by Wally Hauck, PhD, CSP.

Systems Failures

A HOSPITAL'S SYSTEMS FAILURE

In 2012, a nurse in an Ohio Hospital accidentally discarded a kidney that was awaiting a transplant and had been provided by a living donor. The nurse had been on break, had been replaced by a different nurse. She was therefore unaware the kidney was submerged in an ice-filled sludge. She purposely disposed of the contents into a disposal hopper thinking the kidney was still in the operating room because “that’s what usually happens.”

The hospital suspended the two nurses after the incident; one was later fired, and the other resigned. Furthermore, a surgeon was stripped of his title as director of some surgical services. This is a tragedy on many levels.

The nurse who discarded the kidney had walked past a doctor and other nurses while carrying the container. Should we expect someone to notice and speak up? How was she to know? If we embrace the typical “industrial age” model of management, which employs command and control leadership strategies and focuses on holding people accountable for results, the act of firing the nurse makes total sense. The general rule in this model is

“Results were not achieved and someone (or perhaps multiple people) must be at fault!”

MOST OF US WERE TAUGHT THIS MODEL. It continues to dominate in our schools and our organizations today, i.e., *“Someone must be held accountable for the results.”* This model is incapable of consistently creating optimum trust. If we fired every nurse in the country and replaced them all with highly trained substitutes would anything improve? It’s unlikely because the system did not change.

The typical “industrial age” leadership model can be described using two different metaphors. The first is *“An organization is like a machine.”* In this metaphor all parts can be individually evaluated for efficiency and effectiveness and are easily replaceable. Furthermore, the parts serve no purpose on their own. The parts perform only to serve the machine. They don’t make independent decisions. The management of the parts is by domination. The parts are dominated by their position in the workings of the machine. *“An organization is like a human body.”*

Here the parts (the organs, the extremities) have no other purpose than to serve the whole. Management of the parts is by command and control. The parts serve the “head” because the “head” makes all decisions and directs the parts. The parts have no decision-making skill nor purpose separate from serving the “head.”

WELLS FARGO'S LEADERSHIP FAILURE

In 2016 Wells Fargo fired 5,000 employees for creating millions of unauthorized bank and credit card accounts. Customers complained, and leadership acted by firing the employees. The employees had been incentivized by the Wells Fargo leadership to sell a certain number of new accounts to banking customers within a certain timeframe. Moreover, they were threatened by that leadership with disciplinary action if these stretch goals were not met.



To save their careers they created new accounts using customer data and without customer knowledge. Did the employees do this completely on their own or did the policies influence them? What they did was wrong and there is no defending it. Simply stated, in a social system, one part of the system will influence the other parts. To remove root causes of a problem requires a new way of thinking about leadership and the impact it has on the parts and on the community. Wells Fargo leadership blamed the people, yet their incentive policy contributed to the inappropriate behaviors.

[Bill Walsh, the renowned National Football League COACH](#), had an unusual belief about quarterbacks: *“They are only as good as the system they play in.”*

In 1970-71, as an offensive coordinator for the Cincinnati Bengals, Walsh developed a passing game that enabled Virgil Carter, a below-average quarterback who up to that point had never completed even half of his passes, to lead the league in completion percentage at 62.2%. The system also helped him increase his yards per completion by 23% (going from 5.9 to 7.3).

In 1979, Walsh joined the San Francisco 49ers as head coach. He used the same system he had employed in Cincinnati to propel another quarterback, Steve DeBerg (who by most statistical measures was one of the NFL's worst) from a 35.3% completion rate to an astonishing 60%. That year, DeBerg ended up throwing more completions than any other quarterback in NFL history up to that point.

In the two years that followed, Walsh again used the system with Joe Montana, who is now known in many circles as the “best” quarterback in NFL history. I prefer to think that all three quarterbacks took advantage of the best system in NFL history – a system that successfully challenged them to reach their full potential.

How did Walsh do it? He didn't try to change the quarterback. Instead, he changed the system within which the quarterbacks played.

Effective leaders must understand why and how to manage their system. It's about managing the system and leading the people. The central tenet here is that "An employee is only as good as the system he or she works in." This core belief flies in the face of the typical belief held by the typical organizational culture, which, whether it is stated explicitly or not, usually holds that the performance of an individual can be measured and improved separately from the system within which he or she works.

Leaders who act with this false belief will continue to create unintended consequences that will hold back the potential of both the individuals and the entire system. Leaders who assign blame will create fear, damage innovation and, more important, damage trust. Leaders who focus on optimizing the system will bring out the genius of every employee and results beyond their expectations.



I LOVE DUNKIN' DONUTS COFFEE. Nearly every workday morning I will pick up a large cup just before a client meeting. For years, I ordered my coffee using this process: "May I have a large, cream, no sugar."

About 10% of the time I would get sugar in my coffee. Since I can't drink coffee with sugar I would have to either toss it out and be out \$2.25 (and be cranky) or go back and order another. The Dunkin' Donuts servers were always friendly about replacing the coffee; it was just a hassle to go back and replace it.

One day I ordered a coffee, got in my car, and headed to my appointment. I tasted the coffee; sure enough, it had sugar. I got angry. I decided to go back and complain loudly (at the server) about how they don't seem to hire people who know how to listen.

By the time I got to the store, the implications of an emotional confrontation with the store manager and the server gave me pause. Perhaps my own process was not working. Why was I mentioning sugar at all if I didn't want any sugar?

I decided at that moment to change my process. I began asking for a "Large - just cream." In the four years that followed my new process, I have not gotten sugar in my coffee a single time. Not once!

As it turns out, our brains have a difficult time hearing a negative. If you ask people to stop thinking about pink rabbits, they will think about pink rabbits. If you ask for no sugar, they will hear the word "sugar."

It was the mention of sugar (the process) that caused the problem. The Dunkin' Donuts server was not the root cause. My process (or system) was the root cause. Once I changed the process the problem disappeared. It made no sense to blame the server. Blaming the server would have damaged trust between us. Focusing on improving the processes protects trust.

“Leaders are responsible for the system within which the employees work. If the system is flawed it will create a high probability of dysfunction and it is the leader who has set up the system.”

I was the leader of my coffee ordering process and it was my order process that caused the dysfunction of the Dunkin' Donuts server. Once my process was changed, the servers I encountered performed perfectly every time.

CHAPTER THREE

EMBRACING SELF-ORGANIZING AND SELF-MANAGING SYSTEMS

Water is essential for good health and performance of bodily functions. Our bodies self-regulate their need for water. When our bodies need water, we become thirsty. Our thirst motivates us to drink and therefore satisfy the need of our bodies. Without water our bodies have trouble performing basic functions such as digestion. We can become lethargic, develop headaches, lack concentration and can even stop performing our responsibilities.

Just as our bodies send signals for water, our organizations and employees can send signals for the need for trust. With low levels of trust people can become disengaged, unproductive and even cynical. Successful leaders will not only trust people to do the right things, they will know how and when to provide the “water” necessary for healthy organizational function.

THE CURRENT MANAGEMENT MODEL requires managers to “drive” results and evaluate individual performance. This model is not fast enough to keep up with the speed of change in the current economy. There is a need for instant adaptability, and traditional managers, as smart as they may be, cannot plan and respond fast enough to keep up. The need to adapt to change is one of the dynamics creating a need for organizations to embrace the idea of self-organizing teams and employees who self-manage.

A USEFUL METAPHOR for self-management and self-organizing is flocking birds. It is a mystifying phenomenon. It’s helpful to use this metaphor in place of the “human body” or the “machine” metaphors. With flocking birds there is no leader to tell the birds when to turn or when to fly slower or faster. Flocking birds change direction and speed together effortlessly as a single organism does. How is this possible? Flocking birds naturally follow three basic principles: first, they fly in the same general direction as their closest neighbors; second, they fly at the same average speed as their closest neighbors; third, they fly at the same average distance from their closest neighbors and avoid colliding with them at all costs. Following these three basic principles, they are able, as a group, to respond to their fast-changing environment with rapid, precise adjustments.

The flocking birds is a “self-organizing system.” Organizations can achieve the same agile capabilities if the leader clarifies principles such as the vision, mission, strategy, and desired behaviors.



A clear foundation establishes trust and empowers individual employees to make the right decisions at the right time. Like the birds, people will respond quickly, appropriately and in the best interests of the “flock” without needing a controlling authority to tell them what to do, if the principles are clear.

The creation of this environment requires trust and autonomy. The birds are free to make choices within the context of the foundation. These conditions allow leaders to trust employees to operate autonomously and to respond quickly and appropriately to change.

Bill Walsh created a system that enabled the quarterbacks to reach their full potential. How can one explain the consistent improvement in their individual performance if it is not the influence of the system? A leader who appreciates systems will be able to recognize the real root causes of events and protect trust.

EMBRACING SYSTEMS THINKING and the concept of an organization as a self-organizing social system is a certain way to see the world. When we acknowledge and appreciate the concept of interdependency, it helps us to realize that each part of the system (each employee) can influence other parts. Trust, cooperation and the quality of communication are essential if a system is to operate optimally.

SYSTEM THINKERS CAN STILL FAIL to create environments of trust. Often there are a few untrustworthy employees who continue to perform poorly. These employees and the leader’s inability to act can lead to a bureaucracy of new rules and policies that damage trust for everyone. A few ‘bad apples’ can damage our ability to create trust. We need a skill that skill that enables a leader to provide the “water” while preventing a few bad apples to influence the overall system.

CHAPTER FOUR

SKILL #2 - OPTIMUM BEHAVIORS THAT CREATE TRUST

Some organizations have achieved incredible success despite leaders who exhibit questionable behaviors. There are numerous stories about the petulance of Steve Jobs. Some days he was “good Steve” and other days “bad Steve.” Jobs was well known for exaggerated emotional outbursts laced with profanity. Yet still, Apple has been amazingly successful and, as of this writing, is the most valuable company in the Fortune 500 (capitalization) recently touching the trillion-dollar valuation mark. How does one explain the valuation of Apple when many of the behaviors of its most prominent leader were trust-breaking?

How does one explain the growth in valuation of Uber in the face of recent leadership issues and the resignation of one of the founders because of accusations of sexual harament and discrimination? As of this writing, Uber is estimated to be worth \$70 billion and is known as the company that upended how people think about and use personal transportation.

THESE TWO EXAMPLES beg the question “How can a leader(s) achieve such amazing success while behaving so inappropriately?” It’s frustrating to know that inappropriate The famous quote “Culture eats strategy for breakfast” was originated by Peter Drucker andmade famous by Mark Fields, president at Ford. This thought sets the stage for us and provides some answers for managing the variation of trust. The point of Drucker’s quote is that both the culture of an organization and its strategy interact to achieve success. Theyare interdependent. One will influence the other. Culture will eventually either undermine the strategy or support it. In the long term, culture wins.

IF IT’S TRUE that the leader(s) of an organization influences the culture, then we can explain how Steve Jobs evolved. Jobs’ behavior softened over the long term. Recent articles about Uber reveal that they changed their core values. Those most knowledgeable about Uber describe how the original core values often led to inappropriate behaviors, including competition between colleagues.

THE KEY ANSWER to long-term success is consciously managing culture to support an effective strategy. This is our purpose here. By providing a structure and method to manage the variation in trust we are helping the culture to evolve and to support the strategy.

The question: *“How can we create a culture of trust that will support an aligned strategy?” The answer: “We must clearly define core values using specific observable behaviors. We must then provide consistent feedback about those observable behaviors.”*

WHEN THE CORE VALUES are operationalized, they describe specific observable behaviors. It’s not enough to say “We behave with integrity” or “We respect each other.” The leadership needs to define exactly what that looks like. Otherwise, it is difficult, if not impossible, to provide credible feedback

when needed. The feedback needs to be timely and credible.

THREE VALUES, when operationalized, will help leaders and staff to consistently behave with trust. They are integrity, respect, and customer focus. Here are some examples of some of the observable behaviors for each:

1. **Integrity:** *Making only agreements we are willing and able to keep and communicating immediately if those agreements cannot be kept.*
2. **Respect:** *Treating others as we would like to be treated; listening with the intent to understand without interruption; expressing empathy as needed.*
3. **Customer Focus:** *Asking clarifying questions to be sure we understand what customers need; proactively making recommendations that will better suit their needs.*

These statements are a good start to describe the behaviors that will enable everyone in an organization to manage their own behaviors and to provide feedback.

OPTIMUM LEADERS must have the knowledge that these values are needed. They must have the emotional intelligence skills to act consistent with these behaviors. They need the skill to facilitate their creation. They need influencing skills to help employees embrace them. They need the skill of giving and receiving feedback about these behaviors.

The three operational values of integrity, respect, and customer focus align perfectly with the adopted definition of trust. The four elements in our definition of trust are integrity, concern (a demonstration of respect), competence, and shared objectives. Integrity in the operational values of course, aligns with “integrity” in our trust definition.

Respect aligns with “concern” and customer focus aligns with “competence” and “shared objectives.” This alignment is powerful. Everyone now has the ability (and even the obligation) to observe behavior and either express appreciation or provide feedback.

WHEN THE DESIRED BEHAVIOR is observable it is much easier to express appreciation. It’s also easier to provide feedback when it is not. The skill of providing feedback when necessary is essential because it enables everyone to contribute toward managing the variation in trust. Consistent, helpful feedback creates an opportunity for teams to be self-organizing and self-managing.

The “bad apple” employees cannot continue their inappropriate behavior in a culture that provides immediate feedback. They are now motivated to either change their behaviors or leave. Systems

thinking confirms that the inappropriate behavior of the bad apples is a symptom, not a cause. We need to find the root causes of the poor behaviors. This brings us to the third skill.



CHAPTER FIVE

SKILL #3- LEARNING AND IMPROVING THE SYSTEM

“Quality starts in the boardroom.” ~ Dr. W. Edwards Deming

A SYSTEMS THINKER AVOIDS EXPRESSING BLAME because it damages trust and does nothing to address the real root causes of mistakes or problems.

“Where the rubber meets the road” is a popular phrase that means “there is a point where a theory is applied.” What does a leader do when there is a mistake and/or poor results? This is where the rubber meets the road. How does that leader facilitate improvement? What does that leader do to protect trust and address the root cause?

Leaders need a problem-solving skill that addresses problems and protects trust. They need a problem-solving skill that gives them total confidence the problem will be addressed without micromanagement. They need a skill that reinforces the self-organizing, self-managing, trust environment. This skill must enable people to tell the truth, to manage trust, and to be optimally innovative.

MATCHBOOKS HAVE BEEN AROUND since the late 1800s. The first ones had the striking strip on the



front of the book along with a warning “Close cover before striking.” Careless consumers would often set the entire book on fire because the other matches were easily exposed to a spark when one match was struck. The warning was an “easy” way to

solve the problem. It put the responsibility on the consumer to follow instructions and to be careful doing it. This solution did little to solve the problem.

It wasn't until 1962 that a true solution was found. The manufacturers moved the striking strip to the back of the matchbook, thus preventing a spark from igniting the other matches. This was a true solution to a problem. The solution required a significant change in the manufacturing process. It required innovation and an investment in time and money. It required thought and a predictable problem-solving method. It exemplifies how a change in the system will influence behaviors. This method is known as Plan-Do-Check-Act, the scientific method, and/or the learning cycle.

THE LEARNING CYCLE CAN BE TRACED BACK at least as far as Galileo, who developed the idea of making observations, creating a hypothesis and then conducting an experiment. Edison used the method to test 6,000 materials before finding the one that proved to be most practical and cost effective for the filament for a light bulb.

PLAN-DO-CHECK-ACT is the recommended problem-solving method for leaders who want to protect trust. It requires the creation of an action PLAN including the steps of knowing what to improve, the identification of the current condition of the problem, and how to measure the success.

THE DO portion is carrying out the planned experiment. The CHECK portion is about analyzing the data to see if the hypothesis was correct. The ACT portion is about deciding to revise the hypothesis, revise the method, or to adopt the method just tested. The adoption of Plan-Do- Check-Act creates an environment where blame is unnecessary. Every member of a team can contribute their ideas and their effort to experimenting with new hypotheses and with new methods.

ADOPTING PDCA makes problem solving a fun exercise that can involve everyone. It creates engagement and improved quality for customers. Proper and frequent use of PDCA leads to great ideas like moving the striking strip. The adoption of PDCA starts with the C-Suite leader and that is why “Quality starts in the boardroom.”

THE SKILL OF USING PDCA requires knowledge, the embrace of systems thinking, the appreciation of self-organizing systems, patience to avoid jumping to conclusions (the most obvious answer of the moment), the discipline to invest time and energy in experimentation, and the desire to teach others. It's comprehensive.

Being a leader can go to one's head, encouraging the belief one is omniscient. This belief will damage trust. Enabling everyone to use PDCA in their work boosts trust and engagement and avoids the trust-damaging belief that leaders must be omniscient.

Summary

THINK – BEHAVE – LEARN/IMPROVE (TBLI) is the leadership model that enables an optimum leader to manage trust. By using systems thinking a leader will avoid blame and look for options to change processes in the overall system. By clarifying and following observable values behaviors an optimum leader creates the environment of truth telling. Truth telling leads to the optimum use of PDCA, which leads us all toward continuous learning and improvement.

These three skills are essential for optimum performance and optimum leadership. Start looking for ways to develop them now.

Sources

1. *Boris Groysberg, L. Kevin Kelly and Bryan MacDonald. (March 2011). The New Path to the C-Suite. Harvard Business Review.*
2. *Forum Global Leadership Pulse Survey. (2013). Driving Business Results by Building Trust. United Kingdom: The Forum Corporation.*
3. *Root Inc. (2014). Building a Culture of Truth Telling for Better Employee Engagement. Sylvania, OH: Root Inc.*

CHAPTER SIX

ABOUT THE AUTHOR



Wally Hauck, PhD, CSP

Helping leaders to engage the genius of every employee.

*“There are no purposely disengaged employees.
There are only ineffective leaders and leadership malpractice.”*

Professional Designations

WALLY IS A CERTIFIED SPEAKING PROFESSIONAL. The Certified Speaking Professional (CSP) designation, established in 1980, is the speaking industry's international measure of professional platform skill. CSP is conferred throughout the International Federation for Professional Speakers



only on those who have earned it by meeting strict criteria. The letters CSP following a speaker's name indicate a competent speaking professional with proven experience who understands what is required and knows how to deliver client satisfaction. Fewer than ten percent of the 4,700 speakers who belong to the International Federation for Professional Speakers hold this professional designation.

Wally is a proud member of the [C-Suite Advisors Network](#) C-Suite Network™ is the world's most trusted network of C-Suite Leaders, with a focus on providing growth, development and networking opportunities for business executives with titles of Vice President and above from companies with annual revenues of \$5 million or greater.

If you lead a team today, just knowing the technical part of the job is no longer enough to achieve success. Knowing how to create an environment of employee engagement is now a top priority. For more than 20 years Wally Hauck, Ph.D. has helped team leaders to appreciate how to think differently, behave differently, and improve consistently to achieve predictable performance improvement, employee engagement, and optimum customer experience.

In 1989 Wally experienced a life-changing “wow” moment. He was introduced to systems thinking in the book *The Turning Point* by Fritjof Capra. He realized everything he had been taught in school, and in business, was flawed. Because of this flawed thinking, he realized billions of dollars are wasted every year by leaders failing to fully utilize the abilities of people. At first, Wally couldn't believe it. After much study and exploration, he accepted that a shift to systems thinking was the answer.

He discovered a wealth of opportunity because he was not alone. Virtually every leader and manager had been taught “leadership malpractice.” Wow! Everyone could benefit from understanding and appreciating systems thinking and Dr. W. Edwards Deming's Theory of Profound Knowledge. He concluded these ideas are, by far, the very best way to optimize performance in organizations.

Using systems thinking, Wally created tools such as [Fearless Feedback](#) and the [Complete Performance Improvement Process](#) to show leaders how to have effective conversations about performance. These tools have been implemented to improve performance with more than 200 organizations and hundreds of leaders.

Wally is a bestselling author of two books, including [The Art of Leading: 3 Principles for Predictable Performance Improvement and Stop the Leadership Malpractice: How to Replace the Typical Performance Appraisal](#)

Wally holds a doctorate in organizational leadership from Warren National University, a master's degree in business administration in finance from Iona College, and a bachelor's degree in philosophy from the University of Pennsylvania. Wally is a Certified Speaking Professional (CSP). As a professor of organizational change and development at the University of New Haven in Connecticut, Wally received the highest ratings of all professors in 2012.

Wally has been married to his lovely wife Lori for over 26 years. They have two daughters, one son, three grandchildren, two rescue dogs and a very dysfunctional cat. Wally has passion for golf, family, politics, and good movies.

CHAPTER SEVEN

CONTACT THE AUTHOR

Wally Hauck, PhD, CSP - OptimumLeadership, Inc

Phone: 203-874-8484

Email/Social Media/Author Website

wally@wallyhauck.com

[Facebook](#)

[Twitter](#)

[LinkedIn](#)

[Website](#)

3 Leadership Skills You Need To Optimize Trust

Published by Optimum Leadership, Inc.

United States

Copyright 2018 Wally Hauck

Author: Wally Hauck, PhD, CSP

ISBN: 978-0-9829591-2-1