JOHN MATTONE AND NICK VAIDYA

# CULTURAL TRANSFORMATIONS

LESSONS OF LEADERSHIP
AND CORPORATE REINVENTION

WILEY

## Cultural Transformations

Lessons of Leadership and Corporate Reinvention

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## PRAISE FOR CULTURAL TRANSFORMATIONS

"Essential for practicing professionals and academics, *Cultural Transformations* is saturated with insights and findings on organizational leadership that you can apply immediately. Mattone and Vaidya show why some organizational cultures are able to generate long-term sustainability and how you can implement proven turnaround strategies today!"

Marshall Goldsmith, executive coach and best-selling author of Triggers

"Cultural Transformations is a powerful inquiry into the nature of leadership and the increasing role that culture plays in today's business world. Not only is it inspiring to hear from such a distinguished group of CEOs, but authors John Mattone and Nick Vaidya show us how to implement the type of change and evolution they're talking about."

- Deborah DiSanzo, general manager, IBM Watson Health

"Every year new books are published that offer promising solutions to the business challenges that are present in today's complicated global market. What makes this book special is both the high-caliber inquiry that John Mattone (with Nick Vaidya) bring to the table and the talented and diverse group of CEOs he interviews in pursuit of a deeper understanding of the importance and power of a strong corporate culture, as well as the leadership dynamics required to see it thrive.

I recommend this book to anyone looking for inspiration and creative thought stimulation to bring their company to the next level."

-Bill Logue, former president and CEO of FedEx Freight

"By mining the expert opinions of many successful CEOs and entrepreneurs, John Mattone and Nick Vaidya distill the essential

practices for successful leadership derived from their journeys through failure and success. This book is a tale of hard work and dedication. It is a call to action, a reminder to bow our heads and give deference to the expertise of the team. It is a plea for resilience and an invitation to stay strong and positive through hardships. By reading these pages you will feel the humility of leaders who dispel the mythical figure of the 'super CEO' in favor of a humble builder of teams, one who is aware of the constant and ever-changing business environment and who relies on the wisdom of co-workers. The practical habits described in this book will give you a foundation to become an effective leader."

 Fabio Polenti, MD, chief medical operations officer of The Cleveland Clinic Florida

"I wish that all our leaders—in business and in politics—would read *Cultural Transformations*. It contains invaluable insights from 14 diverse leaders who have each built successful companies and thriving cultures within their organizations. If our leaders digested even a fraction of their wisdom and experience, the world would be a better place."

 Joseph Mancuso, founder of CEO Clubs and author of 27 best-selling business books

"Cultural Transformations is a must-read for leaders of companies of any size and industry. John Mattone and Nick Vaidya are progressive, bold, and inspiring in their modern and 'think differently' approach to leadership. They provide constructive and immediate executional steps that any company can use as they navigate the ever-changing, competitive global marketplace. Enriched by actual conversations with successful CEOs from various industries who share both their professional and personal journeys, this book on leadership is valid, real and transforming."

 Ruthie Davis, founder, president, and designer of luxury shoe brand Ruthie Davis

"In Cultural Transformations John Mattone and Nick Vaidya treat readers to something very rare—a peek inside the minds of 14 CEOs who have successfully led their organizations through major change initiatives. The authors sit you down in a front row seat and give you an unobstructed view of how senior leaders think about and respond to the challenges of the modern workplace. And drawing on their own experience, John and Nick organize the lessons learned from these masters of culture and leadership into a six-step process that will enable you to design and implement your

own cultural transformation. This is a timely book that will stand the test of time."

 – Jim Kouzes, coauthor of *The Leadership Challenge* and Dean's Executive Fellow of Leadership, Leavey School of Business, Santa Clara University

"Cultural Transformations gets at the underlying roots of organizational malaise and lackluster leadership, two of the biggest issues facing companies today. Mattone and Vaidya describe the mindsets required for effective leaders and cultures to thrive in an environment of constant change. Better yet, the CEO interviews provide pragmatic examples and real-world advice, which are much more relatable than theoretical models. This book is a must-read for anyone embarking on a change program."

 Karen Phelan, author of the international bestseller I'm Sorry I Broke Your Company

"Today's leader faces an array of complex challenges not even dreamed about by his or her predecessors. *Cultural Transformations* is a book every leader should read before an organizational transition is on the horizon. It will not only help you to anticipate the future, it will help you to create it in a mature, mindful, and savvy manner – and that's what leadership is all about."

– Lois P. Frankel, Ph.D., author of See Jane Lead and Nice Girls Don't Get the Corner Office

"One of the business world's biggest Holy Grails is learning how to build a corporate culture that supports long term sustainability and growth. In their new book, John Mattone and Nick Vaidya masterfully weave together their own corporate reinvention experience with 14 thought-provoking interviews with top CEOs to create a practical and inspiring roadmap for achieving effective cultural transformation."

Vegar Wiik, executive director, Florida Atlantic University
 School of Business

"In *Cultural Transformations*, John Mattone and Nick Vaidya have brought leadership development to a new level. Through their unique interviews, John and Nick get some of the world's top CEOs to open up and talk about how their values, character, and beliefs have had a dramatic impact on the organizational cultures they have created. This book is a powerful learning vehicle and must-read for all leaders,

future leaders, and organizations that know they must transform to survive."

Dan Hoeyer, founder and president of Leaders Excellence,
 Inc.

"John Mattone's new book (co-authored by Nick Vaidya) builds on his extensive work with corporate executives and offers us great insight on leadership development and cultural transformation built from conversations with 14 top CEOs. It is not a book of abstract ideas but rather a living inquiry into change and leadership through the actual experience of leaders around the world."

- Alper Utko, president of European Leadership University

"Cultural Transformations is packed with sage wisdom from those who have experienced the pain and rewards of transformation in themselves and in leading others through change. This masterpiece is filled with clear realizations that can make the difference between success and failure."

 CB Bowman, CEO of the Association of Corporate Executive Coaches

"Cultural transformation is one of the most difficult things to accomplish and, more importantly, to sustain for any serious leader dedicated to bettering themselves and the world. What better way to extract wisdom and usable nuggets than from the shared experiences of 14 successful leaders. A must read."

- Sean Magennis, COO of Young Presidents Organization

"Cultural Transformations gives you a fascinating look into the hearts and minds of well-regarded business leaders across the globe, an inspiration to any leader who wants to disrupt their business and themselves."

— Whitney Johnson, author Disrupt Yourself: Putting the Power of Disruptive Innovation to Work

"Cultural Transformation is a gift to organizations that will help bring your management team to the next level. Mattone and Vaidya distill the essence of many thoughtful business leaders' experiences—gained over the years—into clear steps and strategies that organizations can put into practice immediately! Cultural Transformations is a paved road toward a healthy, effective, practical, and essential cultural change."

Soliman Maher Arab, founder and managing principal,
 Vigor Enterprises

"Cultural Transformations provides a practical and inspiring roadmap for corporate reinvention and leadership development. Through 14 in-depth interviews with some of today's best business minds, John Mattone and Nick Vaidya take you into the heart of what it means to lead and transform your company in today's rapidly evolving business landscape."

 Labeed S. Hamid, president of Middle East Management Centre and co-founder of Management Centre Turkey

"John Mattone and Nick Vaidya's new book is essential reading for CEOs, businesspeople, or anyone interested in learning how to become a better leader. Their conversations with some of today's most interesting and successful business minds bring to light a treasure trove of useful and inspiring insights into what it takes to build and lead a thriving corporate culture."

- Kevin Dunn, chief executive officer, CEO Clubs of America

"In *Cultural Transformations*, John Mattone uses his extraordinary ability to bring out the best in people through 14 intimate interviews with some of the world's most successful CEOs. He and co-author Nick Vaidya plumb the depths of each CEO's experience, weaving together a profound and practical study on leadership, culture, and the need for corporate transformation in today's business world."

- Romeo Ruh, executive board, ZfU International Business School

"When it comes to challenging territory of corporate cultural change, John Mattone is a master. In his new book, *Cultural Transformations*, he and co-author Nick Vaidya engage in 14 thought-provoking conversations with some of the world's top business leaders about their leadership style and how they built successful, thriving, and profitable cultures within their organizations. It's a must-read for anyone interested in business culture and how to change it."

 Dr. Eva Benesova, executive director, Principal Coaching Ltd.

"Cultural Transformations is an invaluable resource for entrepreneurs, managers, and future business leaders who want to take their leadership and their culture to the next level. Through this book, you will learn from 14 of today's top CEOs about what makes them tick and how they built the thriving cultures that drive their companies' success."

-Kirat Dhillon, Director of HR & Events, Society for Human Resource Management "Culture is a key driver for any organization success. In their new book, John Mattone and his co-author Nick Vaidya show you why. Weaving together a series of intimate interviews with some of the world's most successful CEOs with their own in-depth experience, they show us why and how to get started in the challenging process of corporate reinvention."

 Achal Khanna, CEO, Society for Human Resource Management

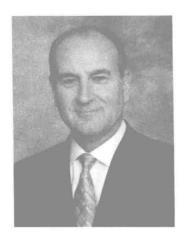
"In our extensive work with companies of all types, we find culture to be the most significant frontier CEOs have yet to explore. In *Cultural Transformations*, John Mattone and Nick Vaidya masterfully guide us in an in-depth exploration of this new frontier. Mining the experience of their clients and many business leaders, they get to the bottom of what it takes to build, lead, and sustain a thriving corporate culture in today's rapidly changing economies."

-Dr. M. Muneer, CEO of CustomerLab

"In *Cultural Transformations*, John Mattone and Nick Vaidya bring you not one, but fourteen intimate conversations with some of today's most successful business leaders. You'll hear about their leadership styles. You'll learn about how they overcame obstacles. And you'll get an inside look into how they built thriving and profitable enterprises by focusing on the health and vitality of their company's culture."

- Dr. Mukul Kumar, president of UWC-USA

## ABOUT THE AUTHORS



**JOHN MATTONE IS WIDELY ACKNOWLEDGED** as one of the world's leading authorities on leadership, talent, and culture. He advises Fortune 1000 CEOs and senior leadership teams on how to create and sustain a leadership and talent culture that drives superior operating results.

John is a powerfully engaging, internationally acclaimed keynote speaker and top-ranked CEO executive coach. If you Google the 30 top leadership gurus of 2015, you'll find John Mattone at number nine, after Marshall Goldsmith and ahead of Jim Collins. He was nominated for the prestigious 2013 Thinkers50 Leadership Award, which recognizes the global thinker who has contributed most significantly to our understanding of leadership over the past two years. He was named to the Thinkers50 "Guru Radar" in 2011 and 2013, which recognizes the world's fastest rising stars in the fields of leadership and management thinking. He is also currently recognized by HR.com and Warren Bennis's *Leadership Excellence Magazine* as one of the world's top

independent leadership consultants, executive coaches, and speakers. John is one of nine executive coaches in the world who have been awarded the coveted Master Corporate Executive Coach (MCEC) certification from the Association of Corporate Executive Coaches.

John is the author of seven books, including two recent best-sellers. He is the co-author of one of the most respected studies of leadership and talent development in the world, *The Trends in Leadership Development and Talent Management*, which is published biannually by Pearson. John was recently appointed Distinguished Senior Fellow of one of the leading business schools in the world, the Hult International Business School, and he is the host of his own show, *The CEO Magazine's C-Suite Coaching Show*.

John Mattone's work has been featured by the Wall Street Journal, Fast Company, BusinessWeek, MarketWatch, Huffington Post, The CEO Magazine, ChiefExecutive.net, CLO magazine, CIO magazine, The Globe and Mail, Harvard Business Review, and many other respected global news outlets. John Mattone and his work have also been the subject of a 30-minute documentary produced by PBS.

John has over 30 years experience in the fields of executive development, leadership and talent development, and human capital management, as an entrepreneur who has built two successful human capital consulting firms, as the president of a multimillion-dollar leadership consulting firm, and as a leading researcher and author. He is known throughout the Fortune 500 as a cutting-edge thinker regarding trends in executive development and developing high-potential and emerging leaders.

John is the founder and CEO of John Mattone-Global. Prior to this, John was the president of one of the top leadership consulting firms in the world, Executive Development Associates, Inc. (EDA), and prior to EDA he was the vice president of assessments for Linkage, Inc. Prior to Linkage, John was the vice president of sales for Drake Beam Morin (DBM), the global career and outplacement firm. Before joining DBM, John spent 10 years building his first successful consulting firm, Human Resources International.

#### CAREER HIGHLIGHTS

- Consulted for more than 250 organizations and coached more than 200 executives
- Addressed more than 500,000 people in over 2,000 speeches and seminars in the United States, Canada, and other countries worldwide

- Co-author of Trends in Executive Development and Talent Management research reports (Pearson 2011, 2013)
- Author of the award-winning "The Role of Assessment in Driving Operating Results," published in Jac Fitz-enz's book, The New HR Analytics (AMACOM, 2010)
- Author of "Predictive HR Leadership," published in Jac Fitz-enz's "Workforce Intelligence Report" (2008)
- Author of Talent Leadership: A Proven Method for Identifying and Developing High-Potential Employees (AMACOM, 2012), an Amazon best-seller
- Author of Intelligent Leadership: What You Need to Know to Unlock Your Full Potential (AMACOM, 2013, foreword by Marshall Goldsmith), a Bloomsberg/Businessweek best-seller
- Author of three e-books: Powerful Performance Management: The Leader as Coach; Powerful Executive Coaching: A Roadmap to Unleashing Greatness in Your Current and Future Leaders; and Powerful Succession Planning (AMACOM, 2012)
- Author of Success Yourself (MasterMedia, 1996) and Positive Performance Management (National Press, 1996)
- John has written over 100 professional articles; his work has been featured in the Wall Street Journal, Globe and Mail, Huffington Post, CEO magazine, CIO magazine, CLO magazine, Leadership Excellence magazine, Human Resource Executive magazine, Entrepreneurs Digest (Singapore), Conocimiento Dirrection (South America), and many others
- Written for and performed in numerous audio and video programs, including Hiring & Performance Management, Focus on Success, The Essentials of Delegation, and the award-winning Street Smart Supervision

#### PROFESSIONAL QUALIFICATIONS

John Mattone holds a B.S. degree in Management and Organizational Behavior from Babson College and an M.S. in Industrial/Organizational Psychology from the University of Central Florida. John serves as an executive MBA faculty member at Florida Atlantic University, where he teaches his popular course, Global Leadership Assessment and Development. John also serves as a senior talent management consultant and master executive coach for Executive Development Associates

(where he formerly served as president), and he was recently named president of the International Center for Business Communication (and is ICBC's first Hall of Fame inductee).

John is a member of numerous professional associations including the Association of Corporate Executive Coaches (ACEC), where he was recently named to the advisory board of the University of Continuing Education Coaching Education and was also appointed as ACEC's Middle East ambassador.

#### WHAT ELSE ABOUT ME?

I am married to my incredible wife Gayle (we recently celebrated our 37th anniversary). We have four adult children—Jared, Nick, Kristina, and Matthew. Gayle and I enjoy all sports activities, especially skiing and bicycling (we typically ride 80 to 100 miles per week). We travel frequently to visit our children, who live in south Florida and Tennessee, and other family members in Boston, New York, and North Carolina.

#### **NICK VAIDYA**

Known as the BlindSpotter, Nick Vaidya is the editor-in-chief of CEO magazine and the managing director of the CEO Leadership Institute. Prior to becoming a serial entrepreneur, he managed a multibillion-dollar product line profitably and was on the Chairman's Strategy Team at a Fortune 50 company. His advice on improving stability and growth is much sought after by C-level executives. Nick's approach is influenced by his doctoral work in empiricism, eclectic life experiences, breadth of business roles, and his in-depth study of the ancient wisdom of the Vedanta.

### **ACKNOWLEDGMENTS**

**THIS BOOK WAS TRULY** a team effort. I want to thank my incredible wife of 37 years, Gayle, who has stood by me every step of the way. Gayle is the most courageous individual I have ever known. She is a two-time breast cancer survivor who never gave up on life, who persevered and continues to persevere to help others through her work as a registered nurse. Gayle is a remarkable role model for our entire family. Gayle, I love you.

Our four children and their loved ones—Jared, Nick and Brinley, Kristina and Darrin, and Matt and Cassee, and one grandson, Luke Dominic—your love is my strength. I love you. I want to thank my father-in-law, Bill O'Halloran, for his many years of support and love and for giving me the gift of his daughter Gayle. I want to thank my late parents, Dominic and Jane Mattone, and my late mother-in-law, Jean O'Halloran, all of whom I know watch over on our family. We go forward every day with character, conviction, and confidence beneath your wings.

I want to thank all my clients who have attended my speeches and programs and those whom I have had the privilege to coach and consult with throughout the years. I have learned so much from you, and I want to thank you for your contributions to this book. I especially want to thank my co-author Nick Vaidya for his incredible contributions to this book, Joel Pitney, who is one of my closest advisors and who worked tirelessly on our book launch and, of course, I want to thank the 14 CEOs who appear in the book for providing such powerful, rich, and deep perspectives on leadership and culture and truly helping make the book come alive. I want to thank Dr. Kerry Healey, president of Babson College, for writing such a powerful foreword to our book.

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Carla Higgins from the Higgins Marketing Group. I want to thank my close friends and global business partners Bonnie Hagemann, Annette White-Klososky, Dawn Ciarlone, and the team from Executive Development Associates; Dan Hoeyer and team from Leaders Excellence; Vegar Wiik, Sybil Alfred, Natalya Sabga, Debra Delach-Dodd, and the entire team from Florida Atlantic University's Executive Education department; Elaine Eisenman and Joe Weintraub from Babson College's Executive Education team; Romeo Ruh and team from ZfU International Business School in Zurich, Switzerland; Graciela Gonzalez Biondo, Chris Stanley, and team from World of Business Ideas (WOBI): Alper Utko, Didem Gurcuoglu, Labeed Hamid, and team from the Management Centre Turkey in Istanbul; Soliman Arab, Sherihan Hassabo, and team from Vigor Enterprise in Kuwait; Christianna Tsiterou and Marie-Louise Adlercreutz from Innoverto. in Dubai, UAE; Hugo Fernando Gutierrez, Alena Cabova, Lenka Krivkova, and team from Seminarium Mexico; Jorge Venegas and Maria Pia Venegas from Seminarium Costa Rica and Panama; Sven Kroneberg from Seminarium International; Juan Carlos Linares and Paulette Manrique from Lee Hecht Harrison in Bogota, Colombia; Faith Chinogurei and Samantha Mawarire from Manifest HRC in Zimbabwe; Bhaawana Devaraath from Synerggie Events in Oman; Muneer from CustomerLab in India; and CB Bowman and the entire Association of Corporate Executive Coaches family, I want to extend special thanks to Joan Bigham, Des Dearlove, Stuart Crainer, and the team from the Thinkers50 for their belief in me and my work. I want to thank Taha Farhan and the team from Globalgurus for their support and belief in me and my work. And, of course, I want to thank all our global speaker bureau partners for their support as well. Special thanks to all my executive MBA students at Florida Atlantic University. I want to extend a special thank-you to my good friend and personal coach, Linda Mattia Potts, who has given me many gifts along the way, but the ones I most cherish are her honesty, wisdom, and inspiration. I want to thank my colleagues and friends from AlignMark-Cabot Jaffee Sr., Cabot Jaffee, Glen Jaffee, and Mike Struth for what I learned from you and for providing me the wisdom and passion to do what I do today.

Lastly, this project would not have been possible without the outstanding efforts of Senior Editor Matt Davis and his team at Wiley. Thank you very much.

## **ACKNOWLEDGMENTS**

**THIS BOOK IS THE CULMINATION** of years of effort—and a philosophical and career transformation from a data-centric empiricist to a creative strategist. In many ways it is also a statement of personal growth from the constrained and limiting thought process required of a scientist to the realm of possibilities expected of a philosopher.

I want to specifically thank a few people who were instrumental in helping me make this journey.

My mother, Nirmala Vaidya, has been a pillar of support all my life and has always been there for me and the family in every conceivable way, ensuring difficult times pass in care and love. Her dedication to the family and its well-being has been her sole focus in life and she succeeded splendidly despite incredible odds. She gave up career opportunities because her children needed her at home. A mother like that needs to be saluted and revered. I also want to thank my father, Narendra Vaidya, for his unwavering focus on education and his family's well-being.

My three daughters, Ashima, Ahna, and Anika, bring such incredible joy and learning into my life. Without the lessons their presence in my life brings, I would not be evolving as a human being. They are the source of my strength and happiness in life.

The support of my incredibly loving extended family including my two brothers, sisters-in-law, nephews, and niece is the reason that I have crossed some difficult times without faltering along the way. Nitin, Namit, Sharmila, Soumya, Amol, Priyanka, Apoorv, and Avie Vaidya—I love you all and cannot thank you enough for being there.

I want to thank my late grandparents, Raghubir Saran in particular, for embodying values that I cherish and make efforts to live by—integrity,

responsibility, and compassion. They are the reason I am part of an absolutely adorable and loving family of uncles, aunts, and cousins who are always there for me.

Thanks go to Suma Nithya and Faisal Kalim—my closest colleagues, partners, and friends whose unyielding support for the cause of our group is critical to its survival, as well as Abryl Acosta, the au pair for my children and a dear friend, without whom I would not be at work even for a single day. I thank them from the bottom of my heart for being there in my life. I would be remiss if I did not thank my long-time friends Dr. Ranvir Singh, Dr. Sunny Singh, Dr. Sanjay Misra, Dr. Steven Sivo, Punita Srivastava, and Vivek Gujral.

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Nick Vaidya