

# 5 Things Emerging Leaders Want From Their Bosses



**... Plus 10 of Our Most Popular Leadership Learning Moments**



MICHAEL HOLLAND

[www.BishopHouse.com](http://www.BishopHouse.com)

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*Enjoy these top posts from Michael Holland’s weekly Leadership Learning Moments which provide leaders and their colleagues with inspiration - or reminders - regarding the critical role leaders play in the lives of employees.*

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## 5 Things Emerging Leaders Want From Their Bosses

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There's a dance going on each and every day between emerging leaders and their bosses. The emerging leaders are in their first management role, trying desperately to balance an insane workload with the art of delegating to their former peers. The emerging leaders appropriately want/desire a consistent, safe space to gain wisdom from their bosses in order to form the foundations of their management skills. However, their bosses are dancing to a whole different beat — think country-western 2 step versus hip hop — as they rush through their week, oblivious to the gap they are creating with their emerging leaders.

Hey bosses, here are 5 things emerging leaders want from you.

1. **Give Me Real Time** – Be in the moment when you are meeting with me. Stop looking at your phone, stop gazing off thinking about your next meeting, stop looking at your computer to see the emails arriving and stop canceling and shortening my meetings with you.
2. **Convey That You Understand the Role of the Leader** – You are leading me while I develop an understanding of what this role of a leader really is all about. You need to be at least one step ahead of me so that you can guide me forward. Need help? Read John Maxwell's [The 5 Levels of Leadership: Proven Steps to Maximize Your Potential](#) to gain some insight.
3. **Explain The Secret Code of Urgency** – To me, everything piles up into a huge mountain of urgent. I'm now invited to too many meetings that are humanly impossible to attend. You need to provide the guard rails which enable me to decipher the new language of management urgency. How can everything be urgent?
4. **Act Like the Leader You Want Me to Be** – You are the example I am supposed to follow. Your actions and behaviors speak volumes to me regarding how a leader leads. Telling me how to lead, blowing off my meetings, yelling at me, never being happy with my decisions, dumping projects on me versus delegating, and letting the full extent of your "personality" flow forth like water from a fire hose show me the walk you are walking. Is this really how you want me to behave with my team of employees?
5. **Shut Up and Listen** – I haven't been through a management training program – for whatever reason – and I have thoughts/ideas/questions/instincts/beliefs that I need to reconcile. Stop talking and really listen to the question behind my question I am asking or wrestling with. Reveal the listening skills you expect me to use.

And by the way, I can intellectually understand you may only be a step or two ahead of me in understanding the art and science of leading people because you didn't get trained for the job either. But you are paid the big bucks to figure it out and teach me. So get on with it.

### Coaching Thoughts – For You and Your Peers

- Force rank the five items. Find a peer and have them do the same. Now compare and contrast your lists and talk through the first two items on your list.

- Are you further up the food chain in leadership? Which of the five items would the leaders you lead say best describes you?

## 3 Habits New Managers Should Be Starting

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The power of our brains to create and execute habits can be extremely beneficial or detrimental. Your brain doesn't know the difference between the habit to walk (think about it) and the habit to grab that unhealthy snack every night. The brain simply recognizes something being performed several times and creates an efficient routine to execute based on the some sort of trigger. You drive a car and barely think about the 30-minute drive you just took versus a 17-year-old driving for the first time on a busy highway who is emotionally and physically drained after 30 minutes because of everything he must do not to crash.

New managers have the rare opportunity to start healthy habits as they move into their new roles. Here are 3 habits they should be starting.

**The Habit of Focusing on the Right Work** – Your previous to-do list structure/format/methods need to be examined before blindly continuing to use them. Your role requires different activities and investments of time and energy. You should review Stephen Covey's 4 quads and narrow your gaze to getting to quad 2, that important yet not urgent work. Need a refresher? [Go here for a graphic](#) and [here to watch a 4 minute video by Robin Perry](#) on prioritizing your work.

**The Habit of Keeping Notes** – Your role now requires you to keep notes on the highs, lows and mundanes of your employees. This is a new habit and unbelievably important. You need to tell the story **of** your employees over time and have a place to review that story as you prepare for informal and formal conversations, such as reviews. I use Evernote to track all my notes on the leaders and executives who work through coaching programs. Take a quick read of the [New Take on Tracking Performance](#) to get up to speed.

**The Habit of the 2-Minute Drill** – You will get more email than before; a lot more email! You must create – or renew – the habit of David Allen's 2-minute drill. If you can deal with/complete/accomplish an email within 2 minutes, do it now. The time to organize that email and then review it later for accomplishment will be greater than the original effort to just get it done. Want to learn more about the cult of GTD (Getting Things Done) and David Allen? [Start here at Wikipedia](#).

Great leaders learn to lead well because they are willing to start new habits as opportunities arise, such as a promotion to a new role. They choose to assess, eliminate, tweak, habits to increase their effectiveness.

### Coaching Thoughts – For You and Your Peers

- What one habit would you like to change in your daily routine as a leader?
- Grab a peer and review Robin's 4 minute video on your smartphone while you are waiting for that 5<sup>th</sup> meeting of the day to start. Talk about one key learning from the video.
- Which of the three habits new managers should be starting would you most like to implement? Why?

## 5 Effective Habits Leaders Should Create

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A seasoned Senior Vice President appears to have it all together. He glides through the office with ease, almost strutting with an aura of success and accomplishment. He drives projects to conclusion, he musters employees and whole departments to give more and more work effort. He leaves late in the evening, piloting his BMW 750i swiftly out of the parking lot. He's put in his 12 hours and accomplished much. Or has he?

There's a huge difference between getting things done and being effective. The [famed management expert Peter Drucker](#) had a lot to say about that gap which exists for most executives. He believed that being effective is a habit which must be practiced to become ingrained in our lives.

Here are his five habits to be a truly effective leader.

1. **Know Where Your Time Goes** – Effective leaders have measured their activities to know where their time goes, to whom and for what reasons so that they can best invest their discretionary time, that time they can actually control. Do you know where your time goes during each day? What work are you actually performing? And for how long?
2. **Focus on What Results are Expected Rather Than Work to be Done** – All leaders give effort, working hard to accomplish something. Effective leaders focus keenly on the results and not on the effort. They ask the question “what can I contribute?” versus “what can I do?”
3. **Build on Strengths** – Effective leaders leverage their strengths, the strengths of their team, their key players, and their colleagues. They form teams around talents. Abraham Lincoln famously recruited his former rivals to join his cabinet and [built the team of rivals](#) into a highly productive and critically acclaimed leadership team.
4. **Concentrate on Doing First Things First** – Effective leaders know their priorities and concentrate deeply on doing one thing at a time with the limited discretionary time they have. They gain tremendous leverage with all their capabilities focused keenly on the priority.
5. **Make Effective Decisions** – Any fool can make lots of decisions. Effective leaders make extreme judgment calls which are not born of consensus. Per Drucker, “The understanding that underlies the right decision grows out of the clash and conflict of divergent opinions and out of the serious consideration of competing alternatives.” Effective leaders enable an environment to bear out effective decision making.

Increasing your effectiveness as a leader is the only true area you can own and hopefully raise the level of personal performance and satisfaction.

### Coaching Thoughts – For You and Your Peers

- Do you feel “effective” in your role? Or just surviving?
- Of the five habits, which would be the hardest for you to implement in your leadership role? Why?

- Do you know where your time goes? Write down your perception on a piece of paper and place it in an envelope. Track your time for 7 business days, analyze it and then compare the results

## 5 Mistakes Emerging Leaders Make

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Most emerging leaders take on their first management role between the ages of 28 and 32. They are put in charge of their former peers and expected to continue producing top-notch work while they take on managing the team. New to the job and with no training, these emerging leaders fall into habits which will limit their capability in the role and, more importantly, create questionable lifelong leadership habits which limit their potential for great impact.

Emerging leaders are trying very hard to be successful, but too often, their mistakes are the outgrowth of their environment and the lack of good training and coaching. You have probably seen these five mistakes emerging leaders make (and possibly noticed them in seasoned leaders as well).

1. **Believe there is perfect way to manage others.** Emerging leaders look around and see seasoned leaders who make the work of leadership look easy. It seems as if there must be a secret book or something that will reveal the formula for being the perfect manager. It's difficult for a high-performing individual contributor to not expect that there is a perfect way to manage, but the truth is that each leader must find the leadership voice and style which works well for them.
2. **Model their behavior after powerful leaders in their organization.** HiPPO (the highest paid person's opinion) leaders appear to be great leaders. But while we may think status and pay equal intelligence and good leadership, there is actually little or no correlation. Emerging leaders have great difficulty delineating between power and influence (with the former being more easily seen by the wide-eyed rookies). In addition, many of these "seasoned" leaders have spent 10 to 15 years in leadership roles without training, and may very well lack a deep understanding of the true role of a leader.
3. **Expect they will excel at management because they excelled in their prior role.** It is very difficult for anyone to move from a position of success to a different role. If we moved the Controller to the role of Sales Manager, we'd expect that she would need time to be good in the new role. Emerging leaders are most often leading their former peers, and while they are intimate with the work of their team, their role as the leader is a completely different job. Because of this, emerging leaders make the mistake of misjudging how quickly they can become proficient in the role of a leader.
4. **Underestimate the value of honest, direct and consistent feedback to employees.** Emerging leaders do not have a leadership voice yet. They are unsure of how to handle conversations that on the surface seem to deal with conflict. When they eventually build up the nerve to have a sensitive conversation, these young leaders feel like a 10-year-old coming up to bat against a major league pitcher. Emerging leaders speak too seldom and not about the right things. Unfortunately, this is often repeated behavior they witnessed from their bosses over time. They miss the opportunity to create a leadership habit of communicating early and often.
5. **Manage their "to-do" lists in the same ways they did as an individual contributor.** While these new leaders are tasked with some of their former work, they do not recognize that a new job requires new tools (or at a minimum, adapted tools). They utilize the same habits that made them

successful as an individual contributor, unaware that the work of a leader is much different and requires different thinking skills.

We must seek to enable emerging leaders to learn successful leadership habits as early as possible so that they can become models for future leaders to replicate.

### **Coaching Thoughts – For You and Your Peers**

- Have you ever made any of these five mistakes as you've grown as a leader? What can you do to prevent emerging leaders on your team from making the same ones?
- Why do you think so many new leaders feel that a strong performance in their former position guarantees competency in their new role?
- Mistake #4 in this Leadership Learning Moment talked about the importance of feedback. How can an emerging leader learn to provide feedback often and about the right things?

## 9 Things You Should Know as a Manager

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Your role as a manager – should you choose to accept it – is to effectively manage the people asset you’ve been charged with owning. This means:

1. You are responsible and accountable for the effectiveness and productivity of each individual person on your team, as well as the team as a whole.
2. You have a title, but you need to earn the right to lead. Sure, people will do what you say because they have to, but that’s all they will do. To elicit greater dedication, you must earn the right to lead.
3. You make more money because you have a greater responsibility... not because you’re entitled to the money to make the car payments on that new Audi you just bought.
4. While you write and deliver performance reviews because HR told you to, your real role is to be delivering constant feedback to employees. A performance review is a bureaucratic weapon used by corporations to force managers to do the work they should be doing every day.
5. You have to stop using the words “they” and “them” for management because you are they and them.
6. Your job is to ask those awkward questions that no one else wants to in order to bring key issues and conflicts to the surface. Plus, you can really get to know your employees.
7. Accountability is no longer a nifty term you get to throw around. You are fully accountable for all the good things and challenging things your employees do.
8. You will sit in meetings that seem to be, and likely are, totally useless, and you will receive more emails than are humanly possible to read during a workday.
9. But most importantly, you will have the opportunity to influence the lives of people whose whole perspective –of a day or even a season of life—can be changed for the better by the way in which you choose to lead.

### **Coaching Thoughts – For You and Your Peers**

- Is there one point (or even two or more) on this list that you find yourself struggling with? Are there some that come more naturally to you?
- Why is it important to recognize that these come along with being a leader? Can you be a good leader without them?
- Pick something from this list to focus on this week, and make a conscious effort to improve your leadership in this area.

## 5 Things Great Leaders Never Do

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Great leaders do all the right things. They establish a culture and traditions within their teams; they communicate and coach up their employees constantly; they situationally adjust their leadership style to match the environment and the mood of their employees; they encourage their employees to stretch their abilities; and on and on and on.

But there are 5 things great leaders NEVER do....

1. **Lecture employees on work-life balance.** Great leaders know that the work and personal lives of employees are intertwined in a way that requires a *blending*, rather than *balancing*, of their energy.
2. **Abandon their post.** They stand tall and straight, always taking full responsibility for their behavior and the behavior and outcomes of their team. Great leaders know that the role of a leader requires them to have broad shoulders and kind hearts.
3. **Leverage their title for authority.** Great leaders know they must earn the right to lead, gaining permission from employees through the development of one-to-one relationships.
4. **Shy away from giving feedback.** Great leaders know that there are hundreds of learning moments each and every day. They seek out and seize these learning moments as coachable opportunities for their employees, and they provide critical feedback in the same manner as positive reinforcement. This enables employees to engage in self-development.
5. **Make dishonorable decisions.** Honor and integrity are serious characteristics of great leaders. They know that it is far more important to make the right decisions for their team than to succumb to the immoral, narcissistic draw of self-gratification.

The role of a leader comes quickly to many professionals as they move up within the ranks of an organization. Unfortunately, for a lot of people, a promotion is merely the next step in the path to obtaining a certain status and income level. And too often, these new leaders receive little or no training and practice in the art and science of being a great leader.

Learn to be a great leader by focusing not only on what you should do but also on what you shouldn't do.

### Coaching Thoughts – For You and Your Peers

- Which one of the 5 things listed in this Leadership Learning Moment do you feel you struggle with most as a leader?
- Did you have any training for your first leadership role?
  - If yes, how did it go? What was it like?
  - If no, how can you apply this advice to yourself as a leader now? How can you help to train up other emerging leaders?

## The Celery Test of Your Leadership

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While at the grocery store, you see two friends checking out with different cashiers. One is buying nachos, French onion dip, a 12-pack of Coke, and a box of pastries. The other friend is buying fresh celery, low-fat yogurt, bananas, and organic apple juice. Both friends have recently told you that living a healthier life is very important to them. Clearly, one friend has aligned his actions with what he says he believes.

Your [leadership decisions and behaviors](#) reveal your true beliefs, purpose, and what's most important to you. Many leaders talk a good game about how they lead, inspire, and motivate their employees, but only a few self-actualized, hearty leaders actually lead in ways that support what they say. The evidence for this is striking when you see their employees:

- Empowered employees will surround a leader who empowers others.
- Confident employees will surround a leader who has instilled confidence in others.
- Energized employees will surround a leader who has inspired others to a great cause.

If you're buying celery and healthy foods, you don't need to tell me you're trying to live a healthy life: I'll already know that you are. The same goes for living out good leadership. If you are wondering where the good leaders are in your company, just find the pockets of highly engaged, energized, and empowered employees: they will point you directly to the better leaders.

### Coaching Thoughts – For You and Your Peers

- Take a few minutes to look at the leaders in your life: do they pass the celery test? Now do the same for yourself: do you?
- What beliefs form the core of your leadership principles? How do they shape the way you treat your employees, peers, and bosses?

## These 3 Habits Keep Leaders From Working 7 Hour Days

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There's the young emerging leader slowly walking in the door to work at 7:50 am. His face reveals the agony he feels on this Friday morning, as he's worked so many hours this week just trying to get ahead of the workflow for his team and himself. He's in for a 10 hour day again and still won't feel like he's accomplished much. He looks around the office and sees other leaders walking around in a similar zombie-like appearance, migrating to their offices and conference rooms with little excitement. He wonders to himself, will I do this for the next 32 years of my career?

Leaders are killing themselves by working longer rather than smarter. Here are 3 habits keeping leaders from working 7 hours a day.

1. **Leaders are Meeting for Meetings' Sake** – So the average length of a meeting is between 60 and 90 minutes, 9 out of 10 people daydream in meetings, 60% of meeting attendees take notes to appear as if they are listening and 63% of the time, typical meetings do not have prepared agendas. Get smarter about meetings, listen to Patrick Lencioni's [Death by Meeting: A Leadership Fable...About Solving the Most Painful Problem in Business](#) which will take less time than the meetings you will attend today.
2. **Leaders Lack Real Prioritization** – If you could leave work when you have completed the 3 most important things you were supposed to do for the day would you know what those 3 things are? Virtually every time management tool, methodology, and cult hinges on a premise that you must determine your priorities. Each afternoon just before you leave the office, write down the 3 things you must get done tomorrow. Make this a habit for 21 days and let me know how it's working out for you.
3. **Leaders Have Bought Into the Belief the Workday Should be Longer** – As professional workers, most leaders aren't supposed to look at their pay on a per hour basis. We buy into the belief that we are supposed to work the time it takes to get the job done. We believe that we must be in the office for 9 hours and be connected to others in the hours leading up to our workday and the hours after our workday. What I wonder about is this: how many hours a day can you truly be productive?

Emerging leaders have little latitude in their ability to control the culture, politics and workday expectations in which they have found themselves. But they can control how they survive and thrive in these environments. They can choose to create their own standard to which they will adhere and, ever so slowly, build a tribe of peer leaders and employees who will adjust to the environment.

Seasoned leaders have the personal, political, and organizational power to adjust the workday expectations. But do they have the fortitude to leverage these powers to create new standards?

### Coaching Thoughts – For You and Your Peers

- Why do you think seasoned leaders hesitate from adjusting the expectations of the standards for workdays? What would you think of a seasoned leader who started working just 7 hours a day?
- What is the biggest time waster for you during most days?

- Do you know your true priorities for the day? Find a peer to partner with on the 21 day challenge to set your priorities for the next day and together see where the challenge leads you.

## The One Thing a Great Leader Changes to Inspire a Team

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It is the 5<sup>th</sup> inning and the team is down 9 to 0 in the national championship baseball game. The coach looks around at his team of teenagers, playing in what they see as the most important game of their lives. He's a talented coach and was a star baseball player himself. He well knows the look which is on every kid's face, that look of discouragement and lack of belief in themselves to overcome the major obstacles of this game - that look revealing the heavy weight of energy-sapping fear. The coach changes one thing which becomes a keystone to changing the outcome of the game.

The coach adjusts the prime directive. He tells his players that while they are at bat, all they need to focus on is getting a hit to get them to 1<sup>st</sup> base. That's all. Don't worry about the score or the other players or trying to get the big hit. Just focus on the fundamentals of hitting the ball to get a single and believe that you will get that hit.

The momentum started with a hit and a player going to 1<sup>st</sup> base. It continued as player after player focused on the prime directive of getting a hit to get to 1<sup>st</sup> base. By the 9<sup>th</sup> inning the team had overcome the score differential and overtaken the other team to win the game.

The science of management can be learned fairly easily. The art of leadership though, is something that evolves organically in one's nature. It's the confluence of an instinct and insight: An instinct that something needs to be adjusted and the insight, combined with wisdom and courage, to take a specific action. Usually the action itself is not difficult but merely a behavior which employees know how to perform. But you need to have the insight to see your options and to assess in a moment what action to take.

The lesson those ballplayers learned that day far outlasted the game. They saw, felt, and tasted good, inspired leadership. They experienced a coach who showed them the obtainability of a future state through a behavior they knew well. The coach slightly turned the dial of focus to narrow in on an exact behavior that created small results, culminating in a cascade of larger results. He changed the prime directive.

### Coaching Thoughts – For You and Your Peers

- What is your prime directive for today, this week? Hint: This is not your to-do list.
- Think about an employee who is doing well but hasn't yet hit her full stride. What are you doing to limit her success in how you lead her towards a prime directive?
- Think about a major success you've had and then analyze the behaviors that led to your success. Were there any keystone behaviors that changed the course of events?

## 3 Vacation Habits Managers Should Correct

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It's a beautiful little house on the lake. With the windows open early in the morning, the cool breeze comes off the lake, providing a fresh feel to the new day. The small waves lap against the shore and birds can be heard singing in trees. It's 5:00 am and there's Manager Matt relishing his 4<sup>th</sup> day of his family's week-long summer vacation, sipping coffee while reading his email. He's found that perfect window of time to work for an hour or so before anyone else will be up in the house. He's so proud of his ability to balance work and family that he misses the ignorance of the shallow façade he's created and the weak, career-limiting habits he has formed.

Given the behaviors of most managers around vacations, we might as well just eliminate the word vacation from our vocabulary and just call the time what it is: working remotely for the week.

Here are three vacation habits managers should correct.

1. **You Can't Live Without Your Job** – You seem to find a shallow self-worth in your ability to grab slices of time on vacation when you can check email and make a call just to check in. You get up an hour or two before the family for this work so that you don't impact the "family vacation time," even though you spend a good portion of the rest of the day thinking through the problems and situations from those emails. You rationalize that these behaviors will make it easier for reentry to the work world upon return from vacation, ignoring the reality that you basically haven't even gone on vacation. Great managers seize the opportunity to be fully engaged for rest, rejuvenation and restoration found on vacations when separating fully from work.
2. **Your Internal Clock is Off** – You are in such a Pavlovian habit of attending hours upon hours of meetings every day that you are lost on vacation without meetings to make you feel productive. Time seems to have a different cadence on vacation. Once the fog begins to clear, you begin to look at activity-based blocks of time, chunking out the day with breaks when nothing may be happening. What do you do with nothing? Great managers let their brains and bodies recharge by day dreaming, napping, or just staring at the waves breaking against the shore.
3. **You Don't Have a Life** – While on vacation you describe yourself to a new acquaintance via your job title and a bland summary of the type of work you perform, since you spend an exorbitant amount of time working during the year and have nothing else in your life beyond the labels that identify you. Imagine a vacation which included your passions, interests, and hobbies which add substance and depth to your life and feed your brain. Without a life you are limiting your ability to lead your team to creative decisions, as well as reducing your capacity to be intriguing, an oft overlooked trait of successful managers.

Choose well "how" you will vacation this year and what you can learn about yourself to be a better manager.

### Coaching Thoughts – For You and Your Peers

- How well do you disengage from work while on vacation? How would your family, friends, significant others grade your ability to disengage?

- Does your boss expect you to be available while on vacation? How do you know this? Have you had a direct conversation?
- If you could only work 7 hours a day for the next 6 weeks, what behaviors would you change? What meetings would you eliminate?

## 5 Types of Authority Available to Managers

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As a leader, you have authority over critical resources. What's the basis of that authority? Generally, authority could be defined as: the power, the right, the clout to influence people and get them to do what you want and need them to. But in active leadership we can delineate that definition a bit further. Here are several types of authority that can be leveraged.

- **Legal** – based on the ability to influence others based on your official authority and position.
- **Expert** – based on your knowledge and expertise.
- **Reverent** – based on respect for you and/or your knowledge and expertise.
- **Reward** – based on the giving or withholding of rewards.
- **Punitive** – based on the imposition—real or implied – of a penalty for fault, offense or violation.

What type of authority do you think is most effective? Well, that will depend on the dynamics of the situation, the culture, your leadership style and your leadership maturity.

Emerging leaders too often fall back on their legal authority when they get frustrated, reverting to some phrase like, “well, I’m the manager and you need to do what I say” as a last ditch effort to gain control of a situation. While they may get movement from employees with this path, they won’t create the buy-in they truly desire.

Great leaders lead well by because they’ve thought deeply about their leadership style and their stage of maturity. They then earn the right to lead by selectively leveraging the right type of authority required for the current dynamics of the situation.

### Coaching Thoughts – For You and Your Peers

- Think back; who in your past – boss, parent, pastor, coach, teacher, etc. – has used the different types of authority with you and what were the behaviors you exhibited as a result of that authority?
- Which type of authority feels most comfortable? Which the least comfortable? Why do you think that is?
- Describe your leadership style in 20 words.

## About Michael Holland

Michael Holland unravels the mysteries of leadership. Michael is a professional executive coach and trusted advisor to executives who seek to become better leaders and build cohesive teams. Michael's wisdom and insight are the product of 30 plus years of leadership experience and an uncanny, natural ability to perceive the questions that need to be asked.

Michael founded Bishop House Consulting in 1999 to provide organizational leadership expertise and team development services to companies experiencing dynamic change. Michael has provided distinguished executive coaching services to well over 350 leaders in organizations ranging from start-ups to multi-billion dollar corporations. Michael earned his MBA from the University of Baltimore and is the author of *Leadership Learning Moments*, a weekly inspiration – or reminder – regarding the critical role leaders play in the lives of employees. His most recent book, [\*#Leadwell: A Collection of Leadership Thoughts for Thoughtful Leaders\*](#), was published in January 2014.

In addition to his role as President and Owner of Bishop House Consulting, Michael currently serves on the Area Committee for Young Life Capital Region, invests his time and energy instigating men who seek more purpose in life, is a member of Grace Chapel of Clifton Park and is active in the Burnt Hills, NY community where he lives with his wife and their three children.

LinkedIn: <http://www.linkedin.com/in/mikeatbishophouse>

Leadership Learning Moments Blog: <http://www.bishophouse.com/leadership-learning-moments/>

Instigating Men Blog: <http://www.michaelsholland.com>

Email: [mike@bishophouse.com](mailto:mike@bishophouse.com)

## About Bishop House Consulting

Bishop House Consulting, Inc. excels at building leadership capability within all levels of individual leaders as well as the leadership capacity of organizations as a whole. The firm works on-site to be in-person with leaders through coaching projects and training programs that focus on building from the core out. We believe creating deep self-awareness of one's leadership style enables opportunity to build trusted relationships, which in turn allows for the formation of cohesive teams. We help leaders to seek those keystone behaviors in their core management routines which can be adjusted to allow for initial shifts in their leadership behavior. With continued practice, these behaviors become effective leadership habits, resulting in more effective leaders and greater leadership capacity within the organization.

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