

A stylized, monochromatic globe in shades of red and maroon serves as the background for the entire page. The globe is centered and occupies most of the frame, with a dark blue rectangular box overlaid on the right side containing text and a logo.

CONVERSATIONS THAT MATTER

The World Needs Good Leaders Now



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Introduction

On Feb. 14, 2018 a gunman opened fire at Marjory Stoneman Douglas High School in Parkland, Florida, killing 17 students and staff members.

Days later, students from the school who survived the traumatic ordeal after hiding in closets for hours, fearing for their lives, and texting good-byes to loved ones, called for stricter gun controls in order to stop tragedies like this one from reoccurring.

The Parkland incident is the latest mass shooting in the United States from a long list that includes the Columbine Massacre in 1999 (15 deaths), Sandy Hook Elementary School in 2012 (27 deaths) and 59 people killed and more than 800 injured at a Las Vegas hotel and casino in October 2017. Since Columbine, 150,000 students attending more than 170 schools have experienced a shooting on campus, according to Danielle Campoamor in an article for Cosmopolitan.

The students who are speaking out have become reluctant leaders of a movement for gun control.

Why?

Three reasons: They want to feel safe at school, they want the deaths of their fellow students to mean something, and because politicians and lawmakers — those who should be leading — aren't doing it.

In an article for CBC News, Steven D'Souza writes about Stoneman Douglas senior David Hogg:



When I met him he was bouncing from media interview to media interview, showing poise well beyond his years. He had become the face of a community crying out in anger. He said it was a role he never wanted and that the fact that he, a 17-year-old, had to do it showed how broken the country was."

Cameron Kasky is another student leading the Never Again movement that resulted from the tragedy. He wrote to Florida Senator Marco Rubio: "As a student who was inside the school while an active shooter was wreaking terror and havoc on my teachers and classmates with an AR-15, I would just like to say, YOU DON'T UNDERSTAND."

D'Souza's article said: "He said he and other Parkland students feel abandoned by politicians who have failed to keep guns out of schools. And while he doesn't want to take away everyone's guns, he says he knows the country can do better."

Are the students right? Is leadership failing in the United States? In other countries around the world? In businesses?

In a Time magazine story about the March for Our Lives event organized by the students and held in Washington, D.C. in late March, Katie Reilly quoted Kasky as saying: "My generation — having spent our entire lives seeing mass shooting after mass shooting — has learned that our voices are powerful and our votes matter. We must educate ourselves and start conversations that keep our country moving forward and we will. We hereby promise to fix the broken system we've been forced into and create a better world for the generations to come. Don't worry, we've got this."

Alyssa Satara of inc.com says three lessons in leadership can be learned from the community of Parkland in the creation of the Never Again Movement:

1

Support and hear others: The community of Parkland is asking for people to listen to each other, reach a compromise and find solutions together. "One of the most incredible leadership qualities a person can have is being able to put bias aside, and listen to people of opposing views. And more importantly, work with and for them."

2

Use your voice to stand for those who have no voice: Leaders such as Martin Luther King Jr., Nelson Mandela, Gandhi and John F. Kennedy all had something in common, speaking up for issues that were bigger than themselves. "They used their voices to bring positive change to people who did not have the power or the platform to use their own voice."

The student leaders are speaking on behalf of those who died in the shooting and in the hopes that no one else has to go through a similar tragedy. "And as we've seen in history, speaking your truth in an effort to serve others is an incredible quality of any leader."

3

Stand up to those more powerful than you: "These teenagers are standing up to politicians, asking extremely tough questions and demanding even tougher results. This is courageous, and an extremely powerful quality of any good leader."

Satara writes:



Although many see these teens and this community as survivors, they'll go down in history as leaders — because all of these are incredible examples of leadership. And individually, they're impeccable qualities every leader should have."

Like these students, looking at what's going on in the world, there's a lot of poor leadership. From uninformed and reckless presidents, to corrupt dictators who persecute and murder innocent people, to incompetent business leaders who encourage cheating or improper conduct, citizens of the world deserve better.

We need to have good leadership, but how can that be accomplished?

The Stoneman Douglas students are examples of good leadership, much like those involved with the Times Up movement that was born earlier this year from the shocking revelations of widespread sexual abuse in Hollywood.

What makes a good leader? What is the impact of poor leadership? How can we become better leaders?

These questions and more will be explored in this Conversations That Matter Guide - The World Needs Good Leaders Now.



To lead people, walk beside them. As for the best leaders, the people do not notice their existence... When the best leader's work is done, the people say, 'We did it ourselves!'"

– Lao Tzu, Chinese philosopher

What Is Leadership?

*From Velsoft Training Materials' course:
Business Leadership*

At its core, leadership means setting goals, lighting a path, and persuading others to follow. But the responsibility entails much more. Leaders must get their message out in a way that inspires, make the most of their limited time, and build roads to precious resources. They must negotiate alliances, improve their colleagues, and align the ambitions of the many with the needs of the organization.

What makes for a great leader? Is it something to do with inward characteristics, such as confidence and focus? Is it more about outward presence, including charm and compassion? Or is it about the ability to create a vision and get others to commit to it?

The answer is all of the above. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.

THINK ABOUT:

Who do you consider to be a good leader?

What makes this individual an effective leader?



Leadership entails; having a clear vision, ability to communicate the vision to team members, ability to organize in an effective and efficient manner, inspiring subordinates towards fulfillment of organization's goals and balancing the conflict of interest of all subordinates and stakeholders. Leadership encompasses all spheres of life; family, political, management or economic."

From: <https://www.managementstudyhq.com/importance-qualities-good-leader.html>



Become the kind of leader that people would follow voluntarily, even if you had no title or position."

– Brian Tracy, Canadian-American motivational public speaker and self-development author

Qualities of a Good Leader

From Management Study HQ and Velsoft
Training Materials' Leadership Skills for
Supervisors: Communication, Coaching
and Conflict

Influence

Models the behavior they want to see,
always acts professionally, provides
guidance and motivation.

Communication skills

Gives clear verbal and written
instructions and possesses effective
listening skills.

Delegation

Knows when to share responsibilities
to improve productivity.

Confidence

Projects self-assurance, allows others
to use their strengths and doesn't
waver over decisions.

Organization

Possess exceptional organizational
skills to achieve goals and enhance
productivity.

Negotiation

The ability to establish a mutually
acceptable solution when conflict
arises.

Unbiased

Treats everyone fairly.

Integrity

Shows honesty at all times to gain
trust and respect, while fostering good
values in others.



Qualities of a Good Leader

Good Leaders

When you consider different aspects of leadership, you can learn from the insights of global business leaders and research in order to make your own foray into leadership as effective as possible. One of the areas that many leaders struggle with is performance management. We are very good at identifying the things that people do wrong (or the gaps in their performance), but we may not be as good at recognizing their success. For example, if you complete a project and 90 per cent of the work is exceptional, a typical leader will ask why you missed the other 10 per cent.

Instead of looking for gaps and managing performance from a negative perspective, think of our job as leaders as one to help people do more and do better. Empowerment means that leaders make sure that people have what they need to do their work, while still being accountable for what they do. Often, leaders will congratulate themselves when things are going well, and then look for people and outside factors to blame when things are going wrong. This is unfortunate, and a sign of how our egos can stop us from being truly effective.

In Jim Collins' bestseller *Good to Great*, he talks about humility in leaders. Humility allows a leader to realize that it's not about him or her; leadership is about making sure that people have what they need in order to do their best work. Humility is best demonstrated by action – and not the self-serving kind of actions either!

Humility is doing what needs to be done without fanfare. It's not demonstrated by updating social networking sites and bragging about the things that you have done.



Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine."

– Chris Hadfield, Canadian astronaut (now retired) who served as commander of the International Space Station

Qualities of a Good Leader

Relationship Skills

Good leadership skills start with good relationship skills. In any situation, workplace relationships enable you to build support, defuse tension, gain collaborators, avoid negativity, and improve productivity for you and your organization. Healthy relationships may look easy to build and maintain, but as with any success they take skills and effort.

Some tips:

- Be kind, always pleasant, professional and focused on issues, rather than personal opinions. You do not always know the person behind the issue, base actions only on what you know.
- Be tactful. Friends are made, and bridges built, with knowing not only what to say, but when and how to say it. Emotional pain is deep and not easily forgotten, even if inflicted in error.
- Watch your body language, confidence without aggression, relaxed without sloppiness.
- Be neutral. Issues that polarize or divide a workplace rarely have a clear-cut innocent or guilty party. Remain objective, listen to all, continue with your work, and find a resolution if possible. Taking sides will provide an uneven view and perhaps lead to a poor decision



“True leadership lies in guiding others to success. In ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well.”

– Bill Owens, American politician

Statistics



Nearly half of respondents (44%) characterize leadership development in their organization as poor, and more than half (54%) describe it as ineffective.

- *Borderless 2016 Survey on Leadership Development*

82.2% of Brits have had a bad leader.

Some of the worst traits of bad bosses included: poor people skills (60.2%), poor communication skills (36.7%), favouring certain employees (33.8%) and being unprofessional (32.6%).

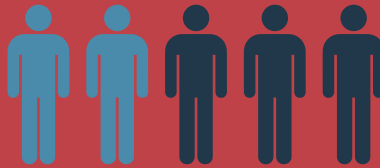
- *CV-Library survey of 1,200 UK workers*



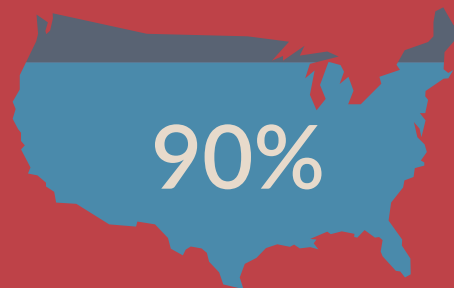
51% of organizations said their leadership is not at all ready, or only somewhat ready, to lead their organizations today.

71% said their leaders are not ready to lead their organizations into the future.

- *Brandon Hall Group's 2015 State of Leadership Development Study; 242 validated responses from 32 countries and 27 industries.*



Two in five people work for someone they consider a "bad" leader.



90% of Americans believe the nation is in trouble because there aren't enough good leaders right now. Leadership isn't just a personal, workplace concern.



Workers most often identified three complaints when it comes to poor leadership:

Supervisor lacks clear vision and direction (32%)

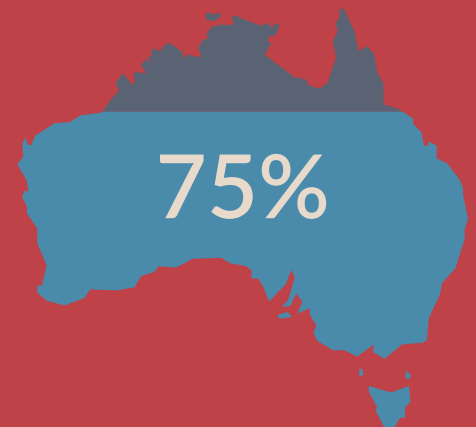
Poor leadership at work is the most stressful part of the job (33%)

Boss makes them feel controlled, manipulative or defensive (31%)



Employees who work for good leaders are much more likely than those with bad leaders to feel positively about their work — 91% say they enjoy going to work each day, compared to only 62% of those who have a bad leader

- *2014 study of Americans in the workplace by Barna Group and Leadercast (report included 1,026 online surveys)*



A staggering 75% of employees surveyed report that Australian workplaces need better managers and leaders.

- *2014 survey by Centre for Workplace Leadership at University of Melbourne in Australia*

Importance of Good Leadership

The Good and The Bad

In an article for Forbes — Good Leaders Are Invaluable To A Company. Bad Leaders Will Destroy It — Amy Rees Anderson writes: “When good leadership is in place in a company, it can be felt throughout the entire organization. With good leadership, corporate culture isn't forced, it is developed. Communication is daily and open. Everyone understands the vision and goals of the organization, and everyone has input into how they can be improved. Employees feel that they are an important part of the whole and that every job matters within the company. Decisions for promotions are based on picking people of integrity whose talents and experience best fit the positions. Employees are encouraged to compete with their own best to get ahead and they understand that helping their coworkers to succeed is the best way to get ahead themselves. The result of good leadership is high morale, good employee retention, and sustainable long-term success.”

Leadership is not about a title or a designation. It's about impact, influence and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire teammates and customers.”

– Robin S. Sharma, Canadian writer and motivational speaker, author of *The Monk Who Sold His Ferrari*

Anderson, an entrepreneur, investor, public speaker and mentor who founded several companies, including REES Capital and MediConnect Global, has led a worldwide workforce of more than 1,000 employees and achieving 1,500 per cent revenue growth.

She says: “Bad leadership can also be felt throughout the entire organization – only not in a good way. Corporate culture becomes a meaningless term where leaders claim it exists while employees shake their heads in frustration. There is a lack of clear, consistent communication from leadership to the employees. As a result, the office is run by rumor mill, politics and gamesmanship. Employees are uncertain of the company's goals and objectives for success and they have no idea how they fit into that picture, or what their level of importance is toward making it happen. Decisions for promotions are not based on integrity or talent, but rather they are based on who can

talk the biggest talk or who is deemed to be the least threatening to the current leadership team. Employees are taught play dirty against coworkers to get ahead by watching as it is continuously rewarded by leadership leading to the Lobster Syndrome of tearing one another down throughout the organization. The result of bad leadership is low morale, high turnover, and a decreased ability to have any sustainable success.

“Companies cannot afford to have poor leadership if they want to truly succeed – and I don’t just mean in terms of financial success. I define success as far more than just money. I define success for a company as having a good product or

service that adds value to the lives of its customers, while providing a positive working environment that allows employees to grow and flourish in their talents and abilities as well as their personal value system, all while generating a profitable return

for shareholders. If a company isn’t doing all three of those then it isn’t truly successful. Employees cannot flourish under poor leadership, and when they are faced with having to follow poor leaders, companies risk losing their very best and most talented people. Don’t risk allowing poor leaders to lead your organization. For anyone who is ever granted the opportunity to take a leadership position, remember that being a true leader doesn’t come from a title, it is a designation you must earn from the people you lead.”



Ask yourself - how can I make the people around me do great things?”

– President Barack Obama

GOOD LEADERS	BAD LEADERS
Give orders clearly, calmly, and with confidence.	Act superior.
Don’t accuse until they are sure of their facts.	Throw their weight around.
Listen to what their employees have to say.	Use authority like a sledgehammer to pound people into line.
Tell it like it is, without losing their temper or their self-control.	Let their authority go to their head.
Show appreciation when work has been well done.	Make boastful statements.
Remain firm, fair, and friendly.	Make mean or cutting remarks to their employees.

Case Study

An example of good leadership: The United States Marine Corps

The United States Marine Corps educates young enlisted officers about what good leadership looks like, which is recognized as a good step in changing and molding behavior. Good leadership is crucial in the armed forces because if military leaders make mistakes, they don't just lose money, lives can be lost.

Marine Corps Leadership Principles:

- Know yourself and seek self-improvement.
- Be technically and tactically proficient.
- Develop a sense of responsibility among your subordinates.
- Make sound and timely decisions.
- Set the example.
- Know your Marines and look out for their welfare.
- Keep your Marines informed.
- Seek responsibility and take responsibility for your actions.
- Ensure assigned tasks are understood, supervised, and accomplished.
- Train your Marines as a team.
- Employ your command in accordance with its capabilities.



In order to put the principles into practice, Marines must adhere to the following 14 leadership traits:

Dependability

The certainty of proper performance of duty.

Decisiveness

Ability to make decisions promptly and to announce them in clear, forceful manner.

Initiative

Taking action in the absence of orders.

Unselfishness

Avoidance of providing for one's own comfort and personal advancement at the expense of others.

Loyalty

The quality of faithfulness to country, the Corps, the unit, to one's seniors, subordinates and peers.

Integrity

Uprightness of character and soundness of moral principles; includes the qualities of truthfulness and honesty.

Justice

Giving reward and punishment according to merits of the case in question. The ability to administer a system of rewards and punishments impartially and consistently.

Bearing

Creating a favorable impression in carriage, appearance and personal conduct at all times.

Endurance

The mental and physical stamina measured by the ability to withstand pain, fatigue, stress and hardship.

Tact

The ability to deal with others without creating offense.

Judgment

The ability to weigh facts and possible solutions on which to base sound decisions.

Enthusiasm

The display of sincere interest and exuberance in the performance of duty.

Knowledge

Understanding of a science or an art. The range of one's information, including professional knowledge and an understanding of your Marines.

Courage

The mental quality that recognizes fear of danger or criticism, but enables a man to proceed in the face of it with calmness and firmness.

This teaching makes the Marine Corps leadership effective, because principles and traits are learned by heart. To be promoted to leadership positions they have to recite them.

The principles and traits also instill in Marines the "four factors that cover the components of authentic leadership" as described by Avolio et al. (2009): balanced processing, internalized moral perspective, relational transparency, and self-awareness.

"The USMC indoctrination process also underscores the concept that although some people believe real leaders are born to be leaders – there are some positive leadership traits people are born with – much of what a leader needs to be a good leader can be learned."

Information from Penn State University Psychology: <http://sites.psu.edu/aspsy/2014/11/30/the-importance-of-good-leadership/>

Impact of Poor Leadership

Consider these numbers:



75% of employees report that their boss is the worst and most stressful part of their job.

65% of employees say they'd take a new boss over a pay raise.

50% of employees who don't feel valued by their boss plan to look for another job in the next year.

- On average, poorly managed work groups are 50% less productive and 44 per cent less profitable than well-managed groups.
- A survey carried out by BambooHR found that 44% of respondents said that a boss has been the primary reason they have left a job.
- According to the Gallup organization, having a bad boss is the number one reason people quit their job.

(Sources: Survey conducted by the Society of Human Resource Professionals, APA.org and Boss Study, with 30,000 managers in the United States; Rothstaffing.com; BambooHR; Gallup)

So what does all of this mean?

For businesses, simply put, it means they're losing money — a lot of money.

Poor leadership can lead to low productivity, inferior work quality, days off due to workplace stress, and other spinoffs due to low morale and staff turnover, which all cost businesses money.

The average cost to replace a minimum wage worker is \$3,500, which includes disruption, recruiting, interviewing, hiring, training, and reduced productivity. This cost increases for higher paid positions.

According to Jeff Fermin in an article in the Huffington Post, our leaders aren't getting leadership right.

"60% of employees working for the U.S. federal government are miserable — not because of low pay, poor workplace benefits, or insufficient vacation days — but because they have bad bosses.

"It's not just regular workplaces that are being affected by bad bosses, the FEDERAL GOVERNMENT is having problems managing their employees. These are people that have more advantages than most workplaces, and they still can't get employee happiness right."

John Spence is a business strategist and leadership development expert. In a blog entitled The High Cost of Poor Leadership, he says poor leadership practices cost companies millions of dollars each year by negatively impacting employee retention, customer satisfaction, and overall employee productivity.

"I would suggest that for most companies today, a focus on improving leadership skills and creating a winning culture that engages employees is likely the single greatest area for organizational improvement, and the fastest way to decrease costs and increase profitability. The high cost of poor leadership cannot be ignored."

In an article for the Greenleaf Center for Servant Leadership titled Bad Boss Reality, Cheryl Bachelder writes: "There is an epidemic of bad bosses in this world. One recent report estimates that bad bosses cost the U.S. economy \$360 billion per year in lost productivity. Not to mention the damage to one's psyche for enduring a horrible day at work.

Power isn't control at all — power is strength, and giving that strength to others. A leader isn't someone who forces others to make him stronger; a leader is someone willing to give his strength to others that they may have the strength to stand on their own."

– Beth Revis, American fantasy and science fiction author, best known for the Across the Universe trilogy

"As leaders, we need to take the bad boss reality to heart and set our sights on creating a workplace where great bosses teach, inspire, and nurture employees so that they want to give us their best. Their best motivation. Their best productivity. Their best attitude. Their best work."

The first step to achieving the desired results is to understand what good leadership looks like.



What Does Effective Leadership Look Like

Several very strong models for leadership have been developed after many years of study, and with the help of many companies and their leaders. All of these models share some things in common that we can certainly learn from in our own quest to become the best leaders that we can be. Whether you have "leader" in your job title or you are a leader without a team, developing the characteristics of strong leaders will help you in your work.

In the work done by Paul Hersey and Ken Blanchard on the *Situational Leadership II*® model, they recognize four leadership styles that tend to resonate with us.

Director's Style

Someone with a director's style does well with new employees, who seem to easily respond to being told what is expected, having processes and procedures outlined for them, and having someone they can report to or ask questions of regularly. The director's style is defined by a high emphasis on directing tasks and being able to account for results.



Coach's Style

Coaches are able to blend supporting people and directing tasks. This is available to a leader when employees understand what is expected, but need some range of support in order to take independent steps and make things happen. A coach's style has a high degree of involvement in directing tasks, with an equally high emphasis on supporting people.



Delegator's Style

Delegating means that the delegator holds responsibility for results, but that the work is done by others. We delegate to individuals who have high levels of related skill and the experience it takes to locate their resources and tools. Then they can report to the delegator at defined intervals. This style is one with a low emphasis on directing tasks, and an equally low emphasis on providing people support.



Supporter's Style

This style encourages people to come up with solutions and solve problems on their own. It provides them with the support they need in terms of tools and resources. The supporting style shows a low degree of directing tasks and a high emphasis on supporting people.

We're All Leaders



Everyone is a leader because everyone influences someone.”

— John C. Maxwell, founder of EQUIP and INJOY Stewardship Services, internationally recognized leadership expert, speaker and author.

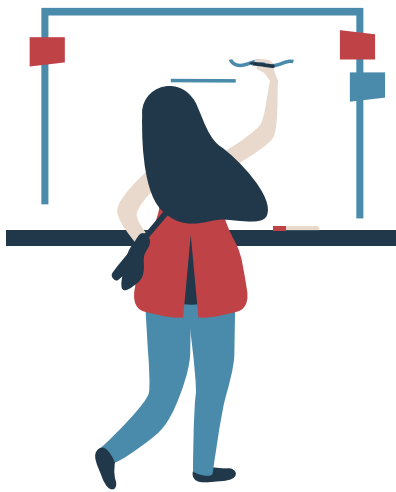
Today’s world is crying out for leadership, but this leadership doesn’t have to come only from heads of government or those at the helm of companies or other organizations.

In our lives we might not all become the president or prime minister of a country or the CEO of a large corporation, but that doesn’t mean we can’t nurture leadership qualities in ourselves.

We can’t sit back and wait for others to take the reins — we can all become leaders — in business, in politics, in our personal lives.

Like the student leaders from Parkland, Florida — who have stepped up with a call to stop the loss of life from gun violence — and the women who are speaking out against sexual harassment and sexual assault in the workplace as part of the Times Up movement, we can’t leave it up to others. In our daily lives we can all use leadership skills and traits to have an impact.

This starts with self-leadership.



Self Leadership

Self-leadership is about choosing who we are, what we do, and who we become. It doesn’t advocate for a selfish approach to get what we want at any costs. It also recognizes that things do not always come to us easily but that our environment is created through us making choices and creating opportunities and circumstances.

The world, with its reliance on technology and inter-dependent economies, has become a place that leverages knowledge, meaning the things we learn can become obsolete very quickly. What remains constant is that we have to manage ourselves effectively within these

complexities and ongoing evolution in order to overcome obstacles, to renew and refresh ourselves, and to fully participate in our own lives.

Self-leadership is not about managing others, although self-leaders make great managers and leaders. This means that this course will not be focused on leading others, but rather about leading yourself.

Servant leadership can also play a role.

A term used by Robert Greenleaf, servant leaders are those who can see a larger picture, and make a

commitment to serve their own people. In a traditional organization, employees respond to what their boss needs. Servant leaders, however, know that their role is to help people reach their goals, and they keep the bigger picture in mind. Rather than wanting their own needs met, servant leaders want to make a difference for others, and the outcome is the impact that this approach has on the organization.

While servant leadership has a long history, standard business practice has been to focus on results in terms of profit and put “bosses” in positions of authority and accountability. Servant leadership, however, is about heart. When leaders pay attention to what their people need and engage their hearts as well as their minds, they are able to get a level of commitment that is much higher than in traditionally led organizations. The results can be measured in terms of profit, but also in terms of employee engagement and commitment.

From Velsoft Training Materials' course: Self-Leadership



The challenge of leadership is to be strong but not rude; be kind, but not weak; be bold, but not a bully; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.”

– Jim Rohn, American entrepreneur and motivational speaker, author of *My Philosophy for Successful Living*

Five Practices

James Kouzes and Barry Posner are two other well-known researchers who have done a tremendous amount of work on leadership. They've identified five practices they feel should be a part of every leader's skill set.

- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way
- Encourage the heart of employees

While these practices were recognized with respect to a business setting, they can be used in many other situations. In fact, the Parkland students have employed them, whether intentionally or not.

They've challenged the process through standing up against the establishment, they're inspiring a shared vision with others who would like to see greater gun control, they are enabling others to act as a result of the dialogue they've started, they're modelling the action they want to see taken — through peaceful protest and conversation — and they're encouraging others to also become involved.

Following their example, we're all called to hone our leadership skills. If we're all invested and engaged, what a great world we can have.

From Velsoft Training Materials' course: Business Leadership

About Velsoft

Velsoft is the leading provider of customizable training materials, enabling customers to deliver high quality and engaging content to their staff or students using proven materials that can be edited and localized to suit any training situation or audience.

Velsoft training solutions enables customers to enjoy the confidence of knowing they are delivering relevant content while avoiding the extremely costly and time-consuming process of developing internal training materials.

Those instructors who truly care about generating results for their organization choose Velsoft because of the company's proven record of helping organizations achieve training goals. Regardless of whether customers want instructor-led training materials, eLearning, blended learning or custom instructional design, they know that tremendous time and effort has been put into each Velsoft course to ensure relevant learning objectives are identified and met.



People at work follow you – you need to be worthy to follow. You can do this by valuing people and building positive work relationships. In these relationships you can equip your team to do their best work.”

– Jim Fitt, CEO Velsoft

Source Links:

www.managementstudyhq.com/importance-qualities-good-leader.html

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