

HOW GOODNESS PAYS

By Paul Batz, CEO and Founder, Good Leadership Enterprises

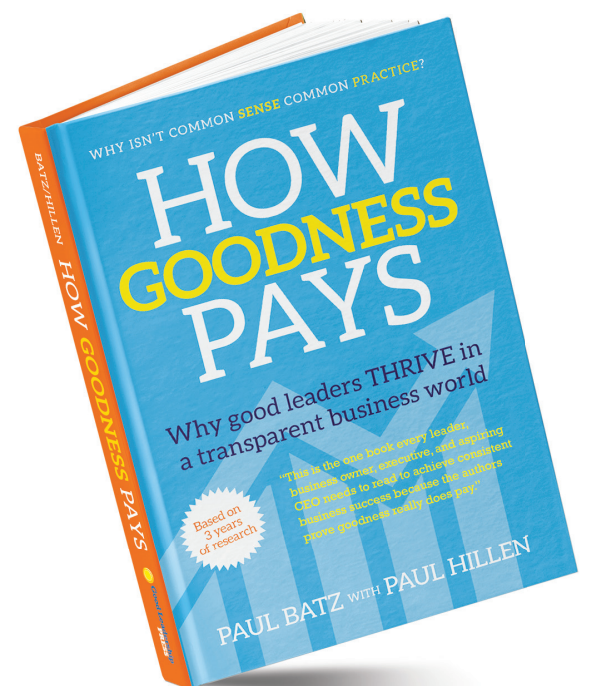
With Paul Hillen, President and COO of Revier Brand Group, LLC at Revier Cattle Company

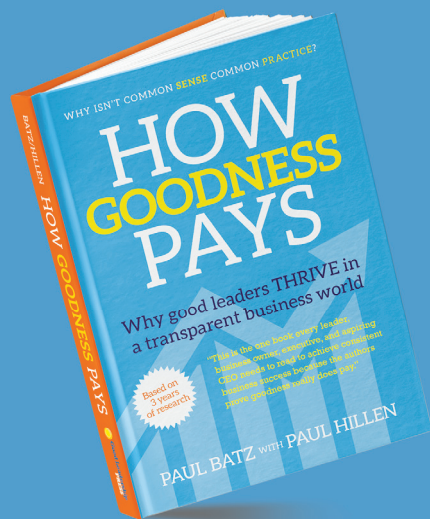
What is goodness and how does it pay?

In 2015, Paul Hillen and I set out to prove goodness pays financially in leadership. It's a relevant topic because our research before 2015 showed that four out of five leaders believe goodness pays. And yet only two of five are happy with the consistency of their financial results. There's a gap between those who believe and those who actually know how to make it pay. We wrote this book to help good leaders eliminate self-defeating habits, and to adopt a common-sense approach—centered on goodness—to create better business results.

To define exactly what goodness means in leadership and business, and to demonstrate the correlation between goodness and profitability, we engaged research partner SMS Research Advisors. Over three years, we scanned volumes of academic, business, and popular literature on leadership, interviewed 15 highly acclaimed business leaders in small, mid-sized, and large businesses across America, and completed a statistically-significant 900-person survey of leaders.

The results speak for themselves.





How Goodness Pays features a statistically-significant one-question diagnostic tool:

GPS[®]

Goodness Pays Score

Our objective in creating the GPS was to develop an easy tool to assess your goodness in leadership; and it also helps with the action plans for improving your leadership to get better financial success. Similar to the one-question Net Promoter Score, the one-question GPS is a predictive, fast way to gather feedback from the managers in your company, and it also comes with advice about where to focus your actions for improvement. Here is the fundamental basis for the GPS:

**Higher Goodness Pays Score =
Higher probability of positive financial results**

The GPS is calculated based on the numerical average of your employee responses to this one key question:

Using a 1-10 scale: How would you rate your direct leader on proactively promoting goodness in his/her decision-making within your organization?

Just like the GPS in your car helps you get to your destination, our GPS is a key tool in arriving at your business goal destination.



Understanding Your GPS

GPS = 9-10: Your company is led by managers who are Goodness Accelerators.

Action: Check alignment—is the score in line with your level of happiness with your financial performance?

GPS = 7-8: Your company is led by managers who are Goodness Neutral.

Action: You have untapped potential. Assess your managers on the Five Goodness Pays Factors, and determine which areas are common to most that are strengths and improvement areas.

GPS = 1-6: Your company is led by managers who are Goodness Drainers.

Action: A sufficient level of goodness is evidently missing in your organization. Consider supplementing your initial GPS by administering a second survey to dig another layer deeper. Ten specific diagnostic items to jump-start your goodness journey are shared in the book.

Inspiration From Grandma

This project was inspired by a conversation I had with Richard Davis, who at the time was CEO of U.S. Bank, one of the nation's ten largest banks. "I'm inclined to support this project because of what I call the 'grandmother clause,'" Davis explained. Like all other major bank CEOs at the time, he was feeling smothered by scrutiny from the White House, Congress, and business media.

Davis credits the grandmother clause as one of the reasons U.S. Bank avoided the self-inflicted missteps of similar banks that were deemed "too big to fail" just before the American financial crisis. He explained his meaning of the grandmother clause.

"I've always asked our bankers to run their ideas and our products through an ethically narrow filter: Would we sell this to our grandmothers?" Davis said. That fundamental belief system instilled in the company's bankers a more risk-averse set of behaviors that kept U.S. Bank on a more even-keeled, prosperous path while peer companies faltered due to offering potentially ethically questionable products.

Our research successfully defined the connection between goodness and business leadership:

Goodness in business is when people thrive together in a culture of encouragement, accountability, and positive teamwork.

We Employed a Three-Phased Research Approach

Phase 1: Literature Review, to ensure "goodness" had not been specifically researched or written about by others

Phase 2: Qualitative interviews of highly successful leaders, who have been celebrated through industry awards, the media, and great financial performance

Phase 3: Quantitative, 900-person, statistically-significant survey of representative business leaders from the United States

15 highly-acclaimed business leaders interviewed:

Large company leaders (500+ employees):

- Amanda Brinkman, Chief Brand and Communications Officer at Deluxe
- Richard Davis, retired CEO and Chair at U.S. Bank
- Ray Kowalik, CEO at Burns & McDonnell
- Greg Page, retired CEO and Chair at Cargill
- Chris Policinski, retired CEO at Land O' Lakes

Mid-sized company leaders (250-499 employees):

- Lynn Casey, Chair at Padilla
- Jerry Mattys, CEO at Tactile Medical
- Mike McMahan, President at St. Francis Hospital
- Marcia Page, Founding Partner and Executive Chair at Värde
- Liz Smith, President at Assurance Agency

Small company leaders (50-249 employees):

- Charles Antis, CEO at Antis Roofing & Waterproofing
- Karen Clark Cole, CEO at Blink UX
- Umit Nasifoglu, President at Wedding Day Diamonds
- Clara Shih, CEO at Hearsay Systems
- Colleen Needles Steward, CEO at Tremendous! Entertainment

Chapter 2 addresses the “Why?” behind Goodness Pays

Here’s a sample:

Articulating the “why” behind goodness pays relies on both ancient wisdom and modern research. The short answer to the question “Why does goodness pay in leadership?” is: what we give out to others comes back to us.

It’s basic human behavior. But that only makes sense to zealots who don’t need to see a good argument to believe a good concept. There are three fundamental reasons why goodness pays, beyond basic human behavior:

1. People are significantly more likely to help a fellow human than they are to hurt. It’s the fundamental reason why people live and work together. Most people are happier and more productive when they help each other.
2. People react positively to goodness because most information channels today are dominated by “dark noise”—practically constant negative news coverage—that is spread at the speed of light. The volume of dark noise gives some people the false impression that stories of people getting hurt vastly out-number the acts of excellence, generosity, fairness, and positivity associated with goodness.
3. The speed of change in every part of our lives continues to accelerate. It’s difficult because most people are threatened by the fear of the unknown associated with change. And, neuroscience research also confirms why we crave leaders who radiate goodness—that’s why goodness pays.

Our most powerful finding was that building a culture of goodness in leadership improves financial results. Specifically, we found that goodness pays financially when leaders achieve these Five Goodness Pays Factors:

1. **Compelling business plan.** Prepare a business plan that creates genuine employee engagement and followership.
2. **Belief that profits are healthy for all.** Build commitment to the idea that profits are beneficial for everyone in the business—employees, executives, and owners.
3. **Team-based culture.** Create a culture that rewards a “we is greater than me” approach in which multiple people are accountable and rewarded for delivering on important promises.
4. **Timely and transparent decision-making.** Gain employee respect by making decisions in a timely fashion and by being accountable for the behaviors and results that come from those decisions.
5. **Magnetic ethics.** Attract good people by role modeling what is and what is not acceptable.

Throughout the book, you will read qualitative and quantitative proof about how goodness pays, including coaching comments on how to make goodness pay specifically for you. This is valuable information, but you could also argue that some of it is nod-your-head-in-agreement common sense. In fact, throughout this project we often heard this reaction about goodness in leadership: “I get that it’s good to be good. I get that goodness makes a workplace healthier and more productive. I get it.”

Why is Common Sense Not Common Practice?

So, if the principles of goodness are identified as sensible, why is this common sense not common practice? Why do so many leaders not regularly practice the Five Goodness Pays Factors?

Perhaps the root cause for how common sense is not common practice is what I call the “above-average effect.” It’s a cognitive bias that psychologists call “illusory superiority.” No one is immune. With the

above-average effect, we believe our qualities and abilities in a given area are superior to those of others—even if that’s likely untrue. With regard to leadership, it means many of us think we’re better at leading with goodness than we actually are. Think of all of those who said they “get it”—about the idea of leading with goodness. But do they actually do it? There’s a big difference between saying that you “get” goodness and regularly applying it to your leadership.

Studies on illusory superiority demonstrate the chasm between our often-high self-opinion of our abilities and our actual performance. For example, one study showed more than two-thirds of us believe we’re better-than-average automobile drivers—a statistical impossibility. In a separate study, 87 percent of Stanford MBA students rated their academic performance higher than the median performance of their peers. Again, statistically impossible.

The above-average effect occurs because we’re lousy at objectively assessing our own qualities and abilities. Clara Shih, CEO of Hearsay Social, shared her own perspective on this in her interview for the book. “The biggest challenge I overcame as a leader was to realize I was putting business results above people and culture. I thought the best way to get good financial results was to focus on financial results,” she reflected. “It took some on-the-job learning from people around me to realize first, that’s the wrong priority order. Secondly, the two go hand-in-hand. If you invest in having really good people and you have a culture that’s both caring and performance-oriented, then the business results sort themselves out.”

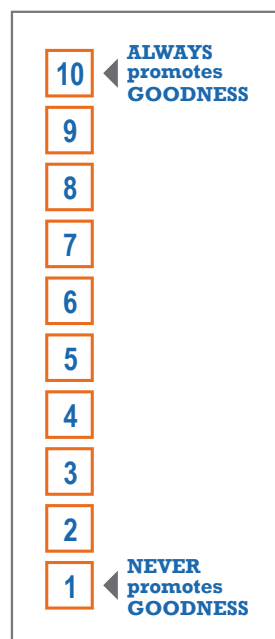
Shih’s insights amplify the idea that self-assessment is ongoing and comes from seeking out the observations of others. In other words, we might think we “already know” the principles of the Five Goodness Pays Factors, but we need to ask the people around us whether we are actually putting them into practice.

A Quick Way to Measure

In chapter 3, based on the detailed findings from the research, you will discover how financial results can be predicted by a one-question survey—it’s called the Goodness Pays Score (GPS). The GPS is similar to the popular one-question Net Promoter Score (NPS) created by Fred Reichheld from Bain & Company, in how it can be administered and interpreted through any survey device. It’s an easy way to check your

above-average bias. Your actual Goodness Pays Score is calculated based on the average of your employee responses to this one question:

Using a 1-10 scale: How would you rate your direct leader on proactively promoting goodness in his/her decision-making within your organization?



Survey respondents who gave their leader a score of 9 or 10 on this question more often indicate their organization has increased its revenues under this leader. In fact, **81% of those who scored a 9 or 10 on this question reported an increase in year-over-year revenue**, while 18% saw revenue stay the same vs. the previous year.

Similar to NPS, the GPS puts the average score into three segments:

GPS = 9-10: Your company is led by managers who are Goodness Accelerators

GPS = 7-8: Your company is led by managers who are Goodness Neutral

GPS = 1-6: Your company is led by managers who are Goodness Drainers

Chapter 3 also provides specific recommendations for how leaders can improve in each of the categories, which align with the coaching suggestions in Chapters 4-8 in the book.

Diagnostics: How to improve your GPS–Goodness Pays Score:

For leaders who want to improve the probability of achieving consistent financial goals, these ten statements reveal where to start when Goodness Pays Scores are 8 or below.

Use a survey tool to have employees assess their agreement with these goodness statements:

1 = Do not agree, 10 = Fully agree

1. I find our business plan to be compelling.
2. My fellow employees are genuinely excited about our business.
3. Our culture has a healthy respect for profits.
4. Employees believe they financially share in our company's profitability.
5. Team accomplishments are rewarded greater than individual accomplishments.
6. Redundant follow-through systems are present to ensure the most important work gets done.
7. Leaders are transparent with decision-making, consistently explaining "why?" behind decisions.
8. Employees get the information they need, when they need it, to do their best work.
9. We have an ethical culture that attracts good people to our business.
10. Leaders live up to the same standards they expect of others.

These statements are linked to at least one of the Five Goodness Pays Factors detailed in the book. Coaching suggestions at the end of each chapter create a good starting point for improving your Goodness Pays Score (GPS.)

Common Sense: What Gets In the Way?

When speaking on the subject of goodness in leadership and business, I am often asked: "What do you think are the major barriers to goodness—what gets in the way?" Most of these questioners are looking for me to say something that does not describe themselves, like greed, evil, or enjoying profiting at the expense of others. Then they can think "Whew, at least that doesn't describe me!" But that's not my response, because most people are not intrinsically bad.

In the early chapters of the book, we share research on how human beings are exponentially more motivated by helping people, not hurting them. That tells me those whom others might describe as "bad leaders" most likely are that way because they truly believe, in their own chosen leadership styles, that they are actually helping their employees. Yes, believe it or not. That's why you so often hear "bad leaders" say something like "I had no idea" when confronted with their sub-optimal leadership style.

The most common enemy of goodness in leadership is short-term thinking. It's what causes leaders to go against their better selves and start to falsely think: "I don't have any choice in this situation. We have to get results now, so I had to do it this way." It's those two words, "had to," that self-justify the small and large decisions that contradict goodness:

- "I didn't really want to yell at him in front of his colleagues, but I had to or else he wouldn't know not to do it again."
- "The reason I didn't ask them about this major decision, even though I told them I would, is that I simply had to get it done by the end of the week."
- "Why should I have to take the time to explain this to her? If I had to do this for everyone, I wouldn't have any time to get my other work done!"

Over time, if these contradictory "had to" behaviors are reinforced by mentors and supervisors, leaders learn that command-and-control or belittling leadership styles are the best ways to get results in "the real world." That style becomes their habit. And suddenly, out of the blue, a "bad leader" is born. It's unfortunate because it doesn't need to be this way. Some leaders also lack confidence in their ability to implement the five factors. They are more executors than strategists, so they stay focused on execution and daily tasks.

Breaking Through to Goodness

We know old habits are hard to break. Repeating old habits feels better because it's easier and faster. But the longer we repeat those habits, the more inertia builds up and we increase the size of our blind spots. Blind spots are biases and bad habits that simply haven't been brought to the surface of our awareness. All leaders have blind spots, but those blind spots don't mean a leader has bad intentions. Based on our firm's experience coaching and mentoring hundreds of executives, there are three main reasons why leaders don't confront their habits, identify their biases, and fully lead with goodness:

- 1. Fear.** Leaders are afraid that exhibiting and practicing goodness will not actually work, or worse yet, will be belittled or somehow used against them.
- 2. External influences.** Leaders get swept away—or let themselves get swept away—by uncontrollable events in their personal and professional lives, and by the influence of people they can't resist.
- 3. Change is difficult.** Frankly, it's hard to change yourself, and it's hard to change the culture around you. But that doesn't mean it can't be done.

If any of the behaviors listed above describe you or someone you know, the good news is that it's possible to overcome any of these reasons. The first step is recognizing the need to change a detrimental habit and replace it with a new learned behavior that creates better results.

“Do I believe goodness pays? Yes, in the perpetuation of the firm and the resilience of your brand and your reputation as an employer and a business partner. It's common sense.”

- Greg Page, Retired CEO and Board Chair, Cargill

The book honors the perspective of the skeptic: the glass-half-empty leaders who hesitate to embrace the idea: Goodness Pays.

Here's a sample from Chapter 2: The Skeptic's Shift: From the Golden Rule to the Platinum Rule by Paul Hillen

One of the problems I faced as a leader for the first 20 years of my career is that I followed the Golden Rule—treat others the way you want to be treated. Yes, that's right, it was a problem. I spent years treating people the way I wanted to be treated. The problem was, I didn't expect to be treated in ways that recognized excellence or radiated positivity—key elements of goodness.

I thought telling my coworkers about my weekend, or my personal life was a waste of time. So, I didn't ask my co-workers about their weekend or their personal lives. We were there to drive the business, and family time was for non-work hours.

Since I started working with Paul Batz as my coach, I've rewritten my life rule from the Golden Rule to the Platinum Rule—treat others how *they* want to be treated. Applying the Platinum Rule changed my professional and personal life because I learned to be others-focused and to understand what others care about and need for their own success. I started managing individuals instead of the organization. It changed how I interacted with and motivated others, and led to better business results.

Chapters are filled with insights from leaders whose business results are based on goodness:

“Good leaders thrive because they enjoy what they do. They’re fulfilled because people flock to good leaders. It’s about positivity, and the idea of ‘the more you give, the more you receive.’ If you live a life of goodness, you will be richly rewarded.”

- Colleen Needles Steward, President/CEO, Tremendous! Entertainment

“I think if leaders create a positive, optimistic approach that people can recognize as goodness, people will do great work, work hard, and work together. And good results will follow.”

- Mike McMahan, President, St. Francis Medical Center

“Success today is about involving your people in creating a vision that is compelling. When that happens, employees are telling the story in their own voice and talking about our business in ways that are exciting to them, not just exciting for me as their leader.”

- Karen Clark Cole, CEO, Blink UX

“Inconsistent profitability is a lack of good leadership, because people don’t know the most important things to do, and they don’t see pay-offs. Because of that, they don’t feel motivated. It’s really important that leaders help everyone see how working together will create a healthy win for everyone involved.”

- Clara Shih, CEO, Hearsay Systems

“Without data, you are just another person with an opinion.”

- Jeff Dufresne, former Marketing Director, Procter & Gamble

Overcoming the Three Fear-Based Myths About Goodness

Fear is an influential component in our decision-making. Nobel Prize winning behavioral economist Daniel Kahneman says we typically fear losing twice as much as we relish success. So, many decisions are made from the perspective: What if I fail?

The push-back we get from skeptics about goodness as a leadership strategy is driven by a mindset along the lines of “goodness is fluffy BS.” These reactions always fall into one of three categories, which I call the fear-based myths about goodness.

Myth #1:

Goodness is a religious term that has no place in business. Yes, most religions share some version of goodness as a virtue, but our research shows that four out of five business leaders believe goodness pays, when goodness is defined as people believing they can thrive together. Most people are sick of the “dark noise” and constant negative news that surrounds us in the modern world, and find a discussion about goodness to be refreshing and inspiring.

Myth #2:

Goodness is soft and can’t be measured or managed. The people who measure perception and employee engagement would not agree. And with the emergence of business watchdog sites online like Glassdoor.com and ConsumerWatchdog.com, your business reputation is anything but soft.

Myth #3:

Goodness gets exploited. Radiating goodness does not mean you are a leader who is easily taken advantage of. In fact, employing honesty, fairness, and ethical decision-making almost always requires standing your ground—not caving in the face of opposition. Goodness is hard work.

For some leaders, the fear of not achieving short-term results can become blinding to the long-term impacts of their behaviors. Part of the problem is that short-term behaviors like aggression and sky-is-falling thinking can create immediate results. As Chris Policinski, the retired CEO of Land O’Lakes observed, the wounds from short-term thinking can scar an organization for years to come: “There are a lot of folks who take shortcuts to drive performance, and there’s nowhere to hide, really. In any one month, or quarter, or year, or short period of time, you can

take that shortcut. But over time, those shortcuts come to light: ‘I’ve trashed the environment.’ Well, that’ll come out. ‘I’ve cut product quality.’ That’ll come out. ‘I treat my employees poorly.’ Well, you’re going to get what you deserve.”

Goodness evaporates when leaders run from fear instead of toward their aspirations. Teams lose their dedication and motivation when they sense their leader is running from a fear. They thrive when decisions and investments are made for the benefit of long-term growth, rather than due to an immediate fear. As an acclaimed corporate leader who led a widely admired company, Policinski knows this firsthand: “Companies that endure have this long-term point of view and vision from their leadership.”

Minimize External Influences

Aspirational leadership naturally puts pressure on those who have aggressive growth expectations. As we continuously strive for bigger and better results for ourselves and those around us, we can unintentionally create new problems:

- Investing in exciting new product development or marketing strategies puts pressure on cash flow—a common business problem.
- Increasing the expectations likely causes some leaders to struggle or leave—without bench strength, that’s a common problem.
- Pursuing and winning a huge new customer puts pressure on work/life balance when the surge of new work takes over the firm—if the surge lasts too long, it creates problems of bitterness or burnout.
- Getting promoted into your dream job automatically creates new demands on your time, energy, and ability to effectively handle bigger decisions—any of these can cause relationship problems both inside and outside of work.

Whether issues like these are brought to our attention by family members, friends, or from our bosses or colleagues, it can be tempting to take the easy way out, such as by cutting corners, handling emotional situations without empathy and covering up the truth. But these only create more problems in the future. Dealing with the inevitable negative repercussions of decisions made from fear-motivated short-term thinking almost always proves more difficult than doing things the right way to start.

Coaching Corner: Each chapter features coaching suggestions that lay the foundation for how goodness pays for you.

Sample from Chapter 6: Coaching Corner: How to Instill a Healthy Respect in Profitability

Develop a profitability training program for managers to use with employees:

Focus on three main keys to profitability that are role and level specific to help employees understand how their daily performance and decision making directly impacts profitability. Help them understand the basics of a Profit & Loss statement, the key drivers of profitability, and how they can help it grow. And, create programs to tie the ideas of profitability at work to increase personal financial literacy, to better manage their personal finances.

Review progress towards business profitability regularly (monthly or quarterly):

Use a public scorecard that helps employees learn how to recognize profitability. Have managers make the connections for employees for how company profitability will enhance their own financial rewards. When paying profit-sharing, create a special payroll transaction outside the normal pay periods to celebrate the specific contributions.

Overcome the Difficulty of Change

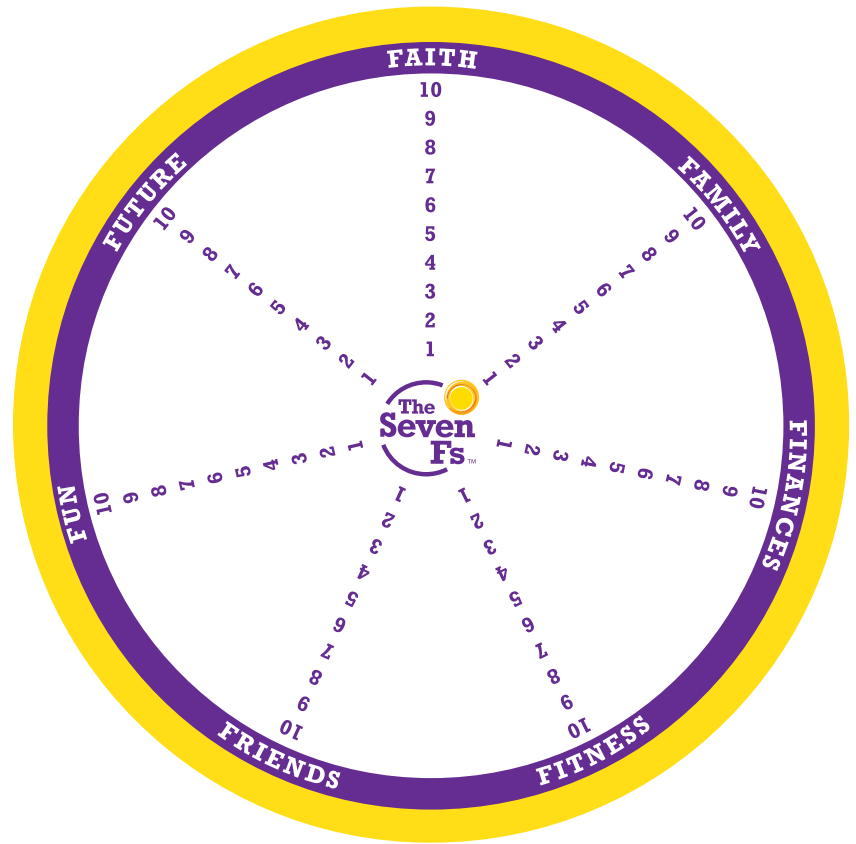
You may have heard this before: people don't like change, even when it's positive. "Perhaps the biggest problem with common sense is that it falls prey to the clear limits of personal experience," writes Jim Taylor, Ph.D., author of *The Power of Prime* in *Psychology Today*. What Taylor means is that people who've had a negative experience with changes in leadership of any kind will focus on their previous negative experience, despite the possibility of the current situation becoming positive. It's based on the reality that people are hard-wired to defend what they already know, even if what they already know doesn't serve them well.

Why can't otherwise seemingly sensible adults more readily accept change, especially when they know it's a positive? The short answer is this: we only change if and when we want to change. We can only begin to change when we develop a new desire for better things in our life—better relationships, better financial results, better health...or a better outlook for the future. So, if you are inspired to make some changes in your leadership that you believe will be better for everyone, don't get caught off guard by unexpected resistance. It's not personal; it's human nature.

The Pathway to Goodness: The Seven Fs

Leading with goodness is hard work. It takes energy to push back our intrinsic personal and professional instincts toward selfish behaviors. And don't kid yourself—we all have them! Creating an others-orientation so people can thrive together requires physical, emotional, and intellectual strength. That's why our firm invented a holistic and highly popular life and leadership model called The Seven Fs[®] to help leaders live with less stress and lead with less fear. I believe good leadership comes from the strength that can be gained by blending the Seven Fs, which are: faith, family, finances, fitness, friends, fun, and future.

The Seven Fs Wheel



The definitions of the Seven Fs are as follows:

Faith—How satisfied are you with your spiritual life? (Note: this does not necessarily need to mean “faith” in a traditional religious sense; your definition of faith is up to you.)

Family—How satisfied are you with your loved ones, who share a common sense of home?

Finances—How satisfied are you with how your money funds your priorities?

Fitness—How satisfied are you with the health of your body?

Friends—How satisfied are you with the people who share your joys and disappointments?

Fun—How satisfied are you with the part of your life that is playful and joyful?

Future—How satisfied are you with the hope you have for yourself and others?

To end the book, we get back to the research which validates the premise: Goodness Pays.

Good leaders create great results by leading with goodness. It's an others-orientation, and reflective of an ability to maintain a healthy tension between taking a long-term view and having short-term performance expectations. Goodness pays financially for leaders who have these things alive in their leadership:

1. **Compelling business plan.** Prepare a business plan that creates genuine employee engagement and followership.
2. **Belief that profits are healthy for all.** Build commitment to the idea that profits are beneficial for everyone in the business—employees, executives, and owners.
3. **Team-based culture.** Create a culture that rewards a “we is greater than me” approach in which multiple people are accountable and rewarded for delivering on important promises.
4. **Timely and transparent decision-making.** Gain employee respect by making decisions in a timely fashion and by being accountable for the behaviors and results that come from those decisions.
5. **Magnetic ethics.** Attract good people by role modeling what is and what is not acceptable.

The rewards for leading with goodness are measurable: more consistently positive financial results, stronger relationships with the people important to your success, and a stronger sense of purpose in your work. And maybe the best payoff: leading with goodness will help you work with a clean heart and mind, knowing you are radiating goodness every day.

Karen Clarke Cole, the CEO and co-founder of Blink UX, summarized it best in chapter 2, when she articulated the rewards of leading with goodness: “If you treat your employees with value and respect, they’re going to be more productive, and your business ultimately more profitable. I never want to be the kind of leader who is out of touch with the work and her employees. For me, it’s about creating the right environment so that our people can thrive, they’re getting feedback, and they’re clear on their roles and responsibilities. If our employees feel they’re positively contributing to the world, then they go home at the end of the day feeling valued, and they’re in turn a better husband, wife, parent, and neighbor.”

Values as the Cornerstones of Goodness

Our research for this book identified the four fundamental, goodness-related values necessary for achieving a positive workplace dynamic. We call them the Cornerstones of Goodness:



**Rewarding
Excellence**

**Living
Generously**

**Promoting
Fairness**

**Spreading
Positivity**

Each of these Cornerstones, when seen and felt throughout the workplace, contribute to a positive, others-centric culture in which everyone—owners, leaders, employees, and customers—wins.

Goodness does pay.

Get the book:

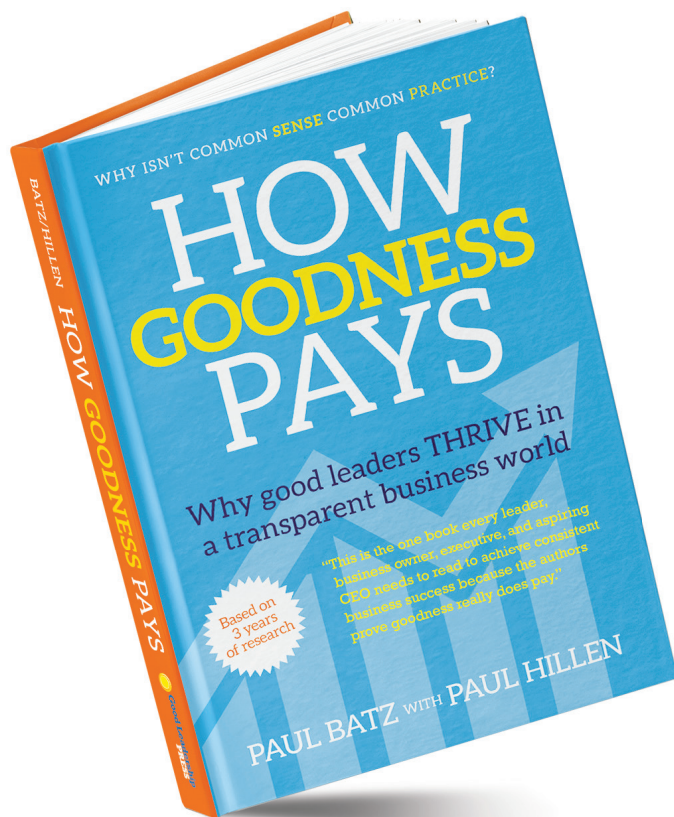
The book launch date is November 16, 2018.
Pre-orders are available at HowGoodnessPays.com.

Book Paul Batz or Paul Hillen for a speech or workshop:

Contact info@goodleadership.com,
or call 612.234.1644.

Connect with us:

Continue the *How Goodness Pays* conversation with us by connecting with Paul Batz or Paul Hillen on LinkedIn, follow #GoodnessPays, or email info@goodleadership.com.



About Paul Batz

Paul Batz is a thought leader on how goodness pays in leadership and business, and recognized as one of the top leadership bloggers in America. He is an author, executive coach, and international speaker who built his firm Good Leadership Enterprises with the same strategies around goodness he teaches clients.



About Paul Hillen

Paul Hillen is an accomplished senior business executive with 32 years of experience in general management, sales management, and marketing at both large multi-national companies (Procter & Gamble, Cargill) and mid/small size companies. He has held positions as President, Chief Operating Officer, Senior Vice President, Chief Commercial Officer, and Chief Marketing Officer. He is President and COO of Revier Brand Group, LLC at Revier Cattle Company.



Good Leadership Enterprises is a leadership consulting boutique with world-class strategies to help executive teams exceed their goals, both personally and professionally. The firm's brand of good leadership is based on the art and science of working together to produce great results. And it starts with the idea: Goodness Pays.



How Goodness Pays is a publication of Good Leadership Press, which publishes exciting books and tools on positive leadership. The books feature research, stories of goodness at work in the world, practical leadership strategies, and coaching tools to increase both personal and professional success.

