

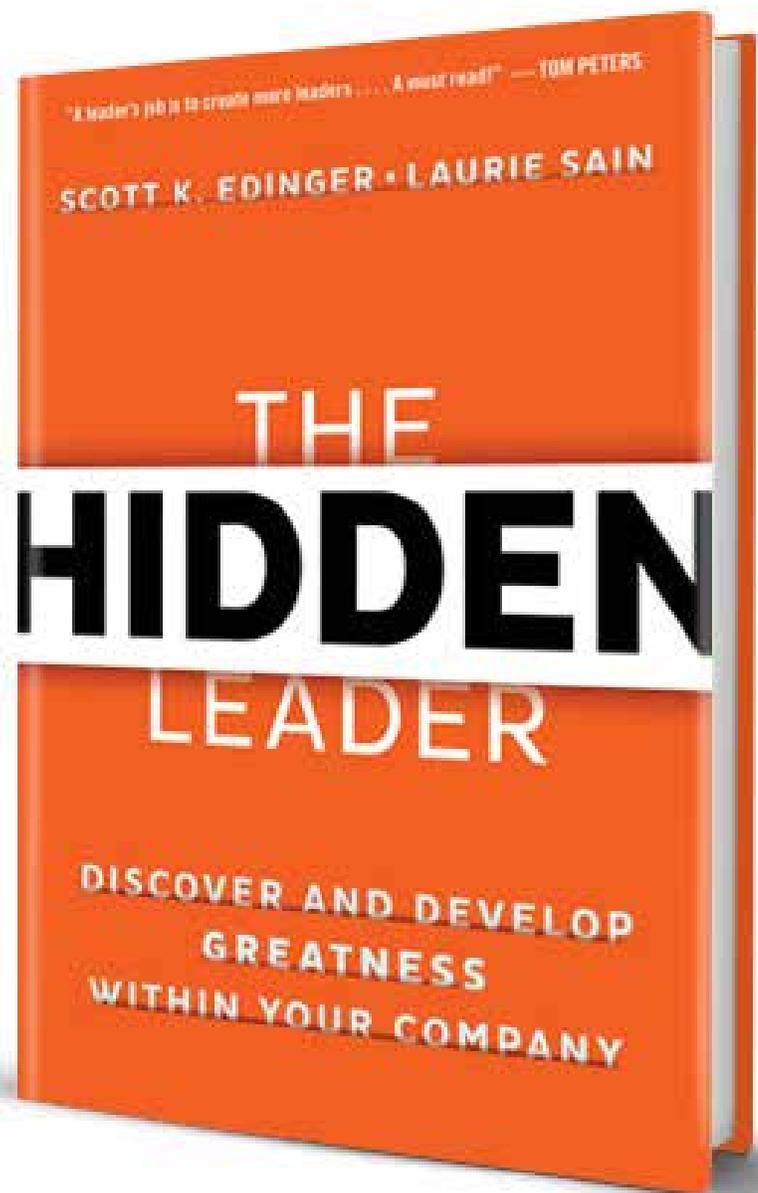
PRESS KIT

RESOURCES AND INFORMATION FOR *THE HIDDEN LEADER*
BY SCOTT K. EDINGER & LAURIE SAIN

***The Hidden Leader:
Discover and Develop
Greatness Within Your
Company***

By Scott K. Edinger
and Laurie Sain,

Publication Date:
February 4th, 2015,
\$24.95, Hardcover
240 pages, 5.9" x 8.3",
ISBN 978-0814433997



PRESS RELEASE

FOR IMMEDIATE RELEASE

“Scott and Laurie are right on target...By shining a light on the ‘hidden’ leaders—those individuals who act like leaders, regardless of their position or job description—they call our attention to what it takes to discover, nurture, and support the leadership talents within each person; talents that, while they may be hidden, are actually abundant within every organization.”
—**James M. Kouzes** and **Barry A. Posner**, Co-authors, *The Leadership Challenge*

THE HIDDEN LEADER Discover and Develop Greatness within Your Company

To supervisors and colleagues, they’re known as bright, talented, motivated, dependable, and effective workers. They’re the ones others approach with tough challenges, the ones others turn to when it’s time to think outside the box, ramp up productivity, provide new hires with an insider’s perspective, or delight a difficult customer. Regardless of their position, they’re considered an important part of the company. Still, senior executives and managers rarely see these exceptional employees for what they are: organizational leaders in their own right.

In *THE HIDDEN LEADER: Discover and Develop Greatness within Your Company* (AMACOM; February 10, 2015; \$24.95 Hardcover), Scott K. Edinger and Laurie Sain give unsung leaders throughout the ranks the recognition they deserve—and not only as outstanding individual contributors or future contenders for the C-suite. “Hidden leaders affect the bottom line of an organization in several ways,” as the authors make clear. “They strive to fulfill the company’s value promise; they enable effective shortcuts to be devised without sacrificing quality; they inspire others to do their best work...Hidden leaders are a great source of strategic advantage. They can be defined, identified, nurtured, and encouraged to help an organization gain a competitive edge.”

To help managers spot, cultivate, and keep such overlooked gems within their own company, *THE HIDDEN LEADER* begins by delving into the dynamics of hidden leadership. As the authors reveal, hidden leaders are distinguished by four key facets of character and behavior:

- Integrity, demonstrated consistently, even in difficult situations.
- A priority on leading through authentic relationships.
- Focusing on achieving results rather than completing tasks.
- Remaining highly customer purposed.

Then, with a firm understanding of what hidden leadership is, managers will find specific tactics aimed at unleashing every hidden leader’s potential. Readers will learn how to:

- Recognize integrity in everyday work actions—by how a worker makes decisions, handles challenges, collaborates, and more—and foster a culture that enables integrity.
- Build essential relationship skills by paying attention to and crediting others, making

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time for conversation, forging emotional connections...and more.

- Strengthen the focus on desired organizational results by increasing individual initiative and engagement...and more.
- Instill customer purpose (which isn't the same as customer service) by training and empowering employees to take ownership of solving customer problems...and more.

Illustrated by real-world examples of hidden leaders and their impact, the lessons are also supported by instant online access to interactive exercises and leadership assessments through scannable QR codes. With *THE HIDDEN LEADER*, every organization will come to truly appreciate and maximize its most valuable assets.

ABOUT THE AUTHORS

SCOTT K. EDINGER, founder of Edinger Consulting, is recognized as an expert in helping organizations achieve measurable business results. He is coauthor of *The Inspiring Leader* and a regular contributor to *Harvard Business Review* and *Forbes* online. He lives in Tampa, Florida. LAURIE SAIN helps businesses develop strategic goals and maximize their innovation, productivity, and creativity. She lives in Lander, Wyoming.

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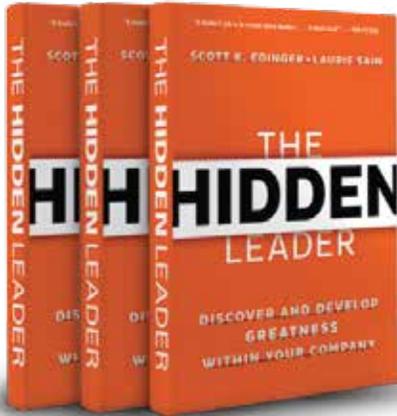
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ABOUT THE BOOK

THE HIDDEN LEADER



The Hidden Leader

Discover and Develop Greatness Within Your Company

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Identify the unsung heroes that can take business to new heights.

How easy is it to spot the leaders in a company? Don't assume that they can be identified by their positions.

What about those employees who consistently step up: the field agent who solves a previously intractable problem; the service rep who thinks outside the box and creates unshakeable customer loyalty. These are more than "good employees". . . these are "hidden leaders". . . and they are critical to an organization's long-term success.

Managers today need to make the most of all their resources—and *The Hidden Leader* shows them how to recognize and cultivate these talented but under utilized employees, who:

- Demonstrate integrity
- Lead through authentic relationships
- Focus on results
- Work from clear customer purpose
- Fulfill the value promise of the company

Supported by real-world examples of hidden leaders in action—and QR codes readers can scan for instant access to online assessments—the book helps managers discover these secret saviors and enable them to deliver even greater value to customers.

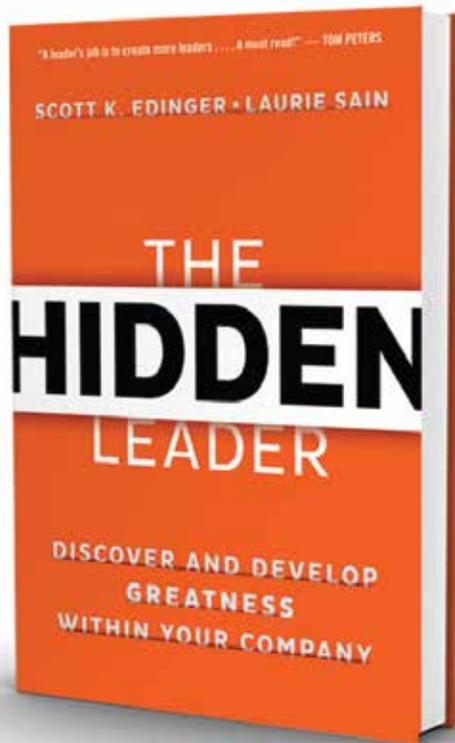
Staying relevant is a constant struggle, requiring ideas, effort and excellence from every corner of the organization. Discovering the Hidden Leaders in organizations is the key to gaining a competitive edge.

The Hidden Leader casts a fresh eye on what it means to be a leader, with insights on how to locate and nurture the people who take initiative, act courageously, and get the job done right. These are hidden leaders whose everyday performances deliver the competitive advantage needed to get ahead.

Filled with actionable advice and keen challenges for leaders in any industry, *The Hidden Leader* is a must-read for anyone looking to revamp their organization.

ABOUT THE BOOK

THE HIDDEN LEADER



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Chapter 8: Engaging Hidden Leaders

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**“HIDDEN LEADERS
BRING A COMPANY’S VALUE PROMISE
TO LIVE IN WAYS NO COMPETITOR
CAN IDENTIFY OR MATCH.”**

ABOUT THE AUTHORS

SCOTT EDINGER & LAURIE SAIN

Companies like AT&T, Lenovo, and The Los Angeles Times, hire Scott Edinger to work with their senior leaders. He is recognized as an expert in helping organizations achieve top and bottom line growth.

In addition to *The Hidden Leader*, Scott has coauthored *The Inspiring Leader* (McGraw-Hill), and the Harvard Business Review article *Making Yourself Indispensable*, called by HBR a “classic in the making.” He is also a regular contributor to *Forbes* and the Harvard Business Review.

As founder of Edinger Consulting Group, Scott has worked with leaders in nearly every industry sector, helping them formulate and implement growth strategies, increase revenue and profit, develop leadership capacity, drive employee engagement, and attract and retain talent.



Laurie Sain is a professional writer and consultant, whose clients span virtually every major industry and include Fortune 1,000 companies such as Apple, IBM, the Union Pacific, Weyerhaeuser, and Charles Schwab Corporation. Laurie leads clients through strategic planning at the conceptual level, and then develops realistic executive and front-line solutions that enable each company’s vision to thrive. Former director of content for Ninth House Network, Laurie lives in Lander, Wyoming.

QUESTIONS & ANSWERS

WITH SCOTT & LAURIE

1. WHAT IS A HIDDEN LEADER?

Hidden leaders are those in an organization that you don't immediately think of because of their position or title. They are the individual contributors, front line supervisors and middle managers that provide a great deal of leadership for the business, even though they aren't in traditional leadership roles.

Hidden leaders are all around you within your organization. You have worked with them, encouraged them, and watched them rise within organizations to positions of power and influence. You may have been a hidden leader early in your career.

You and others have called these workers smart, crucial, exceptional, or a vital part of the company's success. You have seen them work effectively with people at many levels within the organization, from front lines to executive suites, regardless of their formal positions. But if you thought at all about these employees' abilities, you probably would have categorized them as having natural talent that couldn't be replicated but you didn't likely see them as company leaders. We believe differently. We believe these hidden leaders are a source of strategic advantage in your company. They can be defined, identified, nurtured, and encouraged to help an organization develop a competitive edge.

2. HOW DO YOU RECOGNIZE INTEGRITY?

You recognize integrity in people who meet commitments, do what they said they would do and follow projects through to completion. You see it when someone displays the courage to provide honest feedback even when it is unpopular, speak up about actions or decisions that aren't consistent with the company values, or express a point of view. This is not about just having an ethical code, but possessing the courage and the conviction to behave that way consistently.

Whenever one meets a hidden leader the integrity is obvious in the leader's conversations, suggestions, responses, and actions. Hidden leaders display integrity in all they do, even when they don't meet expectations by taking ownership of the problem and making commitments to address it.

3. HOW DO HIDDEN LEADERS DIFFER FROM THOSE WE TRADITIONALLY THINK OF AS LEADERS IN ORGANIZATIONS?

In many ways, they behave similarly. They act like owners of the business and take ownership and accountability for their actions. The main difference is that they aren't in roles where we traditionally find or look for leaders. They are providing leadership without positional power or authority.

It is all in how you think about leadership. Many people define leaders as people high up within management ranks or those likely to be tapped as future managers and executives. This definition implies that leadership flows downhill from those in acknowledged high positions. It also positions leaders as somewhat above the everyday challenges that characterize frontline responsibilities.

Our definition of hidden leaders is that they are the powerhouses within organizations who help galvanize people toward excellence. Generally, hidden leaders have little or no positional power. They are in frontline jobs or possibly lower-level supervisory positions. They may not be viewed as people likely to take on managerial responsibilities. Their leadership is disconnected from the traditional positional power of supervisors, managers, and executives.

QUESTIONS & ANSWERS

WITH SCOTT & LAURIE

4. IF A HIDDEN LEADERS ARE THOSE WHO PREFER TO KEEP OUT OF THE LIME LIGHT, DOES THAT FACT HURT THEIR INFLUENCE WITHIN THE COMPANY?

This disconnect does not undermine their leadership; it simply hides them from those with more traditional views of leadership. Hidden leaders guide people's decisions on many levels of an organization. They are the origin of the upflow of leadership. This grassroots leadership is powerful because it emerges from people on the front lines who see the daily impact of executive decisions on products, processes, customers, and stakeholders. By leading from lower in the hierarchy, hidden leaders provide new insights to executives and official leaders who no longer experience frontline challenges.

5. WHY SHOULD MANAGERS NURTURE THESE HIDDEN LEADERS?

Some leaders will move up the organizational chart, accepting positional power as their personal influence and power develop. Others will prefer to stay at a certain level in the organization and bring their personal influence to bear on the work they love to do. As modern organizations develop new structures, both flat and virtual, we believe it is important to know how to spot and encourage hidden leaders and bring their abilities to work on the toughest challenges in an organization. We also believe focusing on the skills and characteristics of hidden leaders can make all your employees more productive and satisfied.

6. WHAT IS THE MOST IMPORTANT TAKEAWAY OF THIS BOOK?

Leaders come in all shapes and sizes, and leadership isn't dictated solely by position or title. Hidden leaders are not invisible to the people around them. What makes them "hidden" is not that their coworkers and supervisors do not value them as important players within the company, it is that they aren't thought of as leaders more broadly in the organization. Acknowledging their leadership and abilities creates another path to drive excellence throughout the organization.

The power of hidden leaders is obvious to those around them. These top individual contributors are known as the ones to approach for solving tough problems, the people new hires are directed to meet to understand the company's inner workings, and the anchors of productivity, creativity, and innovation.

We propose that hidden leaders are not just great workers; they are leaders in their own right. Managers who identify and treat them as leaders gain an important strategic and competitive advantage over the competition.

ADVANCED PRAISE

WHAT PEOPLE ARE SAYING ABOUT *THE HIDDEN LEADER*

"A leader's job is to create more leaders...A must read!"

—**Tom Peters**, Author of *New York Times* bestseller, *In Search of Excellence*

"If you are interested in creating a culture where leadership flourishes in every part of your business, read this book."

—**Jake Orville**, President and CEO, Cleveland HeartLab

"The insights delivered in *The Hidden Leader* provide clarity about how to identify and develop leadership skills at all levels of an organization, not only at the top."

—**Mary B. Coburn**, Vice President for Student Affairs, Florida State University

"Edinger and Sain have recognized the value of leaders at all levels of the business. *The Hidden Leader* makes leadership accessible and beneficial for everyone, regardless of their position or title."

—**Joe Robinson**, President, Catapult (#1 Shopper Marketing Agency as ranked by the Hub)

"We often look upward to position and title for leadership, but Edinger and Sain explain how to find it everywhere in your company...*The Hidden Leader* will show you how to find and develop [leaders] everywhere."

—**Joe Brancucci**, President and CEO, GTE Financial

RESOURCES

FOR THE HIDDEN LEADER

LEARN MORE ABOUT THE BOOK AND
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THEHIDDENLEADER.COM
A SAMPLE OF IMAGES YOU'LL FIND ARE:

