



001 Leadership in Today's Business: How to Apply Successful Management Techniques to the Law Department

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Faculty Biographies

Michele S. Gatto

Michele S. Gatto is executive vice president- corporate services and general counsel for National Life Group in Montpelier, Vermont. Ms. Gatto serves as a member of the executive management team and is responsible for the corporate services division, including the law department, mutual fund compliance, market conduct and compliance, corporate secretary, policy and business forms management, human resources, records management, purchasing, facilities, security, print shop, and mail center.

Before joining National Life Group, Ms. Gatto was vice president, general counsel, and corporate secretary of Massachusetts Casualty Insurance Company (MCIC), a subsidiary of Sun Life Financial. She also served as strategic planning officer at MCIC. Ms. Gatto also served in a number of positions at The Paul Revere Corporation. Ms. Gatto joined Paul Revere as an attorney and assumed increasing legal and management responsibility within the law department during her tenure there. Her position when she left Paul Revere was vice president, assistant general counsel, assistant secretary, and assistant treasurer.

Ms. Gatto serves on ACC's Board of Directors, the board of directors of Vermont Mutual Insurance Group, the board of trustees of Saint Michael's College, the board of governors of the Association of Life Insurance Counsel, and the advisory councils of the New England Legal Foundation and the Graduate School of Management at Clark University.

Ms. Gatto holds a bachelor's degree from Indiana University of Pennsylvania, a master's degree from Youngstown State University, an M.B.A. from Clark University, and a J.D. from Western New England College School of Law. She also completed the executive development program at the Harvard Business School.

Barry Nagler

Barry Nagler is the senior vice president, general counsel, and secretary of Hasbro, Inc., one of the world's leading makers of games, toys, and family entertainment products, located in Pawtucket, Rhode Island. He is responsible for overseeing a 50 person legal department, with five offices worldwide.

Prior to joining Hasbro, Mr. Nagler was with Reebok International Ltd., most recently as senior vice president and general counsel, and with the Boston law firm of Foley, Hoag & Eliot.

Mr. Nagler is Chair of ACC's Board of Directors. Previously, he served as ACC's Treasurer, Secretary, and Chair of its Advocacy Committee. In addition, he is on the board of directors of ACC's Northeast Chapter. In recent years he has also been a member of the ABA task force on implementation of section 307 of the Sarbanes-Oxley Act of 2002, a director of the New England Legal Foundation, and a speaker on a number of legal topics as part of programs presented by ACC, the ABA, and other bar associations and educational institutions.

Mr. Nagler received his undergraduate degree from Franklin and Marshall College and is a graduate of Harvard Law School.

Douglas Riddle

Doug Riddle and his international team have dramatically expanded the role and reach of leadership coaching for the Center for Creative Leadership, the leading global institution devoted to the study and communication of knowledge about leadership. While developing communities of executive coaches on three continents and expanding the ability of the Center to meet the coaching needs of global leaders, he charted a course that has established the Center for Creative Leadership's coaching services as among the best in the world. His more than 375 professional coaches, speaking two dozen languages, located in almost 20 countries, from many cultural backgrounds are expert in the CCL Way of leadership coaching and provide the level of excellence center clients expect.

In his speaking and consultation, Mr. Riddle draws on two decades leading growing non-profit organizations where he learned to inspire the commitment and harness the passion of people for a common cause. He has written articles and had interviews have appeared in numerous general circulation and specialty media and he has been a popular spokesperson for leadership and coaching in conferences around the world.

In collaboration with other Center colleagues, Doug and his group are leading a revolution in customized professional services for leaders, including individual, team and group coaching. Through the application of rigorous research, careful assessment of outcomes, consistency in approach and the application of research-based standards, they are bringing a new level of maturity to the field.

Later he earned a second doctorate and psychology license, deepening his insights into the dynamics of individuals and groups as a consulting psychologist.

Michelle C. Trapani

Michelle C. Trapani is managing counsel in the commercial legal group at Oracle, one of the world's leading suppliers of software for information management and the world's second largest independent software company, located in Chicago. Ms. Trapani joined Oracle as corporate counsel responsible for management and protection of Oracle's trademarks on a worldwide basis. Later, she transferred to the commercial legal group where she is currently managing counsel in charge of the legal knowledge management program in addition to handling commercial negotiations relating to license, consulting, outsourcing, and other technology agreements. Ms. Trapani is chair of the Oracle legal department training committee and co-chair of the Oracle worldwide legal training program.

Prior to joining Oracle, Ms. Trapani practiced intellectual property litigation at Pillsbury, Madison and Sutro (currently Pillsbury Winthrop) located in San Jose, California. While at Pillsbury, Ms. Trapani specialized in patent, trademark, and trade secret litigation.

Ms. Trapani holds a bachelor's from the University of Illinois and is a graduate of the University of Illinois College of Law.

Center for Creative Leadership

AN INTRODUCTION

BUILDING INDIVIDUAL AND ORGANIZATIONAL SUCCESS THROUGH EFFECTIVE LEADERSHIP

At the Center for Creative Leadership (CCL[®]), we recognize that leadership development is crucial for individual and organizational success. In today's world of rapid change, executives and managers must find creative solutions to complex challenges, making effective leadership more necessary than ever.

The Center is an internationally recognized resource for understanding and expanding the leadership capabilities of individuals and organizations from across a wide spectrum of sectors. Our mission is to advance the understanding, practice, and development of leadership for the benefit of society worldwide. Our role is to help you address the leadership component of your business and organizational challenges — helping to build, extend and revitalize the practice of leadership.

Through our programs, CCL serves approximately 20,000 leaders from more than 2,000 organizations each year. We work around the globe, serving more than two thirds of the Fortune 500; state, local and national governments and government agencies; nonprofit organizations; and educational institutions and school systems. Our scholarship programs demonstrate a special commitment to the development of leadership in the nonprofit and education sectors. Over the past year alone, the Center granted 226 scholarships at a value of nearly \$1 million to individual leaders of nonprofits and schools in addition to hundreds of specially priced training days to nonprofits. The Center's work also reaches thousands around the world through publications, products, events and networks. These channels help us elevate the practice and development of leadership for individuals, organizations and our society overall.



CCL'S GLOBAL REACH

CCL offers training solutions across the United States and around the world. Our work is anchored by five facilities in the U.S.A., Europe and Asia and supplemented by an extensive network of training and development organizations. Over the course of the past year, we served individuals from 128 countries, including Canada, France, India, Japan, Turkey and the United Kingdom. For more information about our locations, visit www.ccl.org/locations



FOCUSED ON OUR PURPOSE, NOT PROFITS

Our work exists at the intersection of theory and practice, at the juncture of learning and life. We cultivate learning at the growing edge of leadership research. We use this knowledge to help individuals become more effective leaders by teaching them how to learn about themselves and their organizations, to be better leaders in the broader world.

Our nonprofit status gives us unusual flexibility in a world where quarterly profits drive the thinking and direction of many businesses. Instead, we have the freedom to be objective, wary of short-term trends, and motivated solely by our educational mission. Our only agenda is to ensure that the best, most creative and most effective thinking about leadership has a chance to prove its value by, quite literally, changing the world. We are free to explore important ideas and emerging leadership strategies without regard to potential marketability or the applicability of an approach to a specific client. At the same time, the desire to

transform these ideas into action frequently becomes the impetus for a new program, assessment tool or publication. Among topics of current interest to CCL that have already enriched our program offerings are:

- » creativity and innovation
- » global leadership
- » executive coaching
- » talent management and bench strength
- » leading teams
- » leading diverse groups

AN INVITATION TO SUPPORT THE CENTER

The funds to support our research and teaching efforts come from the Center's revenue and the generous philanthropic support of alumni, friends, sponsoring organizations and foundations. We are a carefully managed and financially responsible educational institution, deriving about 85 percent of our operating revenue from the tuition and fees we collect.

At the same time, fulfilling that mission requires that we assemble a critical mass of leading thinkers and provide an appropriate environment for research, collaboration and teaching — an expensive undertaking. Like most other nonprofit educational institutions, we rely on the support of external philanthropists to help cover the costs of our research and development and to help us serve all sectors of society. To fund our activities and sustain and expand our institutional presence, we accept investments in the form of restricted and unrestricted donations. We receive and welcome support from foundations, alumni, friends, organizations and corporations, including the 21 corporate sponsors in our Creative Leadership Council in the Americas and Europe.

Mission

To advance the understanding, practice, and development of leadership for the benefit of society worldwide.

Expertise

- » Individual Leader Development
- » Global Leadership and Diversity
- » Groups, Teams and Organizations

Activities

- » Knowledge Generation and Dissemination
 - » Research and Development
 - » Publications
- » Leadership Education
 - » Open-enrollment Programs
 - » Custom Solutions
 - » Assessment and Development Resources
 - » Coaching and Feedback Services
- » Leadership Community
 - » Alumni and Friends
 - » Donations and Grants

Reach

- » Asia
- » Europe
- » North America
- » Network Associates
- » www.ccl.org

LEARNING RESOURCES

RESEARCH AND INNOVATION

For more than three decades, behavioral science research has formed the bedrock of CCL's programs, products and services. We explore the nature of leadership and how to enhance it. In the spirit of transforming ideas into action, we also seek ways to apply the knowledge we gain through strategies and techniques that are practical and measurable — and that individual leaders and organizations of all sizes can utilize. Our current research projects focus on the development of knowledge and expertise in three major areas: Individual Leader Development, Global Leadership and Diversity, and Groups, Teams and Organizations.

OPEN-ENROLLMENT PROGRAMS

The Center for Creative Leadership is, first and foremost, an educational institution. It is an academy of leadership development — one that spans five locations and 16 affiliate organizations across three continents. The Center has been recognized three consecutive times by *BusinessWeek* as the world's No.1 provider of leadership education. We have also ranked for four straight years among the world's Top 10 providers of open-enrollment programs in a survey of executive education by the

Financial Times. We offer a variety of open-enrollment courses based on the principles of assessment, challenge and support; a model that our research has shown to be effective in stimulating change. Participants — usually middle- to executive-level in organizations across the private, public and nonprofit sectors — have an opportunity to explore with their peers key facets of leadership development.



CENTER FOR CREATIVE LEADERSHIP – AN INTRODUCTION

THREE DECADES OF INNOVATION, QUALITY AND IMPACT



2005 - The Center ranks among the overall Top 10 providers and third in the world among providers of open-enrollment programs in the 2005 *Financial Times* survey of executive education. This is the fourth consecutive year that CCL has ranked in the Top 10.

2003 - For the third consecutive time – and the sixth year running – *BusinessWeek* ranks CCL No. 1 for leadership development in its executive education survey.



2003 - The Center opens its Asia office in Singapore.

1998 - CCL and Jossey-Bass publish the first edition of *The Center for Creative Leadership Handbook of Leadership Development*.

1997 - *U.S. News and World Report* ranks CCL in the Top 10 of non-degree executive education programs.

1996 - CCL is cited by *The New York Times* as "one of the most respected in the field" with reference to leadership courses.

1995 & 1993 - *BusinessWeek* includes CCL on its list of the Top 20 institutions for non-degree executive education.

1993 - A survey by *The Wall Street Journal* and Bricker's International Directory ranks two CCL programs – Leadership at the Peak and the Leadership Development Program (LDP)[®] – as No. 1 and No. 2, respectively, among the top leadership courses for executives.



1988 - *The Lessons of Experience*, a publication outlining key developmental events for executives and the lessons that can be learned from them, becomes a CCL best-seller.



1987 - The Center releases *Breaking the Glass Ceiling* – a pioneering publication based on CCL's women-in-leadership research.

1974 - The Leadership Development Program (LDP)[®] – CCL's flagship leadership course – is introduced.

1970 - The Center is founded as a nonprofit educational institution focusing on leadership and leadership development.

CUSTOM SOLUTIONS

We develop tailored educational solutions for more than 100 client organizations each year. Through this applied practice, we structure and deliver programs focused on specific leadership development needs within the context of specific organizational challenges, including innovation, the merging of cultures and the development of bench strength. Our role is not to solve particular business issues, but to help organizations develop, within their own cultures, the leadership capacity they need to address challenges as they emerge. Custom programs developed by the Center have received international recognition.

SELF-AWARENESS: THE FOUNDATION OF MANAGERIAL EFFECTIVENESS

In this fast-paced world, individuals rarely have the opportunity to receive extensive feedback in the workplace – to understand how others perceive them. Center programs provide leaders with the time, tools and environment needed to gain a comprehensive, accurate view of themselves. In fact, the Center's emphasis on assessment and honest, productive feedback is frequently cited as the most valuable part of our programs.

ASSESSMENT AND DEVELOPMENT RESOURCES

Assessment is a necessary and effective starting point for learning, growth and change. The Center offers a range of assessment and development resources that can help individuals, teams and organizations increase their self-awareness, facilitate their own learning, enable their development and enhance their effectiveness.

We support the introduction of these tools into your organization with a range of services, including orientations to 360-degree feedback processes, facilitator training, and workshops for feedback and developmental planning. Customized services are also available to meet the needs of large organizations and independent consultants.

PUBLISHED WORKS BASED ON CENTER RESEARCH AND PRACTICE

The theoretical foundation for many of our programs, as well as the results of the Center's extensive and often-groundbreaking research, can be found in publications issued by our in-house CCL Press and through our alliance with Jossey-Bass, a Wiley Imprint. These publications provide insights and practical advice to help individuals become more effective leaders, develop

CENTER FOR CREATIVE LEADERSHIP – AN INTRODUCTION

CENTER TRAINING PROGRAMS SHARE MANY VALUABLE TRAITS, SUCH AS:

Personalized attention - A high faculty-to-student ratio provides the individual attention that fosters customized development.

Assessment and feedback - The power of 360-degree feedback combined with individual assessments offers a well-rounded picture of strengths, development needs and leadership styles – frequently cited as the most valuable part of our programs.



A safe environment - A safe, confidential environment is created for candid sharing and experimentation with new behaviors vital to development.

Experiential learning - Special activities and breakout sessions offer participants the chance to practice new behaviors while learning from their program peers.

Goal setting - Each participant is given time to integrate the lessons of their experience and encouraged to create personal and professional goals.

Networking - Participants in open-enrollment programs interact with peers from other organizations who face similar challenges. Custom program participants often spend time with managers from across their business, facilitating internal collaboration.

leadership training within organizations, address issues of change and diversity and build the systems and strategies that advance leadership collectively at the institutional level.

THE CENTER'S LEADERSHIP COMMUNITY

To ensure that our work remains focused, relevant and of impact to the individuals and organizations we serve, we maintain a host of networks, councils and learning and virtual communities that bring together alumni, donors, faculty, practicing leaders and thought leaders from across the globe.

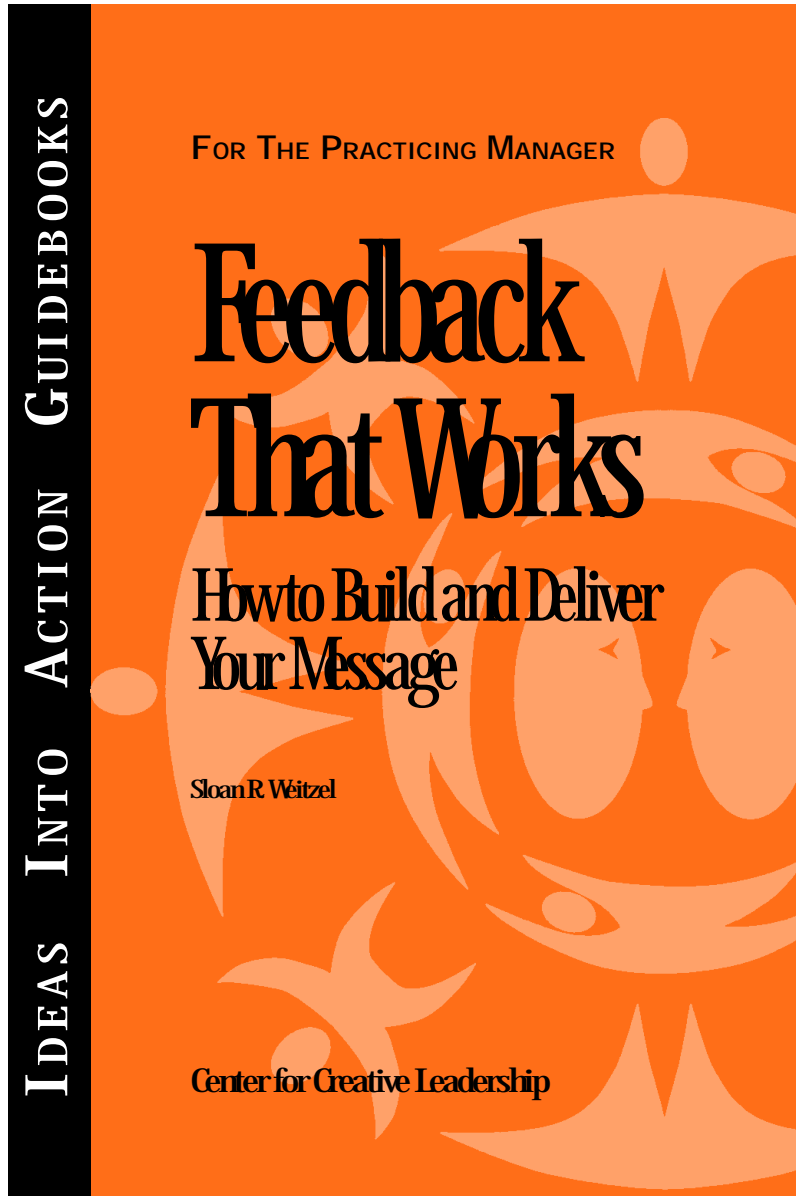


We also forge relationships and alliances with individuals, organizations and associations that share our values and mission. We draw strength from and contribute learning and resources to this community. The energy, insights and support from these relationships help shape and sustain the Center's educational and research practices and provide those we serve with a measure of purpose and passion as they continue their lifelong commitment to leadership and learning.

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The Ideas Into Action Guidebook Series

This series of guidebooks draws on the practical knowledge that the Center for Creative Leadership (CCL) has generated in the course of more than thirty years of research and educational activity conducted in partnership with hundreds of thousands of managers and executives. Much of this knowledge is shared – in a way that is distinct from the typical university department, professional association, or consultancy. CCL is not simply a collection of individual experts, although the individual credentials of its staff are impressive; rather it is a community, with its members holding certain principles in common and working together to understand and generate practical responses to today's leadership and organizational challenges.

The purpose of the series is to provide managers with specific advice on how to complete a developmental task or solve a leadership challenge. In doing that the series carries out CCL's mission to advance the understanding, practice, and development of leadership for the benefit of society worldwide. We think you will find the Ideas Into Action Guidebooks an important addition to your leadership toolkit.

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Executive Brief

Whatever level you occupy in an organization, from line manager to senior executive to team leader, the skill of giving meaningful and effective feedback is an important component to helping other people develop and to getting the job done. Creating and delivering a specific message based on observed performance is key to effective feedback. Your feedback should enable the receiver to walk away understanding exactly what he or she did and what impact it had on you. When the result is this specific and this direct, there is a better chance that the person getting the feedback will be motivated to begin, continue, or stop behaviors that affect performance. This guidebook explains how to deliver effective feedback by showing how to build your message, when to deliver it, and how to communicate it. By using the methods and examples in this guidebook, your feedback becomes a tool for development – for others and for yourself.