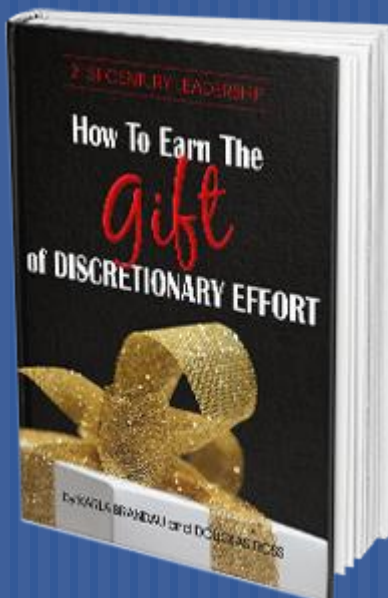


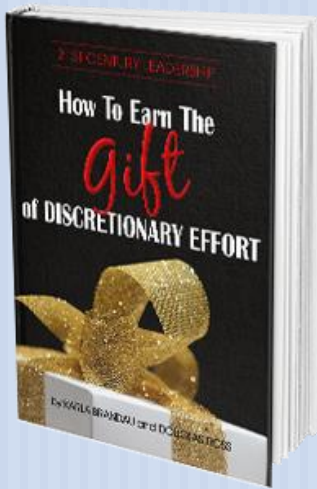


HOW TO EARN THE GIFT OF DISCRETIONARY EFFORT

WWW.EARNTHEGIFT.COM



By thought leaders
Karla Brandau and
Douglas Ross
A 21st century
leadership book that
builds charismatic
leaders and optimizes
the employee work
experience.



Authors: Karla Brandau and Douglas Ross
Category: Business Leadership
21st Century Leadership, Workforce
Optimization, Employee Experience
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AUTHOR BIOS

OVER 60 YEARS OF BUSINESS EXPERIENCE



Karla Brandau

Certified Speaking Professional | Registered Corporate Coach
Certified Facilitator | Bachelors Degree in Education

Karla Brandau is an internationally known corporate trainer, consultant, keynote speaker, and executive coach. She has developed a depth and breadth of programs and keynotes that mark a clear path to leadership excellence and organizational success. She challenges leaders to proactively remove organizational obstacles to productivity and employee engagement, implementing the strategies outlined in *Discretionary Effort Leadership*.

Her client list includes many of the top-tiered Fortune 100 such as IBM, Coca Cola, Siemens, Chick-fil-A, as well as government agencies, nonprofits, and associations. She is a sought after industry thought-leader who speaks at both local and national conventions. To her credit, over 85 percent of the organizations who hire Karla, invite her back for repeat engagements.

As the consummate professional who listens and designs customized programs to meet company needs, she has delivered workshops to teach leadership principles, build teamwork, improve communication, develop creativity, and increase personal and team productivity. She is certified to deliver a variety of assessments and is widely known for her ability to administer and debrief personality profiles.



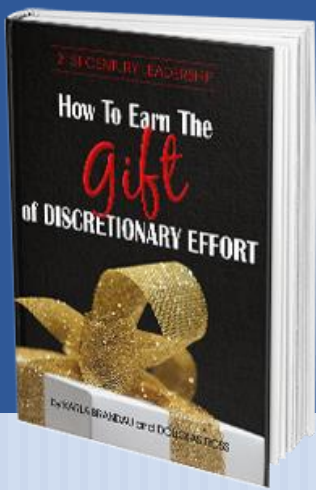
Douglas Ross

Master's Degree in Organizational Development | Facilitator | Mediator | Human Resources Director

Douglas Ross is a senior manufacturing professional with extensive experience in product launches, cultural transformation, and plant turnaround involving lean operations and leadership development. He has worked in some of the world's most globally competitive industries and organizations including General Motors, Textron, Lennox, Rockwell, and DuPont.

He is often referred to as the consultant of last resort, the person brought in to resolve the impossible, solve the unsolvable workplace problems.

As a senior cultural change subject matter expert, he has led numerous organizations through cultural transformation and performance improvement. He has worked extensively with high level executives one-on-one in leadership development. Doug is a thought-leader and curriculum developer who field tests and implements leadership models and workplace strategies through consulting and executive coaching.



BOOK SUMMARY

This cutting-edge 21st century leadership program, by thought leaders Karla Brandau and Douglas Ross, details how earning the *gift* of discretionary effort will turn your employees into your competitive advantage in an ever-increasing competitive marketplace.

Discretionary Effort is the difference between the level of effort, creativity, and problem solving one *is capable of bringing* to a task, versus the *minimum effort required* to just get by or make do, and still receive a paycheck.

Each day, when an employee walks in the office door (or logs in remotely) and starts work, that employee makes a choice whether or not to give discretionary effort. You really want them to choose to give it. And it takes a special kind of leader to achieve this goal.

The book teaches you how to be that special kind of leader. You'll uncover how to:

- Create a workplace where individuals want to come to work
- Inspire employees to give discretionary effort on a daily basis
- Engage employees with 21st century leadership techniques
- Effectively lead people who think differently than you

Written in a straightforward, personal style with true stories and illustrative examples, thought leaders, Karla Brandau and Douglas Ross provide the tools and techniques for developing employees into authentic contributors who are emotionally committed to the values, mission, vision, and goals of the organization and who strive for continuous improvement, profitability, and economic sustainability on a regular basis.

From their years of consulting, coaching, and training, Brandau and Ross have developed a twenty-first century leadership model that will take forward-thinking companies ahead of their dinosaur competition.

Using the RossBrandau Discretionary Effort Leadership Model™, this book teaches you how to become the leader people CHOOSE to follow, not HAVE to follow because of your place in the organization.

TESTIMONIALS

INDIVIDUALS PLAY A VALUABLE ROLE IN OUR BUSINESSES

While at the most progressive steel maker in India several years ago the senior engineer gave me a tour of their operations during which we talked about management ideas, including their quality programs. He mentioned Quality Circles with what I saw as great pride. I stopped and pointed out that meant that everyone in a circle needed to be heard and respected. Did that mean destruction of the caste system?

He smiled beyond the normal confines of a mortal face, pumped his right hand and said "Yes!"

Since America's discovery of W. Edwards Deming's guidance to Japanese industry we have not only improved quality and reduced costs, we have changed society in profound ways. Through a steady accretion of insights about how to improve the delivery of goods and services we have moved from the human cogs of Henry Ford's assembly line to adding great value to the role individuals play in our businesses.

This steady advance has brought us to what I think is the next phase: understanding how to capture the immense power of the creative contributions of those who work with us.

And *How to Earn the Gift of Discretionary Effort* by Karla Brandau and Douglas Ross is the first big step toward that wonderful corporate condition.

– *Chris Cannon, thoughtful regulator (coal mine reclamation), industrialist (Geneva Steel) and congressman (R. UT 1997-2009)*

COMPREHENSIVE APPROACH TO DEVELOPING HIGH-QUALITY LEADERSHIP SKILLS

How to Earn the Gift of Discretionary Effort is a novel and comprehensive approach to developing high-quality leadership skills. In this fast-developing and rapidly-changing business environment, such skills are absolutely essential to maintaining an edge over the competition. Ross and Brandau have tapped into the vast array of leadership characteristics to ferret out those qualities and techniques that best enable today/tomorrow's business and professional leaders become successful. This book is an absolute "must" for anyone aspiring to provide high-quality leadership to his/her organization.

– *Dr. Gerry Bissett, former Financial Services Senior Executive*

TESTIMONIALS

BLUEPRINTS FOR PREDICTABLE CONDITIONS

Weaving personal examples with dynamic principles, Brandau and Ross's work blueprints conditions for predictable reactions as influential to organizations as chemical reactions are to physical processes. Approaching discretionary effort as a gift to be earned injects a thoughtful juxtaposition worthy of a good read.

– *William W. Maycock, Attorney at Law, Partner at Smith, Gambrell & Russell*

RAISED THE BAR

Brandau and Ross have raised the bar by clearly articulating the opportunities for principled leadership in corporate America. This is an inspirational and aspirational tome that states the case for opportunistic change while empowering leadership with the necessary tools to secure the gift of discretionary effort from the most important capital resource of any entity, its people.

The fundamental concept of 'the leadership of one' discussed by Brandau and Ross in this book is foundational to the core concept of 'earning the gift of discretionary effort'. The objective of any organization should be harnessing discretionary effort from its most important resource, its people. Brandau and Ross provide the needed tools to achieve such, and express this concept simply and effectively through the RossBrandau Leadership Model.

– *David L. Parker, Partner, SRS Capital Partners*

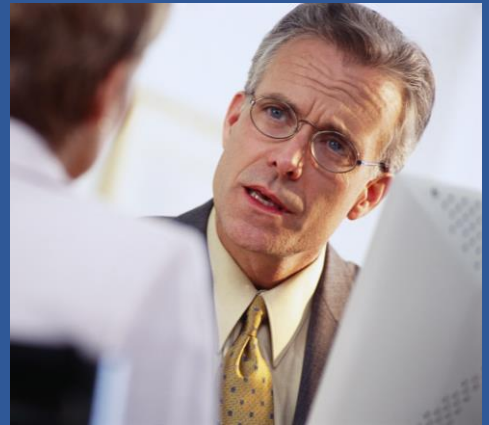
MANUAL FOR WINNING THE HEARTS AND MINDS OF EMPLOYEES

A man is judged by the company he keeps. A company is judged by the men (and women) they keep – the tragedy in today's companies is that half our work-force does not feel valued and what Brandau and Ross astutely recognize is that 'the first to leave are the productive ones who want to give their heart and head, not just their hands to their employers'. If you've wanted a manual for winning and keeping the hearts and minds of your employees, this is it.

– *Micheal Austin, Vice President, BYD*

TARGET AUDIENCES

CEO, Senior Executives, Leadership Teams, Presidents, Vice Presidents, etc. who want to optimize their work environment.



Emerging leaders, millennials moving into management or managers managing multiple generations in the workforce.



Any individual who wants to improve the touch points in conversations to maximize understanding, increase productivity while enhancing the employee experience.



BOOK EXCERPT

Introduction : Wake Up Call

Great leaders do not sugar-coat the truth. When the past recession hit, one CEO of a large manufacturing company confronted the realities and knew something had to change for his company to survive. Peering over his reading glasses, he looked across the desk at one of his employees and said, "Nothing in this company is sacred. Everything will be evaluated and put on the chopping block in order to maintain profitability. This economy is but a wake-up call. We will survive."

Leadership teams across the world hear the wake-up call whenever an economic recession hits, but the quickly changing landscape of the 21st century requires continuous refocus to survive as an organization. The constant evaluation of organizational performance includes leadership practices.

The most recent worldwide economic downturn was not a mere fluctuation in the market, but was revolutionary, causing seismic shifts in business procedures and in organizational social structures that affect profitability, economic sustainability, and discretionary effort. The recession caused organizations to look at the principles that guide their leadership teams to enable them to better navigate the complexity of their workplace culture amid the uncertainties of the global economic environment.

Outdated People Practices

A current deterioration of business results may be attributed to changing market conditions or to the inability to compete with the improved products and services offered by competitors. These may be factors in such a complex issue as market success, but we maintain the real culprit is failure to create an environment where discretionary effort is freely given by every employee on a daily basis.

As your leadership team evaluates your people practices that discourage discretionary effort, you may observe that some practices are outdated because they were designed from the implicit social contracts of the 20th century. While these people policies worked at one time, most of them are declining in their effectiveness, especially with the new workers entering the workforce.

One of the 20th century declining people philosophies is "do more with less." Companies under pressure to improve revenues let people go and put extreme stress on machinery, supply chains, and workers to produce the maximum in the shortest time with the fewest resources.

The practice of pushing people to work harder and faster is a temporary solution that more than enough employees are willing to deliver when occasionally asked. However, if the organization asks for the same maximized effort every week, there are consequences. Workers become tired and make mistakes. Their home lives become unbalanced, and employees' families can experience resentment. Employees could be asked to temporarily overlook safety or quality procedures that are necessary for product integrity but not overtly noticeable to a customer. What if, however, while temporarily overlooking safety or quality, a severe problem surfaces with the product or an employee gets seriously hurt at work?

A problem with the do-more-with-less approach is that it assumes increased demand can be met simply by squeezing more out of the system. The hidden reality is that every system has built-in inefficiencies, and when leadership teams start looking to reduce wastefulness and ineffectiveness, they set countless improvements in motion.

INTERVIEW QUESTIONS

- Why did you write another book on leadership?
- From the content, what one or two points do you feel the most passionate about?
- What is the major message for organizations?
- You say reading this book will build charismatic leaders. Describe a charismatic leader.
- To increase productivity, organizations are concerned about the employee experience. How does this book help the employee experience?
- What principles in this book help organizations optimize their work environment?
- You make the case for gratitude and human dignity. Why are those qualities important in a dog-eat-dog marketplace?
- You claim the principles in this book will take employees from minimal effort to amazing contributions. How does that happen?

STORY IDEAS FOR INTERVIEWERS



This content is excellent for interviews and programs dealing with improving leadership skills and optimizing organizational performance in large companies.

In smaller entrepreneurial organizations, the discussion focuses on how that bright entrepreneur can conquer a different skill: managing employees.

Some conversation topics include how to:

- Develop **21st century leadership** skills
- Recognize the critical skills needed to **manage multiple generations**
- Improve the **employee experience** to keep the best and brightest
- Become the leader people **CHOOSE** to follow not **HAVE** to follow
- Move employees from minimal effort to **amazing contributions**
- Be a **charismatic** leader
- Make your employees your **competitive advantage** in the marketplace



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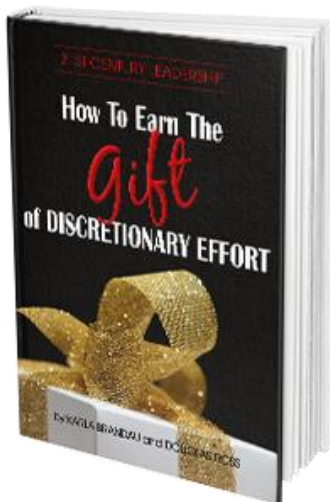
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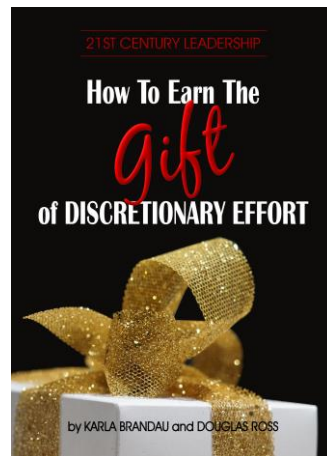
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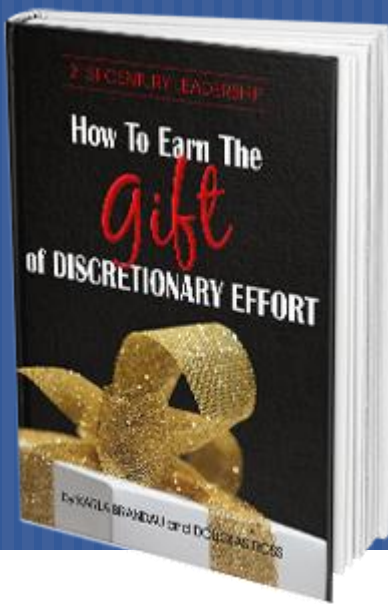
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FOR INTERVIEWS



DISCRETIONARY
EFFORT LEADERSHIP

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