What to Do in 2022

The "Three Big Growth Moves" of the Best Leaders in the World

by Nicholas J. Webb

Organizations are experiencing a time of massive disruption. These disruptions include a rapidly changing workforce, demanding customers, price sensitivity, and disruptive value and economic models. It’s a time of both reckoning and opportunity.

What to Do in 2022

The "Three Big Growth Moves" of the Best Leaders in the World

By
Nicholas J. Webb

Organizations are experiencing a time of massive disruption. These disruptions include a rapidly changing workforce, demanding customers, price sensitivity, and disruptive value and economic models. It's a time of both reckoning and opportunity. We know from history that disruption brings both destruction and invention. As the saying goes, "Out with the old and in with the new!" It's a brutal process that divides the survivors from the victims and the winners from the losers.

The current period of disruption is being caused by a wide variety of powerful forces. They include the Covid-19 pandemic, which has ushered in what I call the C-19 economy. We're seeing rapid technological advances in not just the digital realm but in energy and healthcare, as well as sociological upheavals including the rise of the consumer middle class in developing nations and increased globalization of commerce and information. Consumers expect more from the brands they buy—faster delivery, painless exchanges, better quality and performance, and lower prices. They have grown to embrace and expect the illusion of personalized service from the software algorithms that respond to their online searches and inquiries.

Tight C-19 labor markets are a challenge for firms that want a full-time return to work. Organizations find themselves fighting for mission-critical talent and they're scrambling to identify how to author predictable and sustainable growth.

In a time of shortened product and service lifecycles and major market disruption, CEOs are also looking to make innovation real, lasting, and impactful within their organizations.

This report is based on deep research associated with my multiple current number one best-selling books that collectively and individually address the Three Big Growth Moves that every CEO should make in 2022 and beyond.

Move #1: Embrace Customer, Employee, and Stakeholder Happiness

In our hyper-connected business environment, there's literally no place to hide from the penetrating gaze and judgment of these three constituencies. No business can afford to pretend that customer, employee, and stakeholder happiness don't matter. They do matter!

Customer happiness matters—not only at the moment of the sale, but at every touchpoint before and after. Customers have choices, and they have opinions about what pleases them, and they have little tolerance for companies that treat them poorly.

Customer opinions and experiences posted on social media sites translate into decisions and actions. Statistics show that consumers are increasingly making pocketbook decisions to buy from organizations that provide a positive customer experience across every touchpoint, from first encounter to interactions long after the sale. On the flip side, they avoid organizations that give off an "I don't care" vibe.

Your customer's use of social media reveals and publicizes your company culture. Whether you like it or not, your current and previous customers are talking about you online—on Yelp, Facebook, and Twitter. What they say can determine your ability to retain existing customers and attract new ones. Never before in history have we seen such transparency and the power of customers to publicly praise or trash a company.

Remember the old axiom that it's cheaper and better to retain an existing customer than to pay the cost to attract a new one. It's even more profound than that, because your happy customers will gladly act as unpaid brand ambassadors and spread the good word to their friends and colleagues. They will provide free marketing for your brand! I'll bet you can go on Facebook, right now, and see posts from your friends in which they sing the praises of the cruise line they used on vacation, or their visit to a fabulous restaurant.

But the reverse is also true: unhappy customers will no longer seethe in private, as they did 20 years ago. Now they can broadcast their dissatisfaction to the entire world—and that is not an exaggeration.

The lesson? Treat your customers like gold!

Employee happiness is no less important.

Research confirms that happy, engaged employees are more productive and drive organizational performance to a higher level.

For example, a study by the Boston Consulting Group and the World Federation of People Management Associations (WPFMA) revealed how proactive human resources (HR) departments can improve business performance. Their 2014 report, entitled "How to Set Up Great HR Functions: Connect, Prioritize, Impact," analyzed the ten-year stock performances of the public companies in Fortune magazine's "Best Companies to Work For" rankings in 2014, and compared them with the S&P 500 Index. The 100 best companies—or to express it another way, those with the most robust HR performance—outperformed the index by nearly 100 percentage points.[1]

Employee happiness leads to higher productivity. Research by Oxford University's Saïd Business School, conducted over a six-month period in the contact centers of British telecoms in collaboration with British multinational telecoms firm BT, revealed that workers are 13 percent more productive when they describe themselves as happy. "We found that when workers are happier, they work faster by making more calls per hour worked and, importantly, convert more calls to sales," said Jan-Emmanuel De Neve, one of the three authors.[2]

The C-19 economy includes a rapidly changing workforce. Employees who tolerated substandard wages and working conditions are simply refusing to go back to their old jobs. There's a growing demand from employees that their workplaces do more to boost their overall quality of life. As Harvard Business Review pointed out, a monthly survey of 5,000 Americans revealed they want to work from home 2.5 days a week on average. As the pandemic has lingered, the desire by many to work from home and cut commuting has strengthened, and many workers have become increasingly comfortable with remote interactions.

An Upwork survey of 4,000 professionals in the US found that many professionals are less than enthused about the return to the office, and a substantial number are considering making the move from full-time roles to freelancing. Already, businesses are dealing with an elevated level of resignations in a trend coined "The Great Resignation."[3]

Stakeholder happiness is critical.

This group includes anyone who contributes to the success of your enterprise—financiers, underwriters, insurers, suppliers, retailers, advertising partners.

In the old days, many CEOs subscribed to the Milton Friedman school of thought which said that the only measure of happiness in a corporation was the size of the return on investment provided to the shareholders. Nothing else mattered! Today, that notion is falling by the wayside. Profits are not the only measure of happiness.

In their report "Stakeholder Happiness Enhancement: A Neo-Utilitarian Objective for the Modern Corporation," Thomas M. Jones and Will Felps provide a single-valued objective function for the corporation—stakeholder happiness enhancement—that allows managers to make principled choices between and among policy options when stakeholder interests conflict.

"Social welfare ought to be seen in terms of human happiness rather than simply equated to economic welfare," said Jones. "From this perspective, economic welfare is simply the means to the end—human happiness—sought through the economic system." [4]

This is not some anti-capitalist whimsy. Research has shown that the better job a corporation does of generating all-round happiness, the more robust are its chances for long-term survival, and—even better—the more likely it is to avoid the attention of government regulators.

Happiness as a Strategy (HaaS)

The only way you can deliver exceptional customer, employee, and stakeholder experiences is to make happiness an institutional priority. When we love, respect, engage, and collaborate with and support our teams, we create the life support system that makes customer experience real.

You've probably experienced a business where you can feel the culture of negativity. The employees are unhappy and they can't wait to share their pain with their latest victim, also known as the customer. This is one of the big reasons why customer experience is failing within the majority of organizations in the world.

In a time of disruption, and innovation, great organizations are reimagining the way in which they can use customer experience innovation, to drive a happy organization that deliver exquisite customer experiences and quality of work life. The bottom line is you need to develop a formal happiness strategy that is hardwired into all aspects of your enterprise. The results will be a significant increase in productivity, presentism and return on human capital. You will also significantly improve customer satisfaction, retention and promotion. This approach will also help you address the significant problem of trying to find and keep the best talent. I would argue that a cultural transformation to happiness should be every leader’s top priority for 2022 and beyond.

Move #2: Go Beyond "Customer Experience"

In the current C-19 economy, outdated promoter scores and patient surveys are misleading organizations. The surveys and old-fashioned customer experience strategies will not work in 2022 and beyond. The best organizations will take on a completely new approach towards architecting formal customer experience strategies that ensures they are always the best choice in their markets.

Positive Customer Experience (CX) Defined

In order to deliver a "positive customer experience," you need to know what it looks like. Here's a very simple definition:

Positive customer experience is the creation of novel value that serves your organization and your customers.

That's what positive customer experience is. A successful CX innovation program must create actionable activities and moves the needle in terms of customer satisfaction and loyalty.

When we analyze structure of the definition, we see that there are components that require a bit more definition.

In the first part of the definition, "novel" means "new." It doesn't have to be new to the universe, it just has to be new to your organization or customer, or applied in a new way. Here, context is important. Years ago, someone took an apple (not new), a stick (not new), and some caramel sauce (not new). They stuck the apple on a stick and dunked it in the caramel sauce—and made something new!

"Value" is the tricky part of the definition, as it lives across a spectrum of meanings. It can be incremental, it can be landmark, it can be breakthrough, or it can be disruptive. The best organizations create customer experience innovations that live across a value portfolio. In other words, it's important to have incremental innovations. Applied over a period of time, they are a tremendous way to manage continuous process and continue experiential value. (This is the fabled Toyota doctrine of kaizen, or "continuous improvement"). But as we go into those higher value areas, these are characterized by bigger breakthroughs and significant innovations. (Toyota does this too, with kaikaku, or "radical innovation.") Your organization needs a combination of these various levels of value in order to have a diverse portfolio that is living across risk and reward.

Fixing the Problem of Customer Surveys

The use of traditional customer surveys seems scientific, and it's very easy for managers to conduct such surveys, look at the results, and then write a memo to the relevant department asking them to fix the problem. The challenge is that the results are fragmentary and highly subjective, and are a poor indicator of whether the customer will choose your company again from the available options. The fact is that your customers can hate some aspect of your service and still choose you over your competitor. But that's a fool's paradise, because the minute a savvy newcomer enters the market, your customers will drop you like a rock.

For many reasons, customer surveys can provide data that either isn't useful or is even misleading. They are too long and too intrusive. They don't reach the busy, affluent people you want as customers. Robocalls and email spam don't attract prospects, they irritate them.

Surveys can be too simplistic. Tools such as the Net Promoter Score (NPS) (a proprietary instrument developed by Fred Reichheld in conjunction with Bain & Company and Satmetrix), asks one simple question: "How likely is it that you will recommend the company to a friend or colleague?" There are three possible answers to that question: "Yes," "No," "Not quite sure." While its simplicity is admirable, the NPS does not tell management teams anything about what's working and what must improve. It does not provide any actionable information. This is why the RealRatings© system is different. Most customer rating systems are afraid to ask the customer what they hated about their experience, or they structure questions that have a neutral response. In order to get to an actionable customer experience rating—the RealRatings system—you have to find out both the negative and the positive. It includes what the customer hated and, with a point system, subtracts that from what the customer loved.

RealRatings surveys are custom architected to address the uniqueness of the experience and to select the proper linguistics in order to glean accurate responses. It provides far better insights as to what the customer did not like, so as to provide a net experience that is far more accurate, although perhaps less flattering. The second benefit is that these insights will allow you to extinguish hatepoints through new innovations while optimizing the low points.

Move #3: Relentlessly Pursue Innovation

In the good old days, companies could afford to pretend to deploy on innovation by making it a strategic initiative and essentially an organizational bumper sticker. In 2022 and beyond, however, organizations need to make innovation part of their enterprise DNA and the need to hardwire their innovation strategy to their overarching enterprise and growth strategy.

Two disruptions are happening right now:

1) The rate of change in business and technology is accelerating. The innovation cycle time has sped up, and with it the amount of resources and human energy you and your organization need to invest in keeping ahead of the pack. A solution or innovation that twenty years ago might have had a useful life of two years now has a life of only six months.

The Covid-19 pandemic accelerated many areas of change. During the pandemic, consumers moved dramatically toward buying through online channels such as Amazon—which saw a huge growth curve—while companies and industries increased their percentage of remote work. Rates of digital adoption surged years ahead of where they were pre-pandemic. But the jumps were not consistent across all industries; the increases were much more significant in financial services, healthcare and pharma, and professional services. Companies also saw significant accelerations in the digitization of their core internal operations including production, back-office, and R&D processes, and materials and product flow through their supply chains. Unlike customer-facing changes, this high rate of adoption was consistent across industries.

With some exceptions (some businesses are ordering their employees back to the physical office), these shifts look to be permanent. This will impact the expectations of new employees, who may chafe at being needlessly confined to the office, and consumers who have become accustomed to digital convenience. Is your enterprise ready to ride this wave of change or be swept away by it?

2) The severity of disruption is increasing. The lifespan of the average company will soon be on par with that of a fruit fly. This is because the disruptive forces that can obliterate a company are more powerful than ever before. Analyses of the S&P 500 reveal that as recently as 1995, the average lifespan of a company on the S&P 500 was thirty years; today it's down to fifteen. Half of the companies that appeared on the S&P 500 in 2000 have been taken off. Many experts predict that by 2028 the tenure of the average company on the list could be as low as ten years.[5]

We're not just talking about keeping your products and services up to date. Simply having the newest gizmo on the shelf is not going to establish you as an innovation leader. To be a leader in your industry—and stay on top for longer than a nanosecond—you need to cultivate and exploit innovations in every corner of your business. For example, you might be doing a good job introducing new technologies to the marketplace, but if your business systems are the same ones you used back when people were buying CDs at Tower Records, then your back-office efficiency will be lower—and more expensive—than your competitor's.

Perhaps you've got the most up-to-date human resources policies including salary transparency, remote work, and flexible scheduling, but your budget is still being run off the same Excel spreadsheets you used when you were in college. Again, for exactly the same function you've got more friction and more cost than your competitor. While you and your company are currently innovating by embracing new inventions, systems, or business strategies, and you're probably doing a good job of it, you can't take anything for granted. The competition is fierce, and unless you're an innovation leader, you're not doing enough. Any industry can find ways to innovate! How about the bulk transport industry? It involves moving large quantities of commodities between Point A and Point B, the way it's been done for centuries. What could be innovative?

Plenty! A Norwegian company has created what it calls the world's first zero-emission, all-electric, autonomous cargo ship. Developed by chemical company Yara International, the Yara Birkeland was designed to reduce emissions of nitrogen oxides, which are toxic pollutants and greenhouse gases, and carbon dioxide, as well as moving freight away from overcrowded roads to the open sea. In late 2021, the ship will make its first journey between two Norwegian towns, with a reduced crew on board to test the autonomous systems. Eventually, all movements will be monitored from three onshore data control centers.

First conceptualized in 2017, the ship was created in partnership with technology firm Kongsberg Maritime and shipbuilder Vard. Capable of carrying 103 containers and with a top speed of 13 knots, the crewless coastal hauler will hopscotch among Norwegian container harbors along the coast, replacing 40,000 truck journeys a year.

How to Make the Three Big Growth Moves

Here are five action items you need to implement to leverage innovation and disruption to achieve massive organic growth.

Reset Your Strategic Thinking

We can all agree that we are in a time of major disruption. Another name for the word "disruption" is "differentness." In a time of major market and enterprise differences, you have to be willing to walk away from a slow death by legacy philosophies and ideas. Disruption requires newness—in other words, innovation.

If you have a "fixed mindset," then you believe your methods of doing business are static. They can't change in any meaningful way, and any achievements, successes, or accomplishments of the organization are affirmations of the status quo. Applied in a business sense through the lens of product development and brand messaging, a fixed mindset believes the business has reached its peak (in any sense) and can't grow further.

On the other hand, a "growth mindset" sees disruption as an opportunity to learn and grow. With a growth mindset, failure is only a lesson that brings more knowledge and clearer perspectives. A business with a growth mindset views failures as opportunities to stretch their current knowledge and adapt for the future.

Covid-19 forced many businesses to change how they conducted their daily affairs. Part of this challenge was that foundational beliefs about work and models about costs evolved. Costs that were once fixed, such as physical office space, have become more variable as workers work remotely, while others that might have been differentiators in the past are now common, such as digital operations and automation.

Resetting costs and reshaping businesses for growth can begin with three actions:

1. Look for what's different across the value chain in both "no-brainer" moves that help in any scenario, and "high risk/reward" moves in growth scenarios.

2. Revisit strategic priorities to find those that will work moving forward. If it worked pre-Covid, chances are it won't work post-Covid.

3. Bring your people with you into the new way of operating. This really could be priority number one. To have any hope of success, your Big Growth Move must have the active support of your employees and other stakeholders.

Fire the Sycophants

Brown-noser. Lackey. Suck-up. Toady. Bootlicker. Back-scratcher. They're known by many names, and instead of talent and hard work they resort to flattery and ingratiation to curry favor with authority in the workplace.

One of the biggest mistakes you can make in trying to drive positive change in your organization is to surround yourself with such people. This means not only the fawning executives on your payroll, but some unethical consultants who are committed to keeping you on an outdated strategic track. These pirates are doubly dangerous because you pay them to provide blunt honesty and offer solutions to real problems, and if they don't, it may mean that you'll put the formal seal of approval on an outdated, sure-to-fail strategy.

This is not theoretical. Perhaps the most famously egregious consultant-client relationship in history was the coziness between Enron and its auditor, Arthur Anderson LLP. As one of the Big Five accounting firms in the United States at the time, Andersen had a reputation for high standards and quality risk management.

Despite Enron's deceptive accounting practices, in return for its fat fees Arthur Andersen offered its stamp of approval, signing off on the corporate reports for years. The Powers Committee, which in October 2001was appointed by Enron's board to look into the firm's fraudulent accounting, came to the following assessment: "The evidence available to us suggests that Andersen did not fulfill its professional responsibilities in connection with its audits of Enron's financial statements, or its obligation to bring to the attention of Enron's Board (or the Audit and Compliance Committee) concerns about Enron's internal contracts over the related-party transactions." [6]

Even if you're an honest CEO trying to do the right thing, you need people around you who aren't afraid to challenge you. You should hire people who have specialized knowledge that exceeds your own. As Steve Jobs said, "It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do."

The massive disruption that is occurring requires surrounding yourself with innovators and disruptors—including people who will speak "truth to power" and challenge your ingrained beliefs.

Use the SOS Approach

In order to get from where you are now to thriving beyond your wildest dreams. You need to take a sequential approach that begins with the **1.) Situational audit** of your current state of strategic readiness. Then, you need to develop detailed **2.) Objectives** in the form of measurable goals and outcomes. Lastly you need to implement a **3.) Strategy** that you deploy on relentlessly that includes thoughtful real-time progress measurements.

Take Care of Your Employees

A March 2011 survey by Indeed.com revealed that employee burnout has become a serious issue. During the pandemic, employee burnout has only gotten worse: more than half (52%) of respondents felt burned out, and more than two-thirds (67%) believed the feeling had worsened in the previous year.

Perhaps surprisingly, those who worked virtually were more likely to say burnout had worsened over the course of the pandemic (38%) than are those working on site (28%). Other differences appeared in each group's ability to unplug and the availability of perks.[7]

Stay in touch with your employees and their state of engagement. For example, a RealRatings pulse survey is a brief and regular set of questions sent to employees. As the term "pulse" suggests, such quick assessments can provide a running gauge of employees' views on subjects such as job-related roles, communication and relationships, and the overall work environment. RealRatings pulse surveys not only ask what your employees love about their jobs but also what they hate, which is a valuable insight. A RealRatings pulse survey can shine a light on the results of changes enacted in response to discoveries made in a previous survey. For example, let's say your pulse survey showed your employees had only a vague idea of your organization's mission. You then take steps to educate them about the mission and what it means. Then, after a period of time, you take another RealRatings pulse survey to find out if their perception has changed.

Gamification can help you—and your employees. You might consider utilizing an emerging category of HR tech—the deployment of AI principles, data science and game mechanics—that enables employers to automate and streamline employee engagement initiatives in real time. Measuring success is important when implementing well-being programs.

Attract Top Talent

Your company is only as good as its employees. They create the value to which your customers. To have the best employees you need to hire the best, and in the C-19 economy you might find yourself fighting for top talent.

Here are ways that CEOS can help their companies be more attractive to candidates than other employers.

1. Differentiate what you offer. Hiring areas in which any company can be competitive include job location, career development, flexibility, and workplace culture. While money is of course important—surveys continue to say the paycheck is the number one determining factor—in many industries wages from company to company are similar. For this reason (among others), you need to differentiate what you offer from what other organizations offer.

For example, do you have a great workplace culture? Do you seek to hire the formerly incarcerated and those in recovery (statistics show they're exceptionally loyal workers). Are you accessible to all levels across the organization, and do you routinely check on projects across the business? Do you and your peers prioritize living your values or evolving your employee experience? Are you willing to invest in your workforce by offering mentoring, learning, and skill acquisition?

Selling the culture you have intentionally built to create your workplace, including access to your time, might be your most powerful differentiator.

It’s not just the intention but the measurable time you interact with employees across the organization and the interest you take in them. If you don’t do a lot of this, it doesn’t mean you’re a bad person; we know the demands on your time are not easy. But if you’re able to invest the time, then the idea of accessible empathetic leadership is one candidates will want to embrace, learn from, and go above and beyond to help.

It’s important that you clearly understand what you can offer and be able to sell these “soft” elements that convince candidates that your company can do more for their career than any other.

2. Create a positive candidate experience. If you are going to compete in the market for top talent, the training of HR, recruiters, and hiring managers is important in delivering a positive candidate experience. Every touchpoint a candidate has with your company is a chance to convince them that your company is the better place to grow their career.

This begins with an effective use of social media. More than 4.5 billion people have a presence on different social media platforms. They are not only using social media for leisure time but are also actively looking for new job opportunities. The number one professional social media platform, LinkedIn, boasts 774 million members in more than 200 countries and territories worldwide. Glassdoor, the employer rating site, has 55 million unique monthly visitors, and offers 95 million reviews of 1.9 million employers. Your company might be among them! Are you aware of your company’s reputation on social media? Do you know what a candidate will find when they search for you? Any company that can afford to hire one needs a digital branding manager to ensure the social media lovepoints far exceed the hatepoints!

The reverse is true as well. If you want to actively seek out candidates, social media is a good place to start. You can leverage LinkedIn, Facebook, or even Twitter to look for candidates. As a recruiter, you will need to find out on which platform these job seekers are spending their time. To get their attention, post your job openings on different channels.

Effective screening and interviewing, keeping candidates informed at every step of the process, and following up quickly all contribute to a positive candidate experience. For candidates who advance past the initial interview, having top executives join the interview process will help candidates understand what kind of people they will be working with and for. Casual, conversational interviews give you the opportunity to evaluate the candidate for cultural fit. Remember, someone who needs a skill can be trained, but you cannot change a personality!

Many large organizations or big brands are very hierarchical in hiring, and your next generation of talent might never personally encounter a C-Level executive—unless they happen to meet you. Setting the tone by showing interest in candidates, removing fear or invisible barriers between you early on will only endear candidates to the company and brand.

3. Manage expectations for all. If you're a less prominent employer brand, you may face some challenges that are unavoidable. Especially in the C-19 economy, it may take longer to find candidates or for your team to come up with their strategic talent acquisition plan. You may have to approach candidates for the short-term—that is, you may expect they will only stay at your company for a year or two before moving on. You may have to invest more time selling your company to candidates and explaining what your company does and why the candidate should work for you.

In the C-19 economy, top employees are looking for meaningful career opportunities that provide a challenge and make a difference. They want employers who are dynamic and have goals for the future. This can be your unique selling point, but you need to back it up with reality. Nothing will be worse than luring in a sterling candidate with lofty promises, only to have him or her leave in disgust a few months later—and post a nasty review on Glassdoor as well!

Take Action!

The challenge can seem daunting, but with a clear, organized plan of action, you can lead your organization to sustained growth and profitability. Be sure to act upon the Three Big Growth Moves:

#1: Embrace customer, employee, and stakeholder happiness. You'll see the positive returns!

#2: Go beyond "customer experience" to a deeper connection with your market.

#3: Relentlessly pursue innovation. Stay ahead of the pack and amaze your customers with unexpected value.

Isn't it better to ride a wave than be overwhelmed by it? Of course it is. By implementing comprehensive Big Growth plans across your organization in a sustained and organic way, you'll be able to not only survive disruption but thrive on it—and perhaps even create some disruption of your own!

To accomplish your Big Growth agenda, you may need some professional assistance. That's where we come in. At LeaderLogic, our mission is to provide handcrafted quality advisory and training services to organizations with great potential, and help them positively impact their organization, stakeholders, and customers.

We avoid the bloat of massive teams, facilities, and infrastructure costs. Our high-performance core team and knowledgeable strategic partners provide exceptional quality of work at the lowest possible cost. We invite you to contact us today and let us show you how your organization can grow and thrive!

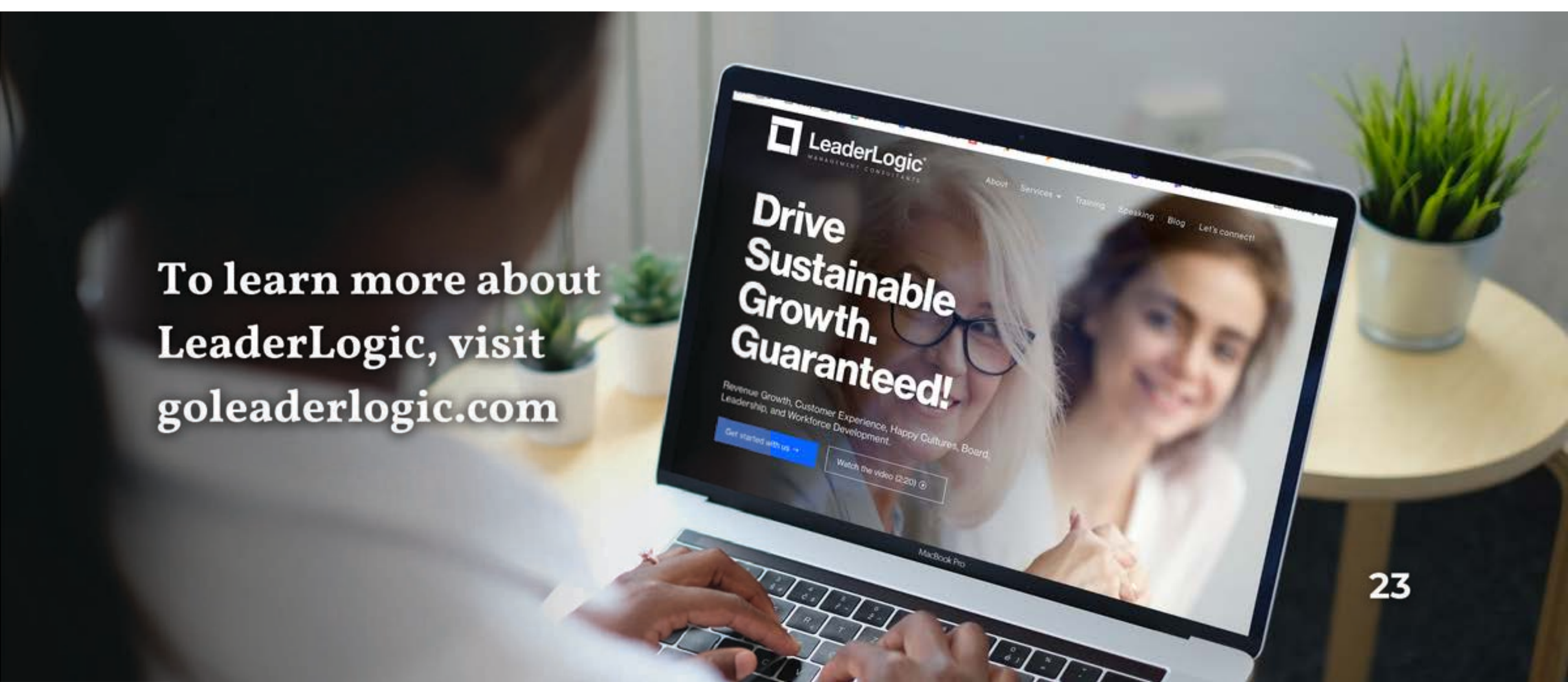
[1] EAPM.org /Boston Consulting Goup. https://www.eapm.org/bcg-creating-peopel-advantage-survey/
[2] "Happy workers are 13% more productive." https://www.ox.ac.uk/news/2019-10-24-happy-workers-are-13-more-productive
[3] Upwork. https://www.upwork.com/research/the-great-resignation
[4] https://www.cambridge.org/core/journals/business-ethics-quarterly/article/abs/stakeholder-happiness-enhancement-a-neoutilitarian-objective-for-the-modern-corporation/5B9DD8515FF1BD6C3716E720146D7853
[5] Ilan Mochari, "Why Half of the S&P 500 Companies Will Be Replaced in the Next Decade," Inc., March 23, 2016, https://www.inc.com/ilan-mochari/innosight-sp-500-new-companies.html.
[6] https://www.chegg.com/homework-help/questions-and-answers/2002-accounting-firm-arthur-andersen-voluntarily-surrendered-licenses-practice-certified-p-q17027421
[7] Indeed.com. https://www.indeed.com/lead/preventing-employee-burnout-report

About Leader Logic®

We are a Strategic Advisory Firm that serves some of the best brands in the world. Our handcrafted approach provides a significant and predictable return on our client's investment. In fact, we have just completed a project where we provided over a $10 million return, on our client's investment. If you're looking to drive predictable growth, exceptional customer experience driven by an amazing culture of happiness, we can help.

We Help Great Leaders Lead Great Organizations.

We help leaders drive sustainable and scalable growth, and significant improvements on strategic initiatives. We do this with a thoughtful and handcrafted approach that delivers predictable and significant returns on our client's investment. Guaranteed!



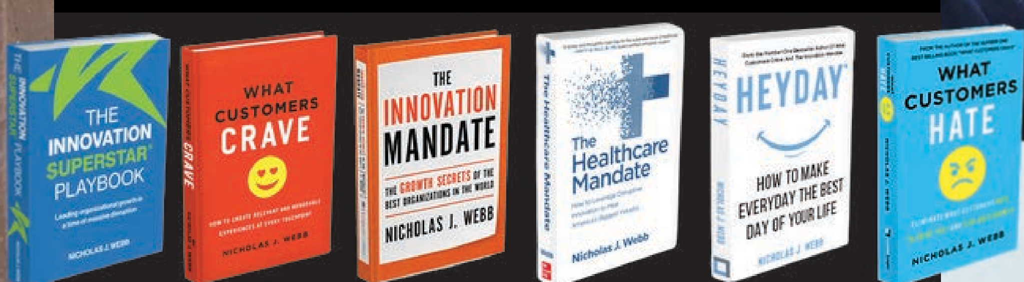
To learn more about LeaderLogic, visit goleaderlogic.com

About the Author

Nicholas Webb is a world-renowned healthcare strategist, bestselling author, and corporate consultant. He's the founding CEO of LeaderLogic, LLC a management consulting firm guiding businesses to unprecedented growth and profitability. His clients experience immediate and long-lasting strengthening of their profit position, and a return of up to ten times on their consulting investment.

Nicholas helps businesses build future-ready growth and profit strategies. He has worked with many leading healthcare organizations—including Pfizer, Blue Cross, Siemens Healthcare, the American Hospital Association, and the American Academy of Dermatology—to help them dominate their market in enterprise strategy, patient experience, and innovation. In short, Nicholas helps healthcare providers solve tomorrow's problems today. As an inventor, Nicholas has devised one of the first wearable technologies and one of the world's smallest medical implants. He has been awarded over 40 patents by the US Patent and Trademark Office for a wide range of cutting-edge technologies.

Nicholas is the author of many books including *The Innovation Playbook, The Digital Innovation Playbook,* and his number one best-selling book, *What Customers Crave*. His recent groundbreaking titles include *The Innovation Mandate* (HarperCollins, 2019) and *The Healthcare Mandate* (McGraw-Hill, 2020).



[redacted]

realratings™

We deliver actionable Employee Insights that drive Employee Happiness and Cultural Transformation

Don’t just get insights, get innovations

Our approach drives massive innovations that result in scalable increases in Revenue and Employee Satisfaction, Guaranteed.

What makes us your best choice?

We serve the best brands in the world with multi-million dollar returns on investment and go beyond outdated survey methods to get you custom insights that drive experience innovation!

Customized Services

Our services range from custom employee surveys, experience audits, formal strategies with tactical plans, certification training and more!

Schedule a free discovery call

Call Us: 800-601-7221

myrealratings.com