

From the Creator of the *Keller Influence Indicator*® (KII®)

INFLUENCE

WHAT'S THE MISSING PIECE?

EXCERPT

KAREN KELLER, Ph.D.

"The KII® is the Fitbit® of Influence."

MARY FOLEY – AOL, Former Head of Corporate Training

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Book design and layout by: Zachary Cole - Chisik Studio
Interior designs by: Brittney Owens

Printed in the United States of America.
First Edition: July 2017

Library of Congress Cataloging-in-Publication Data

Keller, Ph.D, Karen
Influence: What's the missing piece? / Karen Keller, Ph.D.

Hardcover ISBN: 978-0-9991668-1-9
Paperback ISBN: 978-0-9991668-0-2
ebook ISBN: 978-0-9991668-2-6

CHAPTER SEVEN

The Seven Influence Traits®

*Never underestimate the importance of
the basics.*

- TOM PETERS

Author, In Search Of Excellence

A person's attention span today is reportedly only nine seconds. Thus you don't really have time to DO anything to influence another person, however, it takes less than two seconds to influence or impact another by simply *being* who you are.

In my quest to find out what exactly a person needs to bring to the table to be influential, the “power” comes from seven traits: confidence, commitment, courage, passion, empowering, trustworthiness, and likeability. I call them the Seven Influence Traits® and you've seen them referenced plenty in earlier chapters. These seven traits are identified as the qualities, characteristics, and assets that influential people possess. The exciting news? We all possess them.

The role these seven traits play in how influential you are is paramount to achieving success in all venues of the organization. It doesn't matter if you are the person on the line or sitting in the C-Suite. Everyone in an organization can be influential, in fact, they should be influential.

Several years ago, a large financial institution hired me to coach one of their executives, Victor, a knowledgeable, intelligent man who had great aspirations. The problem was he experienced a great deal of stress which began to interfere in his work. Victor was distracted, missing deadlines, and overall unhappy at work. After a few coaching sessions, we discovered he was doubting himself and losing confidence in his abilities at work, but it went deeper than that. Victor was losing confidence, period. He had just been promoted to a new position that demanded more from him. He couldn't understand why he was responding this way because this promotion was something he had been working toward for many years.

Victor described himself as hard-working, determined, having a purpose, and being a risk-taker. He couldn't understand what was wrong. When I pointed out that hard-working and determination come from commitment, having a purpose is about passion, and being a risk-taker centers around courage, he began to put the puzzle together. Victor had these traits in great supply but he wasn't maximizing them in his new position. Once he saw the bigger picture of his potential to impact or influence himself by leveraging these traits of commitment, passion, and courage, he took charge. Victor began to truly see himself fully being himself in his new position. He was able to show up as his influential self, not the doubting self. Victor's confidence grew and he was back on track

even better than before.

In taking a look at the Seven Influence Traits® (confidence, commitment, courage, passion, empowering, trustworthiness, and likeability), you may feel you already understand what each trait represents, and of course you do to some degree, but you also need to see what it looks like when a person is deficient in these traits AND the effect it has on others around them. You will see that not developing your Seven Influence Traits® has direct consequences for you and an indirect impact on others around you, including (and especially) the organization.

Confidence in Motion

Do your very best, then let go of the outcome.

- DR. KAREN KELLER

Your mental attitude of believing in, trusting in and relying on yourself and your abilities is the greatest measure of your self-confidence. Self-assuredness in your own power and personal judgment is a strong indicator of self-confidence. Real self-confidence is present when you feel comfortable especially in situations with unknown outcome and uncertainty in general.

Confidence is a measure of the trust or faith you have in yourself and your abilities. It is the knowledge that you can succeed in a situation if you apply your skills to the important aspects of the task at hand.

True or ultimate self-confidence is accompanied by a “whatever it takes” attitude, where you promise yourself to

try as hard as you can to reach your aspirations and goals, no matter how difficult it will be.

Impact of Low Confidence

Confidence is something most every person struggles with. When a person is deficient in confidence they appear self-centered, negative or insecure. They tend to rationalize their actions and shirk responsibility. Negativity overshadows their thinking which stands in the way of them giving their best. They begin to underestimate themselves on a regular basis.

The effect this has on others around them is that co-workers or team members start to feel discouraged, which breaks their spirit and affects the quality of their performance or work relationships. They avoid the low confidence person because they get tired of always needing to build him or her up. They feel exhausted and drained, which reduces the energy they have to give to their work.

One sign of a person with low confidence is they usually compare themselves to others. Richard was obsessed with what his co-workers were doing. What were they saying to the boss? Who was in their network? Why did they get the best projects? Richard was so focused on how he measured up to his “competition” that he neglected how he was doing. His confidence in who he was, what he was capable of, was overshadowed by always looking over the fence.

Power of Commitment

Making a worthwhile commitment requires it to be more than desirable. It has to be necessary.

- DR. KAREN KELLER

Commitment is the underlying force behind achievement. It is the single most determining factor as to whether you will receive all that is out there for you. Commitment is recognized by action. It is achieved without excuses, debate, or lengthy analysis.

Commitment represents a defined sense of purpose. Once that purpose is identified you are dedicated to it through your intention and action of furthering growth, learning and promise. You can only make a commitment to others when you have made a commitment to yourself first.

Impact of Low Commitment

Being deficient in the ability to make a commitment, either to yourself, to people in the organization, or to a new idea can show up as indifference. The person is seen as being distracted. He or she needs constant positive feedback. They tend to interpret failure as a reason to give up.

The effect this has on others is that they feel unworthy of the person's time and attention. They don't feel valued and it begins to affect their self-worth. There may be times when people around this person become frustrated or angry that due to the person's inability to make a commitment,

they end up carrying the majority of the work load which leads to resentment.

Grant never gave much thought to how capable he was in making a commitment. But when it came down to it, Grant really wasn't that ambitious or motivated. He was basically a fence sitter. Grant was easily distracted by the shiny object in the room, and if it didn't exist, Grant would go looking for it. People in the company avoided Grant. Nobody would be on a team with him. They resented how Grant could just float along and nobody expected more of him.

Insights into Courage

Do it now or forever wish you had.

- DR. KAREN KELLER

Courage is your strength, power or determination to meet daunting circumstances head on. It is called upon whenever you meet a difficult, fear-provoking, painful or disturbing situation. You need courage when your resources are limited or pushed to the absolute edge or when you feel threatened, weak, vulnerable, intimidated or terrified.

Courage is doing the right thing in spite of fear. It is the foundation on which all other virtues and values rest. Courage is what helps you reach your deepest truth. It is from this truth that you make courageous choices. You need courage to act with confidence on your commitments to yourself and others.

Impact of Low Courage

When you lack courage, it results in stalled action or no action at all. You will go to great lengths to not take a risk. In fact, you usually say yes to everyone and everything because you do not have the courage to say no. The person who has low courage tends to give up easily.

The effect this has on people around them is that people don't feel heard. They continue asking for and expecting action to take place and when nothing happens, they believe you are ignoring them, or worse, that you don't care about their needs. They begin to view you as a person who is dismissing them and no longer sees them as bringing value to the company.

Emma couldn't make a decision if her life depended on it. She believed only in what she could see, in other words she believed she could only achieve the achievable. There was no room for risk, or pushing the limits. One day, Emma was faced with an opportunity to challenge a long held company view on a certain strategy. Personally, she thought it was time for a change, but she couldn't bring herself to disagree. She missed the chance to effect real change, to set a new direction.

Living with Passion

Work without passion is just work. Work with passion is food for the soul.

- DR. KAREN KELLER

Passion is a gift of your spirit united with the sum of all your life experiences. It affords you the power to live

and communicate with unrestrained enthusiasm and eagerness. It is most apparent when your mind, body and spirit work together to create, develop and express your feelings, ideas and most sacred values. Passion creates energy -- an energy that's noticeable and transferable.

Passion enables you to overcome internal and external obstacles allowing you to see the world as a place of endless potential. Your passionate force looks at every event and discovers what can be, what should be and what will be.

Passion is a compelling emotion; intense emotional drive or excitement; and a strong liking, desire or devotion to an activity, object, or concept. So passion builds a state of strong desire.

Impact of Low Passion

Not having or communicating passion results in losing your sense of purpose. When you lose your sense of purpose your ability to focus suffers. You tend to move from project to project, not really accomplishing or bringing one thing to a conclusion. Having low passion also leads to little curiosity about things. You begin to only see things from one perspective.

The impact this has on others around you is they begin to sense that you've lost sight of *their* purpose. They start to think that you no longer see the big picture. That makes them believe you're not a partner in their journey to contribute to the big picture. When you show little interest in things (sans passion), they interpret that as you showing little interest in them.

Grace was so focused on "coloring inside the lines" that she showed little curiosity in anything else. Maintaining the status quo became her mission, possibly because routine

became very comfortable. This affected Grace to the point where she wasn't much engaged in learning. She stopped asking why or why not. People were negatively affected by her loss of energy. Because of Grace's lack of passion for her job, for discovering new things, for challenging the status quo, she lost connection to other people.

Empowering with Purpose

Expecting the best from others raises the bar immensely.

- DR. KAREN KELLER

Empowering others is a practice of sharing information, rewards, and power with others so they can take initiative and make decisions to solve problems and improve their lives. It is based on the idea that when you give people the resources, authority, opportunity, and the chance to contribute, they will increase their competency and fulfillment.

Empowering others is a process that encourages people to gain control over their lives. It fosters power that they can use in all aspects of their lives. When you empower people you are helping them succeed and achieve on multiple levels. In short, empowering helps increase another person's spiritual, social, mental, and emotional strengths.

Impact of Low Empowering

When a person is deficient in empowering others, they appear as someone who is more interested in controlling the situation rather than exploring what could be. It

shows up as having little trust in others, doubting their competencies, and being somewhat oblivious to others' needs. The person who doesn't empower others tends to struggle with giving and receiving feedback.

The effect on others of a person who does not empower people is they begin to believe their vision is diminished. They start seeing themselves as only a cog in the great wheel that the low empowering person is controlling. Their creativity gets stymied. They begin to lose their passion for what they are doing. In essence, they feel as if they've been put in a box. And we all know that when we're in a box, not much innovation occurs.

Tom, Bob, Sharon, and Eli were on a team with Cheryl. To their dismay, Cheryl was the leader of the team. She provided direction, strategy, objectives, and the process to attain the goal. In other words, Cheryl did it all. Why? Because Cheryl was a control freak and perfectionist. Even though she could give great lip service to the other people on the team, her behavior was contrary. She really didn't believe they were as competent as she was. Cheryl rationalized it by saying she didn't want to be in a position where she had to clean up the team's messes or mistakes. She didn't see mistakes as a path to learning. As a result, the rest of the team didn't like Cheryl, and didn't respond to her. In fact, they disengaged, sat back, and watched her do all the work. She knew very little about empowering anyone.

Trustworthiness by Design

*To be worthy of trust is one of the
highest achievements of a good life.*

- DR. KAREN KELLER

Trustworthiness is a moral value considered to be a virtue. Being trustworthy means another person can place their trust in you and feel secure that their trust will not be betrayed. As a trustworthy person, you are honest, you keep your promises, and you value loyalty to others.

You prove your trustworthiness by accepting responsibility and meeting expectations. Your responsibility can be material, as in keeping a promise to pick up the dry cleaning, or non-material as in keeping an important secret. People find you trustworthy when you demonstrate your integrity over time.

Impact of Low Trustworthiness

If you are not trustworthy, you will show up as arrogant and vague because you aren't transparent. You don't subscribe to compromising or being consistent. You tend to hedge your bets, always looking out for where you can get the "best deal." Therefore people find you manipulative or intimidating. They will be cautious or hesitant to get to know you or share anything of importance.

The impact the untrustworthy person has on others is that people begin to withdraw first from the person, then from the organization. Lacking trust in your co-workers is something that easily and quite often transitions to not trusting the organization. People then shut down. They become guarded and skeptical. Eventually they separate from the organization.

Emma, who was responsible for human resource activities in the company, didn't trust easily. She tended to play her cards close to the chest, i.e., people thought she held back, was judgmental, and fairly superficial. They

didn't experience Emma as being very flexible and not showing much compassion for their situations. Imagine the impact this had on people needing support from HR. People started going around Emma. They didn't trust that she could handle their concerns. Because this set up a distrusting environment, people's morale plummeted. They subscribed more to gossip about Emma over believing they had a supporter in HR.

Likeability in Action

Unexpected kindness is the most powerful, least costly, and most underrated agent of human change.

- DR. KAREN KELLER

Likeability is a measure of how positively you are viewed by another person. It is also one of the most ignored factors of being successful and happy. Likeability is evidence by *how a person feels about him or herself when they are with you*. Your likeability depends on your ability to create positive attitudes in other people through the delivery of emotional and physical benefits. If you are highly likeable, it is predicted that you will bring people joy, put them at ease and reap the benefits of a loyal friendship.

Impact of Low Likeability

This trait is the "gateway" trait because if you aren't approachable, people will never see what you have to offer them. If you are not likeable you can appear to be

superficial or aloof. People see you as not being a good listener, being judgmental, or perhaps being sarcastic, which you see as having a sense of humor.

The impact this has on others is they end up feeling disrespected. They don't feel good about themselves when they are around you. If they leave after a conversation with you feeling down, negative, or hopeless, then their brain attributes those feelings to you, where they interpret that to mean you aren't the most likeable person, so they tend to avoid and ignore you. If they leave their conversation with you feeling excited, energized, and positive about themselves, they attribute all those great feelings to you. Therefore they see you as being likeable.

Ken took himself seriously, too seriously. There wasn't any room for error or laughing at his own shortcomings. He invested a lot of time in protecting himself, but his co-workers were never certain from what. Ken didn't particularly find people interesting. Actually he became quite bored when listening to people talk about their lives. Now, the sad part was Ken thought nobody noticed how he truly felt. It was blatantly apparent to everyone but Ken. People went out of their way to avoid him. They didn't include him in after-hour activities. As a result Ken became lonely and isolated at work.

The Seven Influence Traits®

The importance of these traits run deep throughout the organization from the individual person, to the impact they have in the team environment, to the very heart of the organizational culture. It's like a small trickle that turns into a stream, emerging into a raging river, and emptying

into the vast ocean.

Building successful companies, business, and organizational communities all starts with each individual person's ability to maximize these Seven Influence Traits® for the good of the organization. You can see how detrimental it is to lack these traits.

Developing your influence potential is the first step in creating shifts that are necessary in an organization to not only sustain long term performance and growth, but to establish a strong culture that is based on how each person impacts another person, i.e., their internal customer.

What difference will it make to invest in an employee to develop their confidence or likeability or any of these traits? It makes all the difference. Consider what your organization would look like and how your customers would be affected if all confidence and likeability were removed from every person in your company. What impact would that have? How long would it take to be noticed? A nano-second.

How would your company look or how would people show up if each person had one hundred percent confidence or trustworthiness? How would that impact the company? Beyond words.

Looking at influence through this lens helps people understand the importance of building their Seven Influence Traits®. This is seeing a new dimension of ourselves. Being influential is the foundation of everything. It's the difference between success and failure. It's the source of prosperous change. It's the initial stage of connection. And it's the pathway to having the ultimate impact on others.

As Tom Peters, author of *In Search of Excellence*, said,

“Never underestimate the importance of the basics.” He was right. The basics for being an influential person, who doesn’t rely on tips and tricks, is the person who grows, embraces, and masters their confidence, commitment, courage, passion, empowering, trustworthiness, and likeability. This is what people respond to. This is what opens doors. And this is what creates great influential leaders.

Influence Lives Everywhere Including Finding Solutions

Carl Fisher was a problem solver his entire life. Most people solve problems to gain riches and fame. That wasn’t Carl’s motivation. Carl solved problems because that was in his nature. Opening a car dealership during the boom of the auto industry, Carl realized that people would want to drive at night, so he invented headlights. Next, Carl thought that people would want to race their cars. So, Carl built a race track. The racetrack is now known as the Indy 500. Carl saw a bridge being built in Florida from a resort area to some swamp land. He made a deal with the bridge builder that he would help build a better bridge if he could have the swamp land on the other side. Carl turned this swamp land into Miami Beach. Carl invented and built things because he had to solve a problem and improve the world, not because he wanted to become rich and famous, (although he did make millions) but because he wanted to make a difference.

This is what you want to have in common with Carl. You want to make a difference. In your life, in the lives of others, and in your organization.

When it comes to problems, the first step to solving them is to change them. Change your perspective, change the meaning, and change how you usually approach a problem. Change your level of influence. Use your Seven Influence Traits® to your advantage.

Finding solutions, the best solutions, relies heavily on your confidence to believe in your ability to solve the problem, your commitment to not be deterred, and your courage to ask tough questions. It depends on your passion to inspire those around you, your ability to empower diverse ideas and possibilities, your trustworthiness to be dependable, and your likeable nature. All these traits, the Seven Influence Traits®, are instrumental in attaining greater awareness and answers in a competitive environment.

Here's the BEST NEWS

My dad always told me, “You are the best asset you will ever have.” He was right.

You are the first resource that needs to be uncovered. You are the best resource available. You are your best asset, so start with you. You own each of the Seven Influence Traits®. You need to identify where they are strong, which traits need work, and how you will maximize and leverage them in becoming an influential person.

Every problem can be solved or changed by using a combination of your influence traits – ideally all of them. The combination and strength of your Seven Influence Traits® are instrumental in gauging how well you will meet any obstacle in your way.

For example, when you meet with your boss and you

feel the lump in your throat, the perspiration under your shirt, and the fogginess in your head, it's your confidence that says, "Hey wait a minute, I have something to offer – and it is good!" It's your courage that proclaims, "Move over, here I come!" It's your likeability and trustworthiness that says, "Yes, let's hear what he has to say."

As you look at being influential and how to grow these traits, know that there are multiple opportunities that exist every minute of every day, whether you're influencing yourself or someone else or your environment or a decision. It's always there. Once you see your life through this new lens, it will change your perspective and your results tremendously.

This is what makes this new perspective on influence so powerful. It comes with a guarantee. When you identify a problem, issue, concern, worry, or a success, a win, or something that is going right, I guarantee all of this can be traced back to one or more of these seven traits. That's how powerful and effective they are. Every person on this planet has each of these Seven Influence Traits®. The only difference between a middle of the road influencer and a great influencer is how each nurture and capitalize on their traits.

From today on you have the opportunity to actually use your Seven Influence Traits® regardless of your circumstances because these traits all exist within you.

Influence belongs to some; being influential belongs to everyone. Not everyone has money, title, position, or authority, but everyone has the traits of confidence, commitment, courage, passion, empowering, trustworthiness, and likeability. The thing that makes some people more influential than others is simply the

strongest degree of and the way they use or maximize each of these traits. Before you can maximize an influence trait you need to know how much of it you actually have. (We're getting to that.)

It is that simple. However, it is not easy. We've grown up knowing these seven words, but it can be scary to talk about your confidence, or to find out you aren't as likeable as you thought you were. It's tough to learn how to express your passion, or make a commitment with depth and strength. But people are doing it. And so can you.

Once you grow your seven traits, others will notice you and they will appreciate the value you bring to the table. And the benefit of that? Less stress. Healthy bottom lines. Better relationships. More satisfaction. Greater identity. And . . . more influence.

What happens when your Seven Influence Traits® are not functioning on all cylinders? People

- Walk all over you
- Dismiss your ideas
- Ignore you
- Don't notice you
- Won't follow you
- Offer you no help
- Won't endorse or refer to you

Failing to grow your influence – not capitalizing on your Seven Influence Traits® – leads to a life of disappointment where you end up asking over and over again, “Why not me? What are they doing that I'm not? What am I missing?”

In the organization, the questions become: “What are

we missing?” “Why is engagement low in our organization?” “What happened to morale and trust?” “How are others doing it?” “Why are we not leading in our market?” How often are these little scenarios repeated in your life?

- Your ideas spark a niche in the market, but someone else gets the credit.
- You know there is an opportunity around the corner, but you keep on walking.
- The vast knowledge you have on XYZ goes unnoticed because everyone else is drowning you out.
- You witness the great lunches your co-workers are going to... but you have a cold sandwich at your desk day after day.

Your life can be better than this. Once you take full advantage of every influence trait you have, identifying where they are, discovering how to make them work for you, and getting rid of what is holding you back, you will experience attention, respect, and response from everyone in your life.

And that’s the power of self-influence. When you influence yourself first, build your confidence, expand your passion, empower others, or become more likeable, the world sees you as a different person. In fact, they more than see you, they want to hear, follow and experience you, too.

Now that’s real influence! Getting people to want to listen to you, to want to encourage you and to want to help you... it doesn’t get much better than that.



Confidence Checklist

- I do what I love.
- I am optimistic about my life.
- I live my core values.
- I say aloud my personal positive affirmation.
- I take action in spite of my fear.
- I surround myself with confident people.
- I listen to positive self-talk.
- I act according to my guiding principles.
- I appreciate my talents and skills.
- I laugh often.
- I create extraordinary differences.



Commitment Checklist

- I explore things I don't know.
- I listen to other viewpoints.
- I am decisive.
- I see the big picture.
- I ask questions.
- I learn about my competition.
- I measure pain against pleasure.
- I entertain my objections.
- I refrain from making assumptions.
- I engage in a creative process.
- I will teach someone something new
each day.



Courage Checklist

- I do not retreat.
- I trust myself.
- I engage with character.
- I practice humility.
- I initiate action.
- I help others.
- I assess my faults.
- I stand up for myself.
- I believe in solving problems.
- I find new perspectives.
- I manage through courage roadblocks.



Passion Checklist

- I live my best possible life.
- I have a try-again attitude.
- I am driven by results.
- I work on things close to my heart.
- I give 100%.
- I use my inner creativity
- I am motivated to succeed.
- I motivate other people.
- I always take the next step.
- I bring energy to what I do.
- I love to have fun.



Empowering Checklist

- I create alignment among people.
- I build support for the vision.
- I comfortably share power.
- I encourage other people to make decisions.
- I nurture talent in others.
- I provide opportunities.
- I know there is more I can learn.
- I can let go.
- I share my knowledge and resources.
- I focus on strengths.
- I expect the best from people.



Trustworthiness Checklist

- I follow through with my promises.
- I tell the truth.
- I can take emotional risks.
- I am authentic.
- I act with integrity.
- I am compassionate.
- I like to build connection.
- My actions match my words.
- My ethics are consistent.
- I accept differences between others and myself.
- I believe in fairness.



Likeability Checklist

- I am interested in other people.
- I am a secure person.
- I don't judge people.
- I provide value.
- I am happy for other people's success.
- I am sincere.
- I give second chances.
- I learn from my mistakes.
- I am approachable.
- I acknowledge other people.
- I love to laugh and laugh often.

WHAT'S THE MISSING PIECE?

"From regional manager to international executive, Karen's unique blueprint carefully outlined the step-by-step process for creating high impact influence."

LOYD MOORE – GLOBAL DIRECTOR SUPPLIER OF QUALITY & DEVELOPMENT, LEAR CORPORATION

"Dr. Keller built the only tool that measures influence potential, delivering spot on analysis and actionable next steps. It is light-years ahead and delivers a real-time view with a customized road map to improvement."

LAUREN POROSKY – FORMER TERRITORY SALES MANAGER, PEPSCO

"Over my 29 years in corporate America, I witnessed how critical influence is to the foundation of business and career success. The Keller Influence Indicator® was a great fit for my MBA Business Communication course."

GARY BERNARDEZ – CLEMSON UNIVERSITY BUSINESS SCHOOL

"Karen is someone who understands people and business. I consider her the very best in her field. She anticipates the objective and listens well....truly bringing significant value to the game."

TOBIAS W. BUCK – FOUNDER/CEO PARAGON MEDICAL INC.

DR. KAREN KELLER, today's respected Influence Mastery expert, reveals the keys to influence and the piece that has been missing ever since Carnegie wrote his classic influence primer. EVERYONE is born with the traits needed to be influential. The secret is knowing what those traits are, where you currently stand in leveraging those traits, and discovering how to maximize your own unique influence potential. There is a gap between simply having influence and BEING INFLUENTIAL. This book closes the gap and gives you the keys to unlock and increase your level of influence - leading to lasting success and much deeper personal and professional satisfaction. True influence starts here.



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