



News

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MEDIA CONTACTS:

**David Hahn, Planned TV Arts
212/593-5847, hahnd@PlannedTVArts.com**

**Tolu Babalola, Jossey-Bass/Wiley
415/782-3119, tbalalol@wiley.com**

- **Do people hold up meetings, waiting for you to arrive to make important contributions or interpretations of current events?**
- **Do people remember what you say and perhaps quote you in other places and venues?**
- **Do others seek out your opinion and ideas or share their agendas and beliefs with you in the hope of influencing you to influence the behavior of others more senior than you?**

--- ARE YOU A TRUSTED STRATEGIC ADVISOR? ---

In his new book, ***WHY SHOULD THE BOSS LISTEN TO YOU?: The Seven Disciplines of the Trusted Strategic Advisor*** (Jossey Bass/A Wiley Imprint, February 2008), leadership expert Jim Lukaszewski lays out the steps you need to take to have serious influence on your boss. This book is intended for the No. 2 people in an organization—accounting, administration, advertising, business continuity and continuation, compliance, customer service, finance, human resources, IT, law, marketing, public relations and communications, security, strategic planning, those who work for and want to better serve the managers and leaders who run and lead their organization every day.

According to Lukaszewski, “If you’re going to advise bosses and leaders, you need to change your perspective. You’ll need to have a better sense of the disciplined approach required and how the disciplines that mold you into a strategic advisor will be essential to your success.

All leaders need trusted strategic advisors. While this book is primarily for those who support the actions, directions, visions, and goals of managers and leaders, it also helps leaders better utilize those staff functions that serve them on a day-to-day basis. Building and fostering good advisors is a leadership skill that is not taught in business school, and, frankly, for the strategic advisor, it’s almost exclusively on-the-job training as a staff career develops.

Lukaszewski wants to change all of that by putting in place these crucial concepts that relate to senior executives and leaders, and by outlining the seven disciplines the trusted strategic advisor needs to master to stay at the table, be invited to the table earlier, and be consulted on a more regular basis.



The Seven Disciplines are:

- 1) **Be Trustworthy:** Trust is the first discipline and the foundation for a relationship between advisor and leader or boss.
- 2) **Become a Verbal Visionary:** The leader's greatest skill is verbal skill, and the leader's advisor must also have powerful verbal skills.
- 3) **Develop a Management Perspective:** To be a management advisor is to be able to talk more about the boss's goals and objectives than about whatever your staff function happens to be.
- 4) **Think Strategically:** One of the great realities of management is that the leader's job is always about tomorrow, and almost never about yesterday.
- 5) **Be a Window to Tomorrow:** Understand and use the power of patterns. A sophisticated advisor is one who can forecast tomorrow with some level of accuracy.
- 6) **Advise Constructively:** Giving advice starts where the boss is and where he or she has to go (where the advisor is or has been).
- 7) **Show the Boss How to Use Advice:** If you want to see your recommendations come alive, teach the boss how to accept and use advice.

The book begins by describing how leaders think and operate: the pressures, what matters, the obstacles, and the solutions. Readers will experience Lukaszewski's fascinating storytelling ability about the world in which leaders live, the difference between what they do and what is expected of them, and how this applies to the trusted strategic advisor.

Lukaszewski concludes the book with his most powerful thought of all, that it is the advisor who is The Table. Forget searching for this mythological place called, "The Table." Understand the leader's environment and thinking, develop the disciplined approach this book offers, and the table will be full whenever you are there, and regardless of who else is in the room. It's this confident attitude coupled with sensible, useful, and constructive advice, which is what the boss relies on and respects you for that will make you a truly trusted strategic advisor.

**WHY SHOULD THE BOSS LISTEN TO YOU?
THE SEVEN DISCIPLINES OF THE TRUSTED STRATEGIC ADVISOR**
By James E. Lukaszewski, ABC, APR, Fellow PRSA, CCEP
Jossey-Bass/A Wiley Imprint
February 2008; ISBN: 978-0-7879-9618-5; \$24.95/Cloth



ABOUT THE AUTHOR

Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor

James E. Lukaszewski



James E. Lukaszewski (loo-ka-SHEV-skee) has been a trusted strategic advisor for most of his career, both during his service in government and later as he became a communications management consultant. He advises, coaches, and counsels the men and women who run very large corporations and organizations. His work as founder, CEO, and chairman of the Lukaszewski Group Inc. is managing and counteracting tough, touchy, sensitive corporate communications issues. His

broad-based experience ranges from media-initiated investigations to product recalls and plant closings, from criminal litigation to takeovers. The situations he helps resolve often involve conflict, controversy, community action, activist opposition, and civil or criminal litigation.

Jim has the unique ability to help executives look at problems from a variety of principled perspectives. He has personally counseled, coached, and guided thousands of executives in organizations large and small from many cultures. He is one of the few who can and truly does coach CEOs.

His name appeared in *Corporate Legal Times* as one of “28 Experts to Call When All Hell Breaks Loose,” and in *PR Week* as one of 22 “crunch-time counselors who should be on the speed dial in a crisis.”

Jim is the author of five previous books. *Influencing Public Attitudes: Strategies that Reduce the Media’s Power* remains a classic work in the field of direct communication. The Public Relations Society of America published his four-volume *Executive Action Crisis Communication Management System: War Stories and Crisis Communication Strategies, An Anthology; Crisis Communication Planning Strategies, A Workbook; Crisis Communication Plan Components and Models: Crisis Communication Management Readiness, and Media Relations During Emergencies, A Guide*. He has published 25 monographs and hundreds of articles on critical communication subjects.

His Web site, www.e911.com, created in 1998, is considered a global reference for those who advise leaders in all areas of business, government, and the non-profit sector when trouble occurs.

ENDORSEMENTS FOR

Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor

James E. Lukaszewski

“Jim Lukaszewski has personally helped resolve more corporate crises than anyone I know of. His experience “in the trenches” equals the high quality of his judgment.”

Chester Burger, APR, Fellow PRSA
American Public Relations Leader Emeritus and PRSA Gold Anvil Winner

“This book is all muscle. It will challenge even the most trusted advisors to improve their skills. Hats off to Jim Lukaszewski for an actionable playbook and a good read.”

Lynn Casey, APR, Chief Executive Officer
Padilla Speer Beardsley Inc.

“One of the most common complaints of managers and functional experts inside organizations is that their leaders don’t listen to them and heed their advice enough. And they’re right. The result is a huge waste of time, expertise, morale, and money. In this important book, Jim Lukaszewski lays out with great clarity and practicality what anyone must know who wants to have more influence on a boss and more impact on organizational success.”

Dan Ciampa, Author
Taking Advice, How Leaders Get Good Counsel and Use it Wisely

“I have worked with Jim and learned from him. He is focused and consistent in his approach to providing strategic advice. He combines experience, intelligence, and grit so he can say what the client needs to hear in the way it needs to be heard. Attorneys draw a delicate balance between advising clients on the business aspects of matters and advising clients on matters that have become contentious. Jim has a powerful sense of the nuanced tones and content of the advice that must be given. This book provides valuable insights to help you navigate the often treacherous waters that can swirl around management.”

Douglas Cooper, Esq., Co-Managing Partner
Ruskin Moscou Faltischek, P.C.

“If you want to be in your organization’s inner circle or if you and want to stay there, this book is a must read. Jim Lukaszewski is hands down one of the brightest business strategists on the scene today. This is the handbook to your career success.”

Bob Frause, Chairman CEO
Frause, Seattle, WA

“Jim Lukaszewski is a master both at giving advice to leaders and coaching others to become trusted advisors. This book provides valuable tools and techniques to help enhance anyone’s advisory skills, and to help earn the trust and confidence of those at the top.”

**Helio Fred Garcia, Executive Director
Logos Institute for Crisis Management & Executive Leadership
Adjunct Professor of Management, NYU**

“Jim Lukaszewski combines insight with experience to provide advice that can be trusted. Fortunately, he’s able and willing to share his knowledge with others. As expected, this book is smart, relevant, actionable. Read and do what Jim writes – your boss will be more apt to listen and do what you advise.”

**Richard Jernstedt, Chief Marketing Officer, EVP, Senior Partner
Fleishman-Hillard**

“Jim’s diverse background, depth of experience, and hands-on battle skills in the trenches deliver superior results; his strategic advice and counsel made the difference.”

**Seth Kursman, Vice President, Government Affairs & Communications
AbitibiBowater Inc., Montreal, Canada**

“Leaders must have trusted advisors. This book shows you how to be one and stay one.”

**Harvey B. Mackay Author of the *New York Times* #1 bestseller
*Swim With The Sharks Without Being Eaten Alive***

“As Founder and CEO of the world’s favorite florist, I have gotten advice from many thoughtful strategic advisors. None are more capable than Jim. This book provides the blueprint to become a Trusted Advisor.”

Jim McCann , Chief Executive Officer, 1-800-Flowers.com

“As the CEO of my own firm today, and as Jim’s mentor and college advisor years ago, I am reminded of the depth of perspective Jim has always displayed in operating as a trusted advisor to so many, even as he completed his education. This book will open up his wise and inventive approaches to guiding and advising to a much wider business audience. I encourage you to read this book and be inspired by it.”

**Judith Pendergrass, Ph.D., Chief Executive Officer
Martin McAllister, Consulting Psychologists, Inc.**

“Jim’s ability to quickly assess issues and offer pragmatic solutions, in a clear, understandable fashion makes him a valuable partner in running a business in these fast and turbulent times where employees are looking for direction and leadership they can trust more than ever before. Over the years, many of my line managers still comment on how his counsel helped them and how they use his tenets of communication every day.”

**Robert M. Sherwood, Division Human Resources Lead
Flavours, Givaudan Schweiz AG**

WHAT DO YOU REALLY KNOW ABOUT YOUR BOSS?

Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor

James E. Lukaszewski

- **Why did your boss decide to become a leader or a CEO?**
- **Who does your boss talk to and rely on? What does your boss believe in?**
- **When things get really bad, who does your boss turn to?**
- **Does your boss still play pinochle with his or her mom?**
- **Do you know how to help keep your boss from being fired?**

In his new book, *Why Should the Boss Listen to You: The Seven Disciplines of the Trusted Strategic Advisor* (Jossey-Bass 2008), trusted advisor and author Jim Lukaszewski talks about the changing nature of the leadership environment and the enormous new stresses bosses find themselves having to cope with and survive. Here are just a few:

- **The average tenure of a CEO is declining – now estimated at 41 months, that’s barely time to find the bathroom, get something done, put a legacy in place before moving on.**
- **The non-operational aspects of leadership are, literally, exploding. Angry workers, activist opposition, increasing regulation and oversight, and smaller mistakes are causing bigger and bigger problems; one or two dedicated opponents can cause enormous damage; and then there’s Sarbanes-Oxley.**
- **Being the leader of an organization was once the pinnacle of an executive’s career. It’s now, more often than not, a temporary stop on the way to another career as a leader or in some other high-level capacity.**

Can You Help Leaders From Failing or Being Fired?

Much of the work of a Trusted Strategic Advisor is helping bosses succeed by working against five of the most powerful reasons CEOs get fired:

1. **Failure to deliver on what they promised when they got the job.**
2. **Excessive optimism. (CEOs are often their own best PR people.)**
3. **People problems—Putting the wrong people in the wrong spots at the wrong time.**
4. **Distractions—Too many outside activities, too many Board memberships, too many speeches.**
5. **Stuck in the mud—The failure to make changes, progress, or something important happen.**

This book tells the trusted advisor how to diagnose problems and how to remedy them.

AVOID THE FACE-TIME FANTASY

Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor

James E. Lukaszewski

You call the boss and ask for three minutes of his or her time for something important. The moment you stick your head in the door, your boss asks you about your children or grandchildren, your lake cabin, or your vacation. You oblige and talk for a while, then your boss talks for a while, and then, all of the sudden, 30 minutes have gone by. Most people would chalk this interaction up to having a good relationship with the boss, but the entire time the boss is asking himself or herself, “Why is this person wasting my time? When are we going to get to something that really matters? I’m running behind schedule as it is.” **This is the Face-Time Fantasy!** Too many staff and consultants tend to assess their value and relationship with the boss based on how much time they spend with the boss, chit chatting, being invited to meetings, or just being in the presence of senior or top management.

Most senior leaders are quite affable, well domesticated, and act with a reasonable degree of politeness and interest. It is the advisor’s responsibility to maximize his or her impact, from the boss’ perspective, and to avoid the Face-Time Fantasy.

Talk and Write to Time

The face time that truly matters is the time the staff person spends giving useful advice or asking managerially important questions. If you ask for three minutes (450 words) of the boss’ time, get there and get to what you need to talk about, and move along. If you go over three minutes because what you are talking about is of interest to the boss, so much the better. Discipline yourself to the single side of a single sheet of paper routine. This is writing to time. Work to make your communication tools as powerful, constructive, and brief as possible.

Here are the rules:

- **Always talk to time rather than filling time with talk.**
- **Limit what you talk about so that whatever your topic, you are ready to provide information in a format and fashion that is direct, helpful, and instructive.**
- **In English-speaking cultures, we speak about 150 words per minute. Screen every document, every script, every written piece of information for its time requirement. Divide the word count by 150, and you have the approximate number of minutes it will take people to read the document or to present it.**
- **Say less but make it more important, and write less but make it more powerful.**

WANT TO GIVE ADVICE EFFECTIVELY?

Use a Timed, Well-Structured Process

Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor

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Three-Minute Drill

The Three-minute Drill technique will change your life in almost every respect, especially with your boss. Always assume that the boss's time is more valuable and important than your time. Apply the rule of talking to time to the role of giving advice. Here is a powerful structure for giving advice. It's really a process that will help management better understand what you're talking about, and it will also get you to and keep you at the table.

Step 1 *Situation (60 words):* Briefly describe the nature of the issue, problem, or situation that requires decision, action, or study—"This is the subject and here's what we know now."

Step 2 *Analysis and Assumptions (60 words):* A description of what the situation means, what its implications are, and how it threatens or presents an opportunity to the organization—"Here's why it matters."

Step 3 *The Goal (60 words):* A clear, concise statement of the task to be accomplished (sometimes the reason or purpose for accomplishing it), the target to be reached, and when—"Our destination."

Step 4 *Options (150 words):* Provide at least three response options to address the situation as presented and analyzed:

1. Do nothing: The 0 percent option
2. Do something: The 100 percent Option
3. Do something more: The 125 percent option

Step 5 *Recommendations (60 words):* Make a specific choice among the options you presented. Be ready with a recommendation and supporting information every time because the boss is going to ask you for one. When the boss asks, "What's the next step?", be ready.

Step 6 *Justification (60 words):* Briefly describe the reactions or circumstances that could arise resulting from the options you suggested, including that of doing nothing. Identify the solution option with the fewest negative intended or unintended consequences.

Following this process will make you powerful and sought after. Remember, too, that this process should total 450 words (approximately three minutes), so you can easily get this on one side or one sheet of paper. It's both writing to time and talking to time—a strategy that will definitely set you apart from just about everyone else around you.

11 SUCCESS SECRETS FOR WORKING WITH THE BOSS

Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor

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A long-time former employee and colleague of Jim Lukaszewski's (Mary Ann), when asked what she learned from Jim about working with bosses, submitted the following list of items. It's very useful:

1. Prepare work product in final form. It should be your best, most complete effort.
2. Look at situations from a perspective other than the one the boss has—this leads to interesting, productive discussions that ultimately benefit the client with new ideas and approaches.
3. Think, write, and speak in numbers, bullets, and series.
4. Bring your stories, experiences, and personal history to work—often they reflect an approach or strategy you're trying to explain to a client.
5. Recognize, acknowledge, and learn from the mistakes, missteps, gaffes, and goofs you make—then move on.
6. Be solution driven.
7. Be prepared to explain—succinctly and convincingly—your suggestions, proposals, and recommendations. Speak like someone you'd like to listen to.
8. Remain one step ahead and 15 minutes early.
9. Anticipate issues, problems, concerns, and opportunities; prepare the boss before he or the client asks; have a plan.
10. Recognize that not every event is a crisis; respond as if every event were a crisis.
11. Speaking for the sake of speaking is unmemorable—*say important things*.

SO WHERE'S THE TABLE, ANYWAY?

Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor

James E. Lukaszewski

Almost every staff person and many operating managers ask these questions all the time: “How do I get to the table? Where is it? What do I have to do to get the boss’ attention? How do I get the boss to call me earlier?”

Whatever staff function you have, internally or externally—accounting, administration, advertising, business continuity and continuation, compliance, customer service, finance, human resources, IT, law, marketing, public relations and communications, security, strategic planning—finding the table is the number one question on everyone’s mind.

Last year I was asked by a group of some 200 corporate litigation managers to address their annual meeting on this very topic how to get to the table and get more attention from the boss. When the request to present came, I was dumbfounded. My first response was, “I’m not an attorney.” “Yes, we know,” said the group’s spokesperson, “but you do know how to get to the table and that’s what we need to learn to be much better at. Come teach us.”

At the same time, CEOs ask a different question, “Where is this table my staff keeps talking about?” Then CEOs ask, “If this table is near my office, do I have to go there? Will all these whiny, over-intense staff people be there at the same time?” All CEOs ask, “Do I really have to go to this table?” If there is one lesson you learn from Jim Lukaszewski’s book *Why Should the Boss Listen to You: The Seven Disciplines of the Trusted Strategic Advisor*, it is that the table is wherever the trusted strategic advisor is. Becoming this kind of advisor is really an individual achievement, between the advisor and those they advise.

Whoever is in the room, whether it is lawyers, other consultants, even other CEOs and senior leaders, if you are a trusted strategic advisor, the room could be packed with people, but still, it is you who are the table. It is you who have the table. It is you who bring the table with you. If you are there, working, the table is full—even if you are there alone.

Sometimes advisors resent other people at the table, or even the boss for constantly asking to talk so many people and seeking so much additional advice. Get over it. Most advisors labor under the mistaken notion that their job is to solve the boss’s problem. In reality, advisors are expected to provide options, suggestions, and incremental action steps from which the boss will fashion his or her own solution. Lay down the burden of having to find a solution, and pick up the responsibility to provide constructive, positive options and suggestions. Bosses want to find their own solution.

DO YOU REALLY FIT AT THE TOP?

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If you truly want to be a trusted strategic advisor and be at the altitude necessary to accomplish this work, you need to be able to ask yourself tough, personal questions as preparation for being successful. Here are the questions:

- 1. Can you build the expectation of a strategic contribution from you, in management's eyes, every time you speak?**
- 2. Can you expect a call from the boss to help think things through?**
- 3. Can you assess, on the spot, then clearly and quickly analyze the impact of bad news, good news, no news, and new developments?**
- 4. Can you fill management's deficiencies, blind spots, and shortcomings and suggest ways to overcome management's limitations?**
- 5. Can you manage your own ego throughout the process?**
- 6. Can you work successfully at a fairly substantial altitude and keep the bigger picture in mind?**
- 7. Can you separate yourself from your own predispositions, assumptions, and anti-management biases?**
- 8. Can you add positive energy to that which management has to accomplish?**
- 9. Can you work in an environment that is exciting, intensive, and often fraught with confrontation and the clash of big egos and ideas?**

To truly fit in at this altitude, you need to know how leaders think and operate, and the powerful realities that drive their world. You need to think and operate in ways that meet the boss's expectations, putting your own self-interests aside. And you need to know how to have real impact, which means that when you open your mouth, people stop and wait to hear what you have to say. You have to ask yourself these questions:

- Why do I want to be heard by my boss?**
- Why should the boss listen to me about anything? What is in it for him or her?**
- What is not working now? Why?**
- How willing am I to change myself to have more influence?**