

# PHL|HP CONSULTING GROUP

Building and Sustaining **H**igh **P**erforming Organizations



**A Message from  
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Founder and President

## Is Amazon the Gold Standard?

Amazon, its hard-driving CEO, Jeff Bezos and his “All is Not Enough” culture has recently precipitated both a great deal of admiration and raging controversy. While companies like Amazon have created a highly successful business model, there is mounting concern about the impact of this philosophy on employee morale and sustainability. An overbearing management style can yield financial gains, but a more balanced management approach that demonstrates a combination of benevolence, kindness, and concern for employees’ well being with a competitive financial drive, still yields economic growth and employee engagement. This model exemplifies true visionary leadership. A visionary leader understands that in today’s highly competitive economic environment, success is a product of generating the best ideas by bringing together diverse individuals and allowing them to collaborate and work together towards a common goal – the success and growth of the company! This is what distinguishes visionary leaders from ordinary leaders.

Visionary leaders respect divergent views and look for the unique value and contributions that employees may bring to their company -- a healthier bottom line and a happier, more creative, and ultimately, more cohesive workforce. Building a company is no different than building a sports team. It requires a strategic plan, a strong and complementary team to implement it, patience, and a commitment to allow people to grow over time. Most superstars do not just suddenly appear -- visionary leaders see their potential, cultivate them and help them develop into superstars who become risk-takers, venturing outside their comfort zone, and contributing to the growth of the team and the greatness of the company. As a visionary leader, you must be a partner in developing superstars and building them into your winning team that performs efficiently, with shared pride and purpose.

Your team will look to you to define the culture that will exist and that will determine the quality and success of a company that is both yours and theirs. Your every action is being observed and you can be the “differentiator”. It takes self-awareness, courage, attention to detail, and dedication to a belief system and a set of behaviors. You must be the role model that brings your corporate culture to life by living the values and standards that are a component of every great and successful organization.

Paul Krugman, who I believe has been right more than anyone else regarding economic policy, recently stated, “...true economic growth depends on increasing worker productivity.” It’s not about redistributing wealth; it’s about creating an environment where more people can be part of the process of creating more wealth. We must increase the size of the pie and then distribute it based on performance. As a leader, you can commit to this and compensate based upon incentives and performance, not tenure, but you must first create a level playing field and a sense of hope and fairness for all.

I believe that it is possible to be both outcome oriented and committed to a healthy bottom line, while maintaining a concern for work-life balance and employee well being. What can you do to transform your company into a model of participatory management while increasing greater productivity, employee commitment, and sustainability? How will you communicate the growth opportunities that exist within your company to increase motivation and ensure employee “buy-in”? They must believe that you will walk the walk, not just talk the talk, and that hard work and commitment to the greater good of the company will pay off, not just for you, but for them as well.

Today, more than ever, with a volatile economic landscape and fluctuating global markets, employees are looking to their leaders for stability, optimism, confidence, hope, inspiration, integrity, kindness, and encouragement. They want to believe that you have the answers, and one of those answers is to convince them that they are a part of bringing the dream to life and that they will be rewarded for their part in bringing success to their company.

Any surprise that Donald Trump and Bernie Sanders are attracting the largest crowds? Of course not, they both come from Brooklyn.

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