

## Sal Silvester

*Expert on Leadership Transformations,  
Executive Coach & Author*



Sal Silvester is an industry thought-leader, innovator and internationally sought-after executive coach and leadership development trainer. He is founder and president of 5.12 Solutions Consulting Group, a firm that supports leaders and teams through grounded, real-world practices and techniques. Their cloud-based coaching platform, Coachmetrix, is the first of its kind to optimize and measure leadership development and coaching ROI.

Sal's passion and expertise for working with teams and leaders is reflected in his coaching, writing and speaking keynotes. As a Marshall Goldsmith Stakeholder Centered Coaching certified coach, he is inspired by affecting positive behavior change that extends beyond the conference table to the kitchen table. He is a leadership thinker and blogger, and author of *Ignite! The 4 Essential Rules for Emerging Leaders* that reached #1 on Amazon's Movers & Shakers list, followed by his Amazon International Bestseller *Unite! The 4 Mindset Shifts for Senior Leaders* and a new collaboration with Marshall Goldsmith entitled *Stakeholder Centered Coaching: Maximizing Your Impact as a Coach*.

During his lively and interactive keynotes, Sal is a master at illuminating the shifts leaders must make to successfully navigate complex and chaotic environments that come with the territory of corporate leadership. His audiences walk away with an awareness of mistakes leaders make and how to avoid them. Sal delights audiences with stories and characters that come to life and are relatable in any organization.

Sal's unique perspective has been nurtured through his experience over the past 25 years as an Army Officer, an executive at Accenture, and founder of 5.12 Solutions and Coachmetrix. He is a graduate of the US Army Ranger and Airborne schools and has led and managed teams in the desert of Kuwait, the mountains of Turkey, and in the offices of many clients. Sal was selected to the Denver Chamber 100 and a semi-finalist for the Ernst & Young Entrepreneur of the Year Award. Sal is also a member of the Society for Human Resource Management and the Association for Talent Development. He is an avid rock climber and mountain biker, and has competed in six marathons and is an Ironman Triathlon finisher. He's active with Rocky Mountain Rescue, a nationally recognized search and rescue team based in Boulder, Colorado where he lives with his wife and two sons.

## The Measure of a Leader: Proving Behavior Change in Leadership Development and Coaching

**Can you prove your leadership development program is actually working?**

Organizations are paying top dollar to send their employees through training and coaching programs and rarely see a measurable and sustainable return on their investment. That's because traditional leadership development programs are one-hit-wonders. They cover an overwhelming number of topics in one or two days and rarely provide ongoing reinforcement. On top of that, there is usually no true measurement beyond the typical smiley-sheet evaluations at the end of the training sessions. It doesn't have to be that way. We can and we must do better. It's time to prove our coaching and training impact for our clients, our businesses and the coaching and training industry as a whole.

**In this engaging and entertaining session, Sal Silvester, Founder and President of Coachmetrix and 5.12 Solutions Consulting Group, presents the results of moving beyond smiley-sheet evaluations to measure actual behavior change.** Sal will submit a mandate for measuring behavior change in leadership development programs and offer practical tools and tips that enable coaches, trainers and Organizational Development leaders to measure change in their programs. This is a must-attend keynote for those who believe that more effective leadership leads to more effective business results.

Participants will learn:

- The measurement imperative: Why measure behavior change in leadership development?
- Insights from behavior measurement of over 162 leaders and implications of how coaching and leadership development programs are best structured
- Three critical factors to creating behavior change in leadership development programs
- How to measure change in leadership development in general, and with behavior change specifically
- Why it's critical to set measurement expectations with your executive sponsor

## Ignite! The 4 Essential Rules for Emerging Leaders

**Are your emerging leaders prepared for roles that will directly impact business results?**

I'll bet your emerging leaders are smart and successful, maybe even rising stars in your organization. People have taken notice and as a result they've been promoted. The problem is, if they are like many new or recently promoted managers, they feel thoroughly unprepared and out of their element. Perhaps even a bit scared.



And with good reason. Like so many who have greatness thrust upon them, this is all new and unfamiliar, and how they handle the often-rocky transition to managing people will affect not only their future, but that of the organization as well. As front-line leaders, their actions have a direct impact on their team members' level of engagement, productivity, job satisfaction, morale, and commitment, more so than any other factor in your organization.

Just thinking about what's at stake can be overwhelming – especially since in most organizations, new managers don't receive any leadership training before being dispatched to the front lines. The essence of leadership is about employing key skills and behaviors on a consistent basis. The good news? These skills and behaviors can be learned.

Imagine the results if your emerging leaders were able to guide their teams based on the key objectives of the organization and ignite higher levels of engagement and productivity from their people.

Based on Sal Silvester's book *Ignite! The 4 Essential Rules for Emerging Leaders*, this keynote will show you the four essentials that every leader must be, know, and do. During this interactive and engaging session, Sal Silvester will share his observations and recommendations on:

- The 4 essentials to generating team member commitment and igniting the potential of your people
- Mistakes new leaders make and how to avoid them
- Secrets to making the transition from peer/individual contributor to leader
- The opposing characteristics leaders must exemplify to be successful

## Unite! How Senior Leaders Balance Results AND Relationships

**Are your senior leaders aware of how their roles impact the entire organization?**



As leaders rise to higher levels within an organization, they are required to navigate increasingly complex and chaotic situations. There are hand-offs and trade-offs with stakeholders and constituents. There are executive leaders to please and junior leaders to lead. Peers with competing agendas vie for the same set of limited resources.

Some senior leaders seem to have advanced through the sheer force of driving results, often at the cost of high employee compliance and burnout. Others appear to have attained senior roles through the influence of their charismatic personality without producing much in the way of sustained business outcomes. Too many leaders are promoted because of what they know or how long they have worked, rather than their skill in managing others. In this program, Sal moves beyond the 4 essential rules of leadership to explore the 4 shifts in mindset that help a senior leader balance both results and relationships so that ultimately they can unite the people around them.

This keynote will build on the basics of leadership presented in Sal's book and keynote *Ignite! The 4 Essential Rules for Emerging Leaders*. During this interactive and engaging session, Sal Silvester will share his observations and recommendations on:

- The 3 C's: Understanding what makes senior leadership different
- 4 key mindset shifts: what they look like, what research says, and specific case studies
- Characteristics seniors leaders must exemplify to be successful
- What the core shift looks like on the surface and if we dig a little deeper
- Mistakes senior leaders make (and how to avoid them)
- Secrets to balancing relationships and results
- Starter questions to initiate change in the workplace

Audiences will walk away with new insights and distinctions of how to transition successfully into senior leadership roles. Senior leaders will learn to fine tune how they function with their team, with other senior leaders, and to build a strong succession frame-



This program, ORG-PROGRAM-, has been approved for 1.0 (Specified -Business Management and Strategy) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute.

## Insight! Uncovering and Applying the DiSC® Profile

**Ever felt like co-workers don't "get" you? That what you meant to say was lost and disfigured in interpretation. In hindsight, could a slight change on your part have prevented confusion and even conflict?**

A slippery slope begins with one misunderstood comment. Communication breaks down over time and leads to a deterioration of trust. Excessive (overt and covert) conflict results and the cycle continues and intensifies.

It doesn't have to be that way.

Imagine the competitive advantage of a workplace culture where teams and leaders respect and leverage differences. Employees are more productive, happier, and engaged. They trust each other and are open to collaboration.

This is the result of giving people a framework to make sense of their different motivations, tendencies, and preferences. Where team members recognize the characteristics of different styles and adjust their communication to meet the needs and styles of those around them.

During this interactive and engaging session, Sal Silvester guides participants through DiSC®, a model of human behavior that explains behavioral nuances and leads to more effective communication one relationship at a time. Participants will:

- Understand a model of human nature and develop an appreciation for personal differences.
- Uncover how to read other people and see how others interpret our own behaviors.
- Develop a gut-level appreciation for the needs of co-workers.
- Explore strategies to adapt behaviors for more effective communication.
- Learn how to apply the model in different leadership, team, and sales scenarios.



## Adapt Your Style to Connect with Customers

**Do your sales people know how to identify and understand different buying styles?**

**Would they know how to adapt their sales style to accommodate these buying styles?**

In sales, there's no "one size fits all" when it comes to customers. There are unique buying styles that require different approaches to build trusted relationships. When sales people understand the styles and priorities of their customers, they can adapt their styles to connect better — and close more sales.

Using the Everything DiSC® framework, this keynote will help you better connect with your customers. You'll learn to communicate better and improve your sales relationships by:

- Understanding your DiSC sales style
- Learning a framework for identifying and understanding your customer's buying styles
- Adapting your sales style to meet your customer's needs

Participants who attend this event will also receive a complimentary Everything DiSC Sales Profile (an \$83.75 value) after the session.



## References

2014 Mile High SHRM Human Resource Conference, Denver, Dani Hayes, danihillhayes.sphr@gmail.com

2013 Colorado SHRM (COSHRM) Annual Conference, HR Professionals, Keystone, Beth Nixon, bnixonsphr@gmail.com

2013 Society for Human Resource Management (SHRM) Annual Conference, HR Professionals, Chicago, Michelle.Dolieslager@shrm.org

## Proof of Performance Link

<http://www.512solutions.com/speaking/unite-how-leaders-balance-results-and-relationships>

## BUSINESS MANAGEMENT & LEADERSHIP

A Focus On Senior Leaders in this Second Installment in the People-First™ Leadership Series

# Unite!

The 4 Mindset Shifts for Senior Leaders

SAL SILVESTER

From Executive Coach and writer Sal Silvester, the author of *Ignite! The 4 Essential Rules for Emerging Leaders*, this follow-up book builds upon the 4 Essential Rules to provide a path for seasoned managers to successfully make the transition into senior leadership.

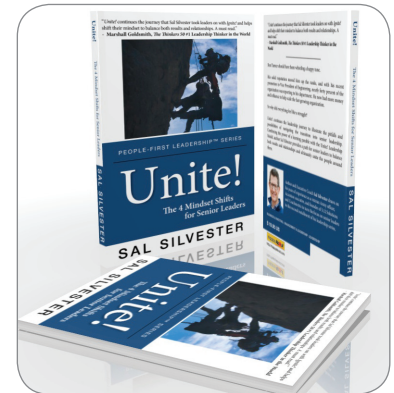
The challenges senior leaders face are more complex and chaotic than at the emerging leader level. And, like it or not, most senior leaders typically get their job because of their technical skills, but ultimately it is their ability to be self-aware and understand their impact on others that makes them successful.

In *Unite! The 4 Mindset Shifts for Senior Leaders*, the second installment in the People-First™ Leadership series, Sal Silvester illustrates the pitfalls and possibilities of navigating the transition into senior leadership. He proves success at the senior leader level is less about skillset and more about mindset, and the appropriate behaviors that follow. Whether preparing for future roles or looking for additional tools to be a more effective senior leader, readers will come away understanding the beliefs and assumptions about themselves and others that drive current behaviors, and where those current beliefs are outdated, overused, and limiting success. Combining the power of a learning parable with the Unite! Leadership Model™, Sal provides simple guidelines for senior leaders to balance both results and relationships and ultimately unite the people around them.

### Reviews

*"Unite! Continues the journey that Sal Silvester took leaders on with Ignite! and helps shift their mindset to balance both results and relationships. A must read."* – Marshall Goldsmith, The Thinkers 50 #1 Leadership Thinker in the World

*"To be successful at senior levels, leaders have to learn how to effectively work with peers who may have competing priorities. Unite! provides a roadmap to navigate this and other complexities through your own shift in mindset."* Bryan Timm, President and COO, Columbia Sportswear Company



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## About the Author

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# Ignite!

## The 4 Essential Rules for Emerging Leaders

**SAL SILVESTER**

With his timely new book, *Ignite! The 4 Essential Rules for Emerging Leaders*, Executive Coach and author Sal Silvester comes through for emerging leaders and the organizations that are grooming them for success.

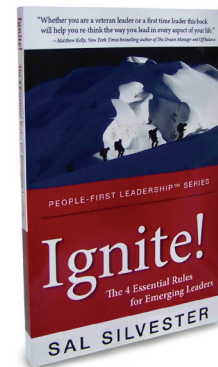
Emerging leaders are usually bright, talented, and rising stars in their organizations. The challenge is that most new leaders are promoted, because they were good at what they did in their previous role, without any training and development. As a result they are often out of their element, unprepared, and even scared. And with good reason, because like so many people who have greatness thrust upon them, their handling of the often-rocky transition to manage their former team members will affect not only their future, but that of their company's as well.

In this how-to business book, Sal, a veteran of corporate potential maximization, shows the path to igniting the potential of new leaders. He begins with a learning parable that illustrates the pitfalls and possibilities of leadership at every turn. But *Ignite!* is more than just a story. It incorporates for the first time Sal's People-First Leadership™ model that gives new leaders all the tools they need to elevate their effectiveness as team facilitators. By highlighting common errors that new managers make, Sal accelerates the transition to competent leadership and showcases the characteristics successful leaders must bring to the workplace. In clear language that is easy to understand and translate into direct action, his 4 Essential Rules for success encourage emerging leaders to lead by example, align their team, build cohesion and engage and cultivate team members.

### Reviews

"I believe the time to change is now. *Ignite!* sets leaders on course to make a significant difference in themselves, their people, and their teams." – Marshall Goldsmith, author of New York Times best sellers *MOJO* and *What Got You Here Won't Get You There*

"Whether you are a veteran leader or a first-time leader, this book will help you rethink the way you lead in every aspect of your life." – Matthew Kelly, New York Times bestselling author of *The Dream Manager* and *Off Balance*



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# Stakeholder Centered Coaching®

## Maximizing Your Impact as a Coach

**BY MARSHALL GOLDSMITH AND SAL SILVESTER**

Foreword by Frank Wagner, Partner in charge of *Stakeholder Centered Coaching*® Marshall Goldsmith Group

Executives buy results, not coaching. The problem is that most leadership and executive coaches do not measure the impact of their coaching engagements. They can't prove that their coaching is actually making a difference. They rely too heavily on coach satisfaction surveys and other methods that simply measure reaction and not change.

It doesn't have to be that way. We can and we must do better. It's time to prove our coaching and training impact for our clients, our businesses, and the coaching and training industry as a whole.

This book lays out the framework to help you generate better results from your coaching practice using the Stakeholder Centered Coaching® approach, a proven coaching methodology and philosophy created by Marshall Goldsmith that demonstrates ROI and dramatically increases the likelihood of a successful coaching engagement. The best part about Stakeholder Centered Coaching is that it's a process you can use both personally and professionally for creating any kind of transformational change.

In this fun and engaging book, Marshall Goldsmith and Sal Silvester submit a mandate for measuring behavior change in leadership development and coaching programs and offer a practical process that enables coaches, trainers, and Organizational Development leaders to measure change in their programs. You'll learn the keys to starting your coaching engagements with a strong foundation, how to implement suggestions from the people most impacted by a coachee, and tips for sustaining behavior change. This is a must-read book for those who believe that more effective leadership leads to better business results.

Stakeholder Centered Coaching is part of the THiNKaha series, whose slim and handy books contain 140 well-thought-out AHA messages. Increase your online influence by picking up that, and easily share quotes from this book on Twitter, Facebook, LinkedIn, and Google+ via this link: <http://aha.pub/SCCoaching>



**Authors:** Marshall Goldsmith, Sal Silvester

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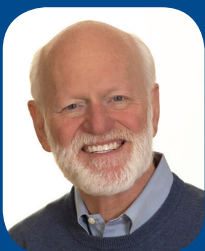
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**Keywords:** Marshall Goldsmith, Sal Silvester, Stakeholder Centered Coaching, 5.12 Solutions, Coachmetrix, Leadership Development, Management Development, Senior Leadership, Leading Change, Leadership Effectiveness

## About the Authors



**Dr. Marshall Goldsmith** is the author or editor of thirty-five books that have sold over two million copies, been translated into thirty languages, and become bestsellers in twelve countries. Marshall's professional acknowledgments include: *World's #1 Leadership Thinker* from Harvard Business Review and Best Practices Institute; *World's #1 Executive Coach* from *Global Gurus, INC*

and *Fast Company* magazines; *Lifetime Achievement Award for Excellence in Teaching* from Institute for Management Studies; *50 great thinkers and leaders who have influenced the field of management over the past 80 years* from American Management Association; *50 great leaders in America* from *BusinessWeek*; *Top ten executive educators* from *Wall Street Journal*. His work has been recognized by almost every professional organization in his field.



**Sal Silvester** is a top expert of leadership transformations across organizations and throughout careers. As an Executive Coach and author, Sal draws on his years of experience as a veteran Army officer, Accenture executive, and founder of 5.12 Solutions and Coachmetrix to affect positive leadership behavior change that extends beyond the conference table to the kitchen table. He is

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## Testimonials/Feedback of Keynote presentations

*"A good communicator and trusting speaker"*

*"Engaging and interactive presentation"*

*"Dynamic personality"*

*"I can definitely see myself using Sal's techniques immediately"*

*"Great takeaway tool for emerging leaders"*

*"Valuable content"*

*"Engaging presenter with a lot of keys to help new leaders succeed"*

*"Bring him back!"*

## Past Keynote Audiences List

2012 CFMA/CSMA Spring Conference, Colorado Springs

2012 Boulder Area Human Resources (BAHRA), HR Professionals, Boulder

2012 Project Management Institute/Rocky Mountain Project Management Symposium, Denver

2012, 2013 Mile High Society for Human Resource Management (MH-SHRM), HR Professionals, Denver

2013 Society for Human Resource Management (SHRM) Annual Conference, HR Professionals, Chicago

2013 Colorado SHRM (COSHRM) Annual Conference, HR Professionals, Keystone

2013 Wyoming SHRM (WY-SHRM) State Conference, HR Professionals, Cheyenne

2013 The Sales Association, Sales Professionals, Denver

2014 Mile High SHRM Human Resource Conference, Denver

2015 Mile High SHRM 2015 HR Conference

2016 Rocky Mountain Project Management Symposium

2016 Northern Rockies Chapter of the Association of Talent Development



## Innovative Leadership Development & Coaching

5.12 Solutions Consulting Group, a corporate team and leadership development organization, supports leaders and teams through grounded, real-world practices and techniques. Sal Silvester and his coaches lead client engagements in Team Development, Executive Coaching, Leadership Development, Team Building and Corporate Training. Their newly launched web-based coaching platform, Coachmetrix, is the first of its kind to optimize and measure leadership development programs. You can learn more at [www.512solutions.com](http://www.512solutions.com) and [www.coachmetrix.com](http://www.coachmetrix.com)

## Client List

We specialize in supporting teams and leaders from a variety of organizations who want to make a significant shift in how they collaborate and lead to achieve positive business results.

Abbott Labs	Environmental Protection Agency
Amgen	Garmin Chipotle Pro Cycling Team
Avaya	GE Infrastructure
Best Buy	GutCheck
BHP Billiton	Ibotta
Bio2 Medical	Intuit
Booyah Advertising	Leanin' Tree
Booz Allen Hamilton	Medtronic Navigation
Caterpillar	Oracle
Ciena	Ping Identity
Citrix	Pinnacle Assurance
Code 42	ReadyTalk
Colorado Department of Human Services	Staples
Colorado Department of Revenue	Sundyne
Columbia Sportswear	Time Warner Cable
Coors	UCAR
Covidien	University of Colorado
City of Longmont	USDA Forest Service
City of Loveland	Vaisala
Columbia	Varian Medical Systems
Department of the Interior	
Dot Hill	

# COACHMETRIX

