



## Building a Spirited Organization That Steps Up to the Next level

*He who hesitates before each step  
spends his life on one leg.*

--Ancient Chinese Proverb

## **CREATING AN ORGANIZATION THAT APPLIES COURAGE TO “STEP UP” TO THE NEXT LEVEL**

Behavioral change that improves on-the-job performance and expedites the knowledge cycle of employees is easier said than done. Why? It involves a complex, competitive process that must be supported in a variety of ways. Our professional consulting services support you to challenge your employees to “step up” to the next level.

Leadership today means helping people reclaim and apply their courage so they continue to step up to enhance the organization’s foundation. Helping employees’ advance creates mutual interdependence, which is complementary to everyone, motivates people to learn new skills, and holds people accountable for their contribution. Benchmarking contributions delineates the differences between effort and result.

Organizations that are receptive to creating spirited results seek programs that expand their existing professional and personal development. When companies commit to “stepping up,” they notice a shift toward lower production costs, increased sales, greater market share, a shorter product development cycle, and employees who feel empowered to advance their everyday courage to the next level. Our organizational effectiveness consulting practice focuses on the organization’s existing positive traits and then designs a customized program that extends and refines the organization’s specific purpose. As today’s global economy increasingly demands knowledge and know-how, a shared vision inspires the competitive edge that guides employees to step up quickly and stake their results.

Our first and foremost duty is to listen to you. We will collaborate to identify, develop, and implement the ideal solutions to intensify your employees’ performance. With your appointed staff, and involving you at all stages, we spend a good deal of time collecting information to develop the vital training program and Courage Coaching for your organization. Depending upon your needs, we can provide customized services in separate modules or in combinations.

# BIOGRAPHY

Sandra Ford Walston, The Courage Expert, is the innovator of StuckThinking™ and principal of a 16-year-old learning and organizational effectiveness consulting firm. With thirteen years of original research in integrating courage behaviors, courage leadership, women's courage and non-gender integral levels of courage consciousness, Sandra focuses on the traps and tricks of the human condition. She believes that integrating courage actions at work leads to a more naturally propelled and happy employee, resulting in reduced attrition and improved bottom-line performance. She has found that there is a direct correlation between the organization's success quotient and its courage quotient.

Ms. Walston has trained over 3,000 individuals and customized skill-based training programs including webinars and teleclasses for major associations and *Fortune* 500 companies, including Caterpillar, Inc., Procter & Gamble, Hitachi Consulting, Qwest, Hensel Phelps, IBM, Wide Open West, Nolte Engineers, and Farmers Insurance. With over eleven years of experience with finance professionals, she also instructs for the University of Denver Graduate Tax Program programs including "Courage Leadership: Do You Demonstrate It or Are You Stuck?"

She is the internationally published author of bestseller *COURAGE: The Heart and Spirit of Every Woman* (Greece and Brazil), endorsed by Marianne Williamson, Jack Canfield, Harriet Rubin and Neale Donald Walsch, to name a few. Her second book is about courage consciousness actions at work that become stalled in StuckThinking™. It is currently agent represented.

Ms. Walston's articles have been featured in *Chief Learning Officer, Training & Development, HR Matters* (Malaysia), *Zig Ziglar's Newsletter, Personal Excellence: The Magazine of Life Leadership* and *Strategic Finance*. She is certified in the Enneagram, a system of understanding nine different personality types and the Myers-Briggs Type Indicator®. She is a Newfield Network Coach. She is a candidate for an Honorary Doctorate Degree.

## Highlighted Achievements:

- **Denver Health and Hospitals** – Designed and delivered over a year intellectual capital programs on self-directed teams and adult self-directed learners to enhance collaboration and support cross-functional teams to provide the best care possible.
- **Qwest** – Designed and delivered a series of intellectual capital programs for migrating teams across the country using the Myers-Briggs Type Indicator® as a baseline to flow in and out of team assignments with few breakdowns and still retain quality standards through self-aware collaboration and revenue projections.
- **Wide Open West** – Designed and delivered a series of Enneagram leadership programs that merged the national leadership team members' courage leadership behavior patterns. Assessed and defined the courageous intentions to achieve revenue projections.
- **All Care** – Designed and delivered intellectual capital to bridge the communication and time management preferences between clinical and non-clinical departments to achieve increased revenue, improve retention and morale. Coached the President/CEO.
- **Nolte Engineering Associates** – Designed and delivered an Enneagram program for principals and spouses.

- **IBM** – Presented intellectual courage research called “Courage Leadership: Making It *Work* for You!” to the top executive women at their annual conference.

**Areas of expertise include:**

Courage Leadership and StuckThinking™ Facilitator \* Executive Coaching \* Team and Organizational Effectiveness \* Assessing Organizations’ Level of Courage Consciousness \* Building an Organization Spirited in Courage Leadership \* Implementing the “Language of Courage” \* Adult Self-Directed Learning \* Certified in the Enneagram and Myers Briggs Type Indicator®

Sandra says of her work and life, *“I am fascinated with how we are all stuck in our human condition; therefore, my desire is to offer my passion in a way that enhances each individual’s personal and professional gifts. One way I seek to accomplish this is to awaken people to the original definition of the word courage, meaning ‘heart and spirit.’ As a practicing contemplative, I hold myself 100% accountable for each precious day. I feel blessed to be able to have a career that expresses my heart and calling.”*

Her motivating speaking style along with her ability to reach for the positive traits in us all, keeps her continually in demand. She has been a keynote speaker/featured presenter. Below is a partial list: (among others) for:

- American Society of Association Executives
- Auburn University
- American Council of Engineering Companies
- Colorado School Food Services Association
- Executive Women of IBM
- National Wellness Conference
- Professional Practices Conference for AICPA
- Fourth Annual Colorado Women’s Business Summit
- Colorado Society of CPAs Annual Conference
- Colorado Women’s Leadership Coalition Conference
- All-Staff Conference for Denver Department of Social Services
- Institute for Municipal Clerks
- Association for Women in Communication
- Annual Conference for the Licensed Independent Network of CPA Financial Planners
- Annual Convention for the Colorado Association of Homes & Services for the Aging
- CSCPA Consulting Services Conference
- Society of Women Engineers
- Hensel Phelps
- Wyoming Public Nurses
- City of Englewood
- Rotary of Golden

## PARTIAL CLIENT LIST

- All Care Home Health
- Auburn University
- Caterpillar, Inc.
- Cherry Creek Country Club
- Denver Botanic Gardens
- Denver International Airport
- Department of Health and Hospitals
- Diner's Club International
- Farmers Insurance
- Federal Bureau of Investigation
- General Electric
- GEI Consultants (engineers)
- Gibson, Dunn & Crutcher, Attorneys At Law
- Great-West Life & Annuity Insurance Company
- Hensel Phelps Construction Company
- Home Care Association of Washington
- IBM
- Institute of Management Accountants
- Intrado Corporation
- Mobile Tool International, Inc.
- Nolte Associates, Inc. (engineers)
- Procter & Gamble
- Regional Transportation District (RTD)
- Shenkin Kurtz Baker & Company, CPAs
- Society of Women Engineers
- State Farm Insurance Companies
- Teletech International
- The Exline Agency
- US Bank
- Virginia Commonwealth University
- Weinberger & Kanan, Attorneys at Law
- Wide Open West: Internet & Cable (WOW!)
- Women in Telecommunications & Cable (WICT)
- Women's Vision Foundation
- Woodhull Institute
- Xanterra Parks & Resorts®
- Xcel Energy
- Wyoming Public Nurses

## SEMINAR TOPICS (partial list)

- Courage Leadership: Do You Demonstrate It or Are You Stuck (taught at the University of Denver and many articles featured in *Chief Learning Officer* magazine: August 2009 “Finding the Courage During Times of Uncertainty” and January 2009 “Talented CLOs Hit the Bulls-Eye with Courage”) \*
- Hello, Saturn! Hello, Neptune! Communicating with People from Another Planet (taught at the University of Denver; spousal program) \*
- With Courage, Your Passion Cannot Be Doused \*
- Coaching Techniques to Affect People: Gaining More Effective Leaders
- Forward Focus Leadership: A Collaborative Endeavor
- E-Mail/Voice Mail: Human Connections in Virtual Space
- Human Dimension: Maximizing Individual Talents in the Work Place Using the Myers Briggs Type Indicator® (and using the MBTI to advance sales results)
- Understanding Your Approach to Time Management: Too Much To Do, No Time to Do It (taught at the University of Denver; spousal program) \*
- Enneagram: A Business Model for 9 Ways of Working and Living (taught at the University of Denver; spousal program) \*
- How to Manage Your Boss so Everyone Wins
- Women Working with Courage: How You Can Claim It, Apply It, and Rely on it at Work \*
- ME, Inc.: Identifying Qualities That Make YOU Distinctive
- The Power of Language: Creating Action through Words \*

\* Articles available upon request

## Published Articles (partial list)

BY SANDRA FORD WALSTON

- *HR Matters*, Malaysia, “5 Courage Myths at Work,” January 2010
- *Personal Excellence: The Magazine of Life Leadership* (Warren Bennis’ subscriber magazine), “Exercise Courage: You Benefit in 12 Ways,” December 2009
- *Personal Excellence: The Magazine of Life Leadership* (Warren Bennis’ subscriber magazine), “Take Courage,” November 2009
- *HR Matters*, Malaysia, “How Do You Deal with Hell in the Hallway?,” January 2010
- *Personal Excellence: The Magazine of Life Leadership* (Warren Bennis’ subscriber magazine), “Take Courage,” November 2009
- *HR Matters*, Malaysia, “5 Courage Myths at Work,” October 2009
- *On Balance*, “The Language of Courage,” Sept./Oct. 2009
- *Ziglar Newsletter*, “Feminine Courage,” September 2009, <http://www.ziglar.com/newsletter/?p=353>
- *Ziglar Newsletter*, “Hitting the Bull’s Eye,” August 2009, <http://www.ziglar.com/newsletter/?p=294>
- *Chief Learning Officer*, “Finding Courage During Times of Uncertainty,” August 2009, <http://www.clomedia.com/talent.php?pt=search>
- *The Washington Executive*, “The Power of Language,” August 2009
- *HR Matters*, Malaysia, “Top 5 Signs that You Are STUCK at Work,” July 2009, <http://www.hr-matters.info/features/0702.htm>
- *Ziglar Newsletter*, “The Authentic Swing,” July 2009, <http://www.ziglar.com/newsletter/?p=266>
- HR.com, “5 Signs that You’re Stuck at Work.” June 9, 2009
- Yahoo Shine, “Claiming Your Courage During Scary Times,” February 6, 2009, <http://shine.yahoo.com/topic/sandra+ford+walston/>
- *Newfield Network Newsletter for Coaches*, “Finding Courage During Times of Uncertainty,” February 2009
- *Chief Learning Officer*, “Talented CLOs Hit the Bulls-Eye,” Executive Briefings, January 2009, <http://www.clomedia.com/executive-briefings/2009/January/2525/index.php>
- *The Washington Executive*, “Courage is Caged in the workplace Part 1 of 2,” November/December 2008
- *NAFE e-newsletter*, “Five Tips for Finding Your Own Courage,” October 7, 2008 [http://eblasts.workingmothermediainc.com/newsletter/NAFE\\_enevs/enevs132.htm#tips](http://eblasts.workingmothermediainc.com/newsletter/NAFE_enevs/enevs132.htm#tips)
- Yahoo Shine, “Having the Courage to Speak Up,” November 4, 2008, <http://astrology.yahoo.com/topic/sandra+ford+walston/>
- *On Balance*, “The Acceptance of Rudeness in the Workplace,” July/August 2008
- *Personal Excellence: The Magazine of Life Leadership* (Warren Bennis’ subscriber magazine), “Bull’s-Eye Courage,” April 2008

- PINK, “Courage Blog,” monthly articles posted, 2007-2009  
<http://community.pinkmagazine.com/blogs/courage/default.aspx>
- Success Television, “Courage Blog” started November 2008-2009, www.successtelevision.com goes out to 25,000 viewers, RSS link:  
[http://social.successtelevision.com/pg/blog/Sandra\\_Ford\\_Walston?view=rss](http://social.successtelevision.com/pg/blog/Sandra_Ford_Walston?view=rss)
- Google Knol, “The Courageous Spirit of the Entrepreneur: How to Keep Stepping Up,” 2008 (<http://knol.google.com/k/sandra-walston/the-courageous-spirit-of-the-female/2mw0k5truofh/7#>)
- Google Knol, “4 Courage Myths,” 2008, (<http://knol.google.com/k/sandra-walston/4-courage-myths/2mw0k5truofh/3#>)
- *Chief Learning Officer* magazine: “WANTED! CLO with Courage” “issue feature article,” January 2007 (<http://www.clomedia.com/features/2006/December/1640/index.php>)
- *Chief Learning Officer* magazine: “Tangibles or Intangibles: Where’s Your Value?” “issue feature article,” November 2007, (<http://www.clomedia.com/features/2007/November/1985/index.php>)
- PINK, “Feminine Courage,” August/September 2007
- *Fast Company/Feedback*, Wed Dec 19, 2007, ([http://www.fastcompany.com/magazine/88/open\\_feedback.html](http://www.fastcompany.com/magazine/88/open_feedback.html))
- *HR Matters*, Malaysia, “Courage Leadership: Step Up to Your Next Level” November 2007 ([http://www.hr-matters.info/htmlmail/newsletter\\_Nov07.htm](http://www.hr-matters.info/htmlmail/newsletter_Nov07.htm))
- *Strategic Finance*, “12 Things to Love about Courage,” July 2007, (<http://knol.google.com/k/sandra-walston/12-things-to-love-about-courage/2mw0k5truofh/4#>)
- *MirthAndReverence.com*, “Unleashing Courage in the Workplace,” Spring 2007, (<http://www.mirthandreverence.org/MnR07SpringR1.pdf>)
- Brandon Hall Network, “Courage Leadership: Step Up to Your Next Level,” April 2007
- “Self Perceptions of Women and their Courageousness: Some Implications for Pragmatic Management,” published (double-blind refereed Paper) December 2006 in the Proceedings of the Australian and New Zealand Academy of Management Conference (White Paper)
- *Strategic Finance*, exclusive interview “Claiming Your Courage,” October 2006
- Interview article from London, England, *Management Mentors*, “Courage Leadership” Part I January 2006 and Part II February 2006, (<http://www.management-issues.com/2006/5/24/mentors/the-courage-expert-sandra-ford-walston.asp>)
- *Chief Learning Officer* magazine: “The Importance of Courage for Learning Leaders” “Awakening Courage Leadership” Part I and Part II, 2005

## Featured Keynote Speaker (partial list)

- Guest speaker of Dr. Donna Sockell, Director, Leeds School of Business, University of Colorado, Boulder
- Wyoming Public Health Nursing Conference
- City of Englewood Supervisory Summit
- Auburn University Women's Leadership Institute
- Washington Society of Association Executives
- Association for Women In Communication Annual Conference
- Executive Women of IBM
- Institute for Municipal Clerks Annual Conference
- Fourth Annual Colorado Women's Business Summit
- Colorado Society of CPAs Annual Conference
- Colorado Women's Leadership Coalition Conference
- Women in Leadership at Lucent Technologies Professional Development Conference
- American Institute of Certified Public Accountants Legal and Medical Consulting Conference
- American Society of Women Accountants Annual Conference
- Fifth Women at Work Conference
- Annual Conference for the Licensed Independent Network of CPA Financial Planners
- Convention for Colorado Association of Homes & Services for the Aging
- National Association of Women Business Owners Women of the West Annual Symposium
- Colorado Society of CPAs Consulting Services Conference
- Institute for Municipal Clerks Annual Conference
- Colorado Credit Union League's 64th Annual Conference
- AICPA Legal and Medical Consulting Conference

## Bookings and Topics (partial list)

- **Keynote speeches:**
  - “Courage Actions: Do You Demonstrate Them or Are You STUCK?”
  - “Women and Courage: Did Someone Clip Your Wings?”
  - “COURAGE: The Untapped Reservoir”
  - “Harnessing the Energy of Courage Leadership”
  - “Courage Consciousness: Taking Action When You Are STUCK”
  - “How to Get a Degree in Courage”
- **Courage leadership training program and teleclasses:**
  - “What Keeps Most People Stuck at Work?”
  - “Women Integrating and Working with Courage”
  - “Courage Leadership: Making It *Work* for You”
- **University of Denver Graduate Tax Program Instructor:**
  - “Courage Actions: Do You Demonstrate Them or Are You STUCK?”
  - Time Management: How It Affects the Way You Work
  - Communication Preferences: How to Communicate with People from Another Planet
  - Personality Models: An Introduction to the Enneagram—9 Ways of Living and Working
- **Training programs:**
  - “Courage Leadership: Advance Your Career—Step Up to the Next Level”
  - “Courage Coaching Techniques” (are well received by businesses and associations)
  - Instructor, University of Denver: “Courage Actions: Do You Demonstrate Them or Are You STUCK?”
- **Guest presenter as The Courage Expert**
  - Virginia Commonwealth University, Grace E. Harris Leadership Institute (for three consecutive years)