

**STYBEL
PEABODY &
ASSOCIATES, INC.**

WANT TO REDUCE RISKS WHEN STARTING CRITICAL RELATIONSHIPS?

Read on! Here is the story behind this idea:

Several years ago, executive leadership coach Larry Stybel was waiting in a CEO-client's office. The CEO walked in and found Larry reviewing the Owners' Manual for his new recording device. "Larry, aren't you smart enough to figure out how to turn that thing on? Why do you need to read a Manual?"

"I'd like to think I am smart enough," Larry responded. "Still, it is nice to be able to consult a Manual to reduce uncertainty. For example, you are about to hire a Vice President. On the first day of the job, you will verbally say 'welcome aboard.' But both of you know that the real message is, 'Our mutual success depends on our abilities to work with each other--fast.'

"Wouldn't life be simpler if bosses and subordinates came equipped with a How to Handle Me Manual? "

WALL STREET JOURNAL careers columnist Joann S. Lublin wrote a feature about how Larry helped that CEO develop an owner's manual.

PAGE 2

It described things that turned him on and off. People reporting to the CEO were asked for their opinion on editing the contents.

What began as an individual experiment is catching on-with far reaching implications.

A U.S. Government Agency initiated How to Handle Me Manuals for new senior level hires, for instance.

CUSTOMIZED YET LEVERAGABLE

Any critical new relationship carries unusually high risks because participants have yet to grasp the personal boundaries. And it's almost impossible to recover when relationships start off on the wrong foot.

How to Handle Me Manuals can help these critical relationships get up to speed faster by defining boundaries early on.

Examples of critical new relationships:

A new associate starts work on an assignment for a partner.

A VP is promoted to CEO and former colleagues are uncertain about dealing with the new boss.

A "fit" trainer at a health club wonders how to best motivate an "unfit" member.

A mother brings her child to for the first meeting with the pediatrician and wonders how assertive she can be without causing offense.

Members of a newly created task force do not know each other well.

PAGE 3

An executive offered a board seat at a public company wonders about the “real rules of the road.”

A private equity partner on the board of a portfolio company has a radically different style than the CEO/Founder. The CEO wants the relationship to work but has never had to report to someone like the partner before.

“How to Handle Me” is a customized manual. But it also is a leveragable tool. Thus partners can provide the same manual to every new associate and physicians can provide the same manual to every new patient.

When players in critical relationships have How to Handle Me Manuals, wasteful false starts and poor guesses are reduced.

**INTERESTED IN EXPLORING HOW TO CREATE YOUR OWN
'HOWTO HANDLE ME' MANUAL?**

Larry Stybel and Joann S. Lublin are working on a book tentatively called HOW TO HANDLE ME.

Larry will work for free with one person per organization to help them customize one HOW TO HANDLE ME MANUAL. Larry will select the organizations he wishes to work with and will limit the number of people he works with.

Joann will select participants to be interviewed for the various chapters that will describe successful use of the technique.

You can choose to conceal your own and your employer's identity-or be excluded from the book entirely.

PAGE 4

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