

“Working Together”© towards a Bright Future

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Sarah McArthur



Photo by Tom Shillea

Sarah McArthur is executive producer of *Defining Moments*, the documentary film about the life and leadership of quiet revolutionary Presidential Medal of Freedom recipient Frances Hesselbein. She is editor in chief of the 17x Apex Award-winning *Leader to Leader* journal, and partner and trusted advisor to former CEO of Boeing and Ford Alan Mulally, considered one of the greatest leaders of the 20th & 21st Centuries.

Sarah's mission is to help leaders work together towards a bright future for all. Her fields of expertise are leadership, management, personal leadership development, and executive and business coaching. Sarah has authored and edited many books including *Making Waves* with former CEO of Celebrity Cruises Lisa Lutoff-Perlo, *Work Is Love Made Visible* with Marshall Goldsmith and Frances Hesselbein, foreword by Alan Mulally, and *Coaching for Leadership* with Marshall Goldsmith and Laurence S. Lyons.

Former CEO of Marshall Goldsmith Inc. (2000 – 2020), Sarah led many initiatives, projects and programs, including Marshall Goldsmith's 100 Coaches and the *New York Times* and *Wall Street Journal* best-selling *Triggers* and *What Got You Here Won't Get You There*.

Three Great Leaders



Marshall Goldsmith, Frances Hesselbein, Alan Mulally



Pioneer of 360* Customized Feedback &
Stakeholder Centered Coaching©

#1 World's Executive Coach, Leadership Thinker

NYT & *WSJ* Best-selling Author

What I Learned from Marshall

- Follow up is everything.
- Self-awareness has everything to do with others.
- Daily Questions – find a partner and track your progress.

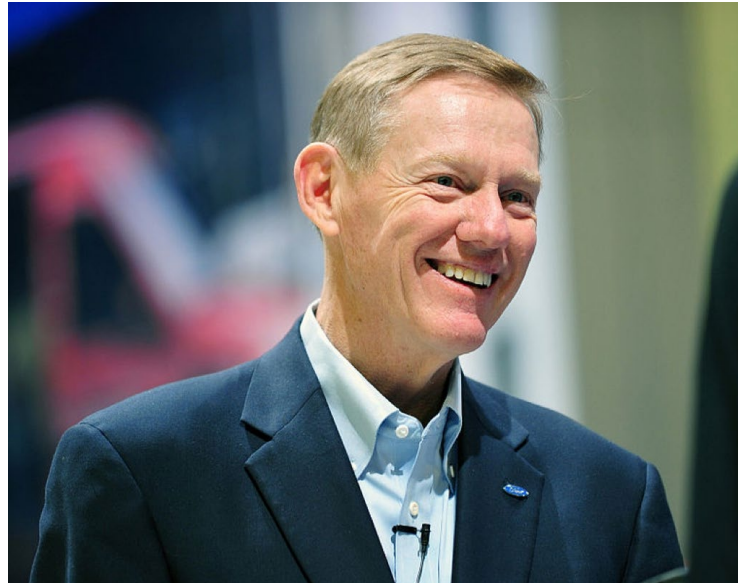
Frances Hesselbein



Former CEO, Girl Scouts of the USA
Founding Editor in Chief, Leader to Leader
Presidential Medal Freedom Recipient

What I Learned from Frances

- Respect for all people.
- What do you see when you look out the window that is visible but not yet seen by others?



Former CEO of Boeing Commercial Airplanes
& the Ford Motor Company
Creator and Leader of the “Working Together”©
Leadership and Management System

What I Learned from Alan

- Alan's unique view out the window.
- The leader's unique role in “Working Together”©.
- “Working Together”© Principles and Practices

What I Learned from Alan

OUR “WORKING TOGETHER”: PRINCIPLES, PRACTICES, AND
CONNECTED, COLLABORATIVE & ALIGNED CULTURE OF LOVE BY
DESIGN



OUR OPERATING PROCESSES AND EXPECTED BEHAVIORS SKILLED, HEALTHY, PSYCHOLOGICALLY SAFE, AND MOTIVATED TEAMS

- People first...Love ‘em up ❤️
- Everyone is included
- Compelling vision, comprehensive strategy, and relentless, positive implementation
- Clear performance goals
- One plan
- Facts and data
- Expect the unexpected and expect to deal with it
- Everyone knows the plan, the status, and areas that need special attention
- Propose a plan, positive, “find-a-way” attitude
- Respect, listen, help, and appreciate each other
- Emotional resilience, trust the process and each other
- Have fun — enjoy the journey and each other

PGA ❤️

Profitable Growth for All

CREATING VALUE AND GROWTH FOR ALL THE STAKEHOLDERS AND THE GREATER GOOD

The Moral of the Story

- Alan is the leader in Marshall's vision of the stakeholder centered leader whose leadership and management system includes all of the stakeholders and helps successful leaders, their teams and organizations become even more successful using stakeholder centered coaching.
- Alan is the leader in Frances's vision of the how-to-be, principles-based, inclusive leader of the future whose leadership and management system enables us all to work together toward a bright future.
- One of the things I love about Alan is that, similar to Frances, he has respect for all people. He focuses on our talents and our gifts and on including everyone in 'Working Together.' No matter our background, he sees we have more in common than different, and he loves us up, coaching the 'working together' leaders in each and every one of us and facilitating our progress toward creating value for all the stakeholders and the greater good in whatever is our life's purpose. And that to me is our way forward.

What do you see when you look out the window
that is visible but not yet seen by others?

How can you bring your vision, purpose, calling
in your leadership and service?

See you at the movies!

"Wherever we are, whatever our work... we must find the language that heals, the inclusion that unifies. It is a critical time for leaders at every level to make the difference."

DEFINING MOMENTS

THE LIFE AND LEADERSHIP OF QUIET REVOLUTIONARY FRANCES HESSELBEIN



References

- [Work Is Love Made Visible](#), eds. Sarah McArthur, Frances Hesselbein, Marshall Goldsmith, foreword Alan Mulally. [Excerpt.](#)
- [A Mighty One: The Leadership, Service, and Legacy of Frances Hesselbein](#), Sarah McArthur, *Leader to Leader*, Volume 2023, Issue 110, Wiley, August 11, 2023.
- [To Serve Is to Live](#), digital collection of Frances's writings
- ["A Conversation with Alan Mulally about His "Working Together"© Strategic, Operational, and Stakeholder-Centered Management System](#), Alan Mulally and Sarah McArthur, *Leader to Leader*, Volume 2022, Issue 104.
- ["Our Greatest Opposition Is Our Division](#), Sarah McArthur, *Leader to Leader*, Volume 2023, Issue 111.

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