



Norm Smallwood

“Leadership brand occurs when leaders at every level connect employee actions to desired customer experience.”

Norm is a recognized authority in developing businesses and their leaders to deliver results and increase value. His current work relates to increasing business value by building organization, strategic HR and leadership capabilities that measurably impact market value.

Background

He is co-founder (with Dave Ulrich) of The RBL Group, a firm of well-known and broadly experienced management educators and consultants. For several years, Leadership Excellence has ranked The RBL Group as one of the top Leadership Development firms in the world.

Publications

Leadership Brand: Developing Customer-Focused Leaders to Drive Performance and Build Lasting Value with Dave Ulrich, Harvard Business School Press, 2007

Memo to the CEO: The Leadership Code, with Dave Ulrich and Kate Sweetman, Harvard Business School Press, 2008.

Real-Time Strategy: Improvising Team-Based Planning for a Fast Changing World, Wiley & Sons, 1993 (part of the portable MBA series)

Results-Based Leadership: How Leaders Build the Business and Improve the Bottom Line, Harvard Business School Press, 1999 (named book of the year by SHRM)

Why The Bottom Line Isn't: How to Build Value through People and Organizations, Wiley 2003- re-released in soft cover as *How Leaders Build Value*, May 2006

The Change Champion's Field Guide: *Strategies and Tools for Leading Change in your Organization*, Best Practice Publications, 2003

He has published more than 150 articles in leading journals and newspapers and has contributed chapters to multiple books including two *Harvard Business Review*

“Capitalize Your Capabilities”, June, 2004 (with Dave Ulrich)

“Building a Leadership Brand”, July, 2007. (with Dave Ulrich)

Honors

He was selected as one of the top 100 Voices in Leadership by Executive Excellence magazine in February 2005, 2006 and 2007.

He is a board member for HELP International, and is an Honorary Colonel for the West Valley City Police Department.

Contact:

You can contact Norm Smallwood at: 801.373.4238, or at nsmallwood@rbl.net

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