White Paper

Leadership Software™ Overcomes Data Silo Barriers; Offers A New Way to Work™

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Leadership Software™ is a revolutionary new way for businesses and organizations to communicate. It allows executives, workgroups and employees to share and develop all the creative aspects of decision-making – those intangibles that traditional solutions can't match.

Currently, businesses communicate using point-to-point transactional methods such as email, phone, files, instant message, Web sites and fax. These and more "productivity tools" abound, but do these tools really improve focus on priorities? We have embraced these technologies in our *belief* that they would make us better; instead, many of these offerings simply have added more complexity to business operations. By in large, these productivity tools haven't solved a fundamental need, which is to enable people to work

> **So far, for 50 years, the information revolution has centered on data—their collection, storage, transmission, analysis, and presentation. It has centered on the "T" in IT. The next information revolution asks, What is the MEANING of information, and what is its PURPOSE?**
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> **— *Peter F. Drucker***

spontaneously, intuitively, nimbly and creatively. Instead, these tools demand too much conformity, rigidity, and modification of behavior.

The human brain is not a computer. It uses information differently. Management guru Peter F. Drucker noted in 1998 that "information technology so far has been a producer of data rather than a producer of information — let alone a producer of new and different questions and new and different strategies." Yes, data helps in the decision-making process, but there's a lot more to achieving success or attaining goals than just moving data around.

Companies have grappled with this problem for decades. They've hired business process consultants, they've installed state-of-the art phone systems and data networks, they've tried groupware, Web portals, messaging and intranets. They've rolled out knowledge management and data mining tools, all in an effort to gain

control over their so-called "unstructured data," that rich font of ideas flowing in a company that makes up the bulk of its intangible value; in other words, its intellectual capital.

Unfortunately, each solution to the problem has further fragmented and isolated work and workers. Data is stored in "silos" across an organization; silos that don't communicate with one another. Email, documents and files come flying into our personal workstations at dizzying speed, requiring us to react according to the strict limitations of each technology. We're forced to jump through hoops at every turn just to connect this information to our priorities. We're drowning in information, yet little of it advances our decision-making and interpersonal communications. For example, think about how much time is wasted each week deleting superfluous email.

None of these solutions really help us address human nature; the need for flexibility, adaptability, and spontaneity. Instead, they enable us to send and receive stuff. Most of us *want* to be productive. But paradoxically, it is also our nature to horde information, compete with other workers, procrastinate, make excuses, lose sight of our purpose, blame others, not take responsibility, be disorganized, and try to maintain the status quo. What companies need is a way to automatically get the right information to the right people in the right way that bypasses these all-too-human tendencies toward unhelpful and unproductive behavior.

Leader Took a Different Approach

Leadership Software™ was invented to address these dichotomies of human nature by providing a more flexible way of working using technology to assist rather than dictate appropriate activity. While addressing very sophisticated technical issues, **Leadership Software™** on its surface allows people to interact more naturally, without feeling like they are becoming slaves to technology. **Leadership Software™** adapts to you rather than you to it.

Companies need their decision-making under one roof – this is a critical leadership challenge to success. The more unified the decision-making, the better the result. How did we approach this problem? For our first three years, we gathered a team of experts in management, technology, databases, networks, telephony and business development around a table to define this leadership problem *properly* before we wrote a single line of code.

We were looking to identify what was right and what was wrong with existing offerings. We knew we could design something revolutionary if we could get it right. We knew it had to be easy to use and Internet-based. Finally, in order for businesses to accept it, we had to use only standard off-the-shelf technology components. The

last thing businesses need was another costly proprietary software or middleware solution.

We defined the attributes of **Leadership Software™** not by defining what those *are*, but rather, we first defined what they *are not*. This approach proved seminal to the later definitions of what those attributes *are* and how they should work. By patiently and methodically working through the *are not* attributes, we were able to make the *are* decisions with much more confidence.

Our solution is **Digital Leaderboard™** — the technology engine that drives all our products. It was built around three basic value propositions: **leadership**, **collaboration** and **intellectual capital**.

Leadership is the ability of management and staff to inspire, direct and control the direction and purpose of the company toward worthy ends under changing conditions. Leadership comes in all shapes and sizes. Leadership is the CEO overseeing the corporate strategy. It is the factory worker submitting a quality improvement suggestion. It is the communications director crafting an inspirational employee newsletter. It is the research team developing the next hot product. Our software needed to help people lead at all levels of a company.
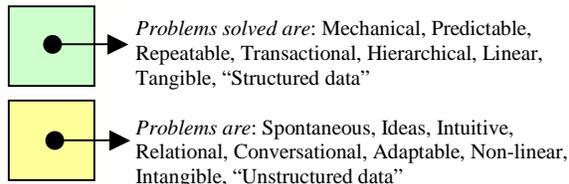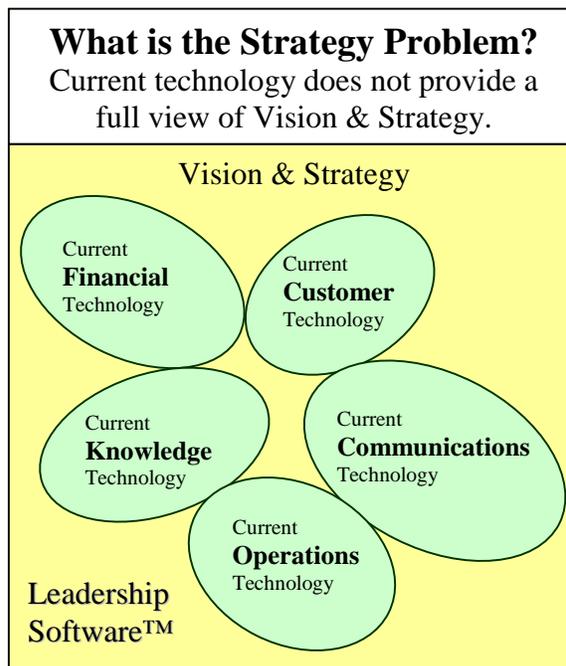
What is the Strategy Problem?
Current technology does not provide a full view of Vision & Strategy.

Vision & Strategy

Current **Financial** Technology

Current **Customer** Technology

Current **Knowledge** Technology

Current **Communications** Technology

Current **Operations** Technology

Leadership Software™

Problems solved are: Mechanical, Predictable, Repeatable, Transactional, Hierarchical, Linear, Tangible, "Structured data"

Problems are: Spontaneous, Ideas, Intuitive, Relational, Conversational, Adaptable, Non-linear, Intangible, "Unstructured data"

Collaboration is the process by which people interact in the pursuit of their shared vision. In the last four years "collaboration software" has come to be known for a simplistic aggregation of communications tools like email, fax, file sharing, chat, presentations and news. These technologies started out on the wrong foot and have languished, not because the idea was wrong, but because the approaches were shortsighted. In taking the longer, strategic view we discovered how those shortcomings could be overcome. **Digital Leaderboard™** is the result. The idea that people want and need to collaborate is correct. What was incorrect was the hell-bent way "collaboration software" providers slapped together so-called "best of breed" packages and threw them onto the market to see what caught on. True collaboration

must facilitate dialog and interactivity on a more sophisticated basis than simply broadcasting emails, showing slides and pushing news.

Intellectual capital is the valuable intangible assets of a company that, by comparison, generally dwarf the book value of a company. CFO magazine defines intellectual capital as the assets a company receives from its patents, brands, trademarks, capital expenditures and R&D programs. That's the accounting view. Human Resources define it by those intangible qualities of leadership, intuition, gut feel, experience, know-how, wisdom and knowledge that ultimately make a company's decisions more focused and ultimately more valuable. Operations define it as the systems, processes and procedures properly defined, documented and tuned that help produce a higher quality product and thus, ultimately, more value to the bottom line.

An entire field of technical effort is devoted to "knowledge management" which is the pursuit and extraction of additional value out of existing knowledge resources. In short, any leadership system worth its salt must simultaneously capture, catalog and make available the intangible aspects of a company like wisdom, knowledge, experience, know-how that is the stuff of intellectual capital.

Leadership Software™ was designed to assist management (1) to facilitate better *leadership* and decision making, (2) to enable true *collaboration* up, down and across the company, and (3) seamlessly capture and then fully capitalize on every ounce of value that resides in a company's *intellectual capital*.

To achieve these three value propositions, we concluded that we first needed to identify communications activities that are common to all data "silos." From there it became clear that we needed to pull the user interface into a common Internet browser approach and the data into one, common data store. We wanted to enable management to "cascade" their performance requirements painlessly

Leader2Leader® -- A New Approach
A unified, horizontal system for communications, organization, information processing and storage with numerous vertical applications.

Key Horizontal Value Propositions:	Key Vertical Industry Application Segments:
Leadership Strategy Security	< Automotive < Banking < Healthcare < Government
Collaboration Systems Integration Human Intelligence Signals Intelligence Teleconferencing	< Pharmaceuticals < Financial Services < Telecommunications < Professional Services < Computers < Software
Intellectual Capital Knowledge Management Analytics Organization Research	< Security < Insurance < Manufacturing < Retail < Education

throughout the company. This would ensure that the company's goals and objectives were prominent to everyone, at all times (leadership), and that the data collected (intellectual capital) surrounding those priorities was collected and organized without additional effort. Finally, we wanted to provision the communications tools (collaboration) to each user using a "thin client" approach, meaning only a simple

Internet browser and connection is needed to fully use the system. i.e., there would be no need to install special software, plug ins or add ons.

The result was **Digital Leaderboard™.** Its design is intuitive. It uses only common Internet browser features for easy access and control. Its infrastructure uses a rock-solid security and privacy model. You have your personal workspace, your shared workspaces, your communications tools, your company priorities and access to all your data — from anywhere on the planet.

The secrets to our success were (1) to never take a shortcut in our engineering, (2) design from the ground up with security and privacy a priority, and (3) to use "best of breed" development tools and platforms but *never* use those collaboration tools which were mired in their fragmented data silos. We wanted people to be paramount. To that end, we built every piece of the **Digital Leaderboard™** from scratch. We re-thought the whole collaboration software paradigm.

Leader's primary **Digital Leaderboard™** product, **Leader2Leader®**, allows employees and managers to organize all their work product in the way that best suits their needs. This includes voicemail, faxes, electronic mail, documents, spreadsheets, conference calls, calendars, video – whatever tools a business might use every day. **Leader2Leader®** reduces or eliminates confusion, duplication and wasted time within workgroups and across an entire enterprise.

Leader2Leader® is offered in two configurations: (1) for large corporations who wish to license, install and manage it in their own hosted facilities, and (2) for medium and small business who purchase the services from Leader on a subscription basis and where Leader manages the services, also known as an ASP offering.

The **Digital Leaderboard™** system has several elements that streamline an organization's collaboration efforts. And, all these items are searchable for instant access.

These include:

Security: **Leader2Leader®** was designed with multiple layers of encryption. It uses 128-bit Secure Socket Layer connections between the user and the server – the most secure standard used in Web transactions today. Security concerns have been addressed from the ground up. The multiple layers of encryption include encrypted hard drive, file system and fields in the database. Security is further enforced via user-defined permissions for access and viewing of content.

Leaderboards[1]: Create secure, shared workspaces as quickly as you can type its name and pick from a list of users. Check the communications tools you want to use. Within each tool you can go with general permissions or you can set individual permissions on what people have and don't have access to in the leaderboard.

Enterprise Webs[2]: Organize your leaderboards in any kind of workflow chart you like. This will enable you to quickly communicate to whole groups of people without having to maintain group lists or look up the current players every time. These webs also enable you to show where individual leaderboards fit into the overall structure of work in the company.

My Profile[3]: Each user can maintain his or her contact information. This saves enormous amounts of time in directory management. By maintaining your own contact information, users will be able to access your current contact information for conference calls, faxes, letters, etc.

News[4]: Dedicated space for Enterprise News that can be managed by the CEO's office, enabling a consistent message to be quickly and easily communicated throughout all levels of an organization. This space also contains space for Division News which is unique to each leaderboard.

Message[5]: A true unified messaging platform. You can control your email, voice mail and fax. Just click on the file and the system will play it for you.

Calendar[6]: By sharing a calendar, meetings can be set up among several people without the constant checking and rechecking for conflicts. A CEO, for example, could allow his calendar to be shared among top executives, who could go in and schedule important meetings, send documents and alert participants automatically, all from their web browsers. No more wasted time rescheduling around conflicts.

From any browser, you control:

Workflows
Security
Projects
Leadership Priorities
Intellectual Capital
Search
News
Email
Voice Mail
Fax
Calendar
Task
Phone
Voice Mail
Fax
Meetings
Contacts
Discuss
Compile
Files
Notes
Video
Ideas
Vote

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[1] Digital Leaderboard™
[2] Leader Enterprise Webs™
[3] Leader Profile™
[4] Leader News™, Leader Enterprise News™, and Leader Division News™
[5] Leader Message™
[6] Leader Calendar™

Tasks[7]: Lets you track task assignments, due dates, who's responsible, etc. Those tasks will appear on the appropriate persons' task list automatically. New tasks will show up, let users know who else is participating, what documents are involved and any other data needed to complete the project.

Phone: LeaderPhone®, a robust conference-calling service, has proven to be a powerful tool. It was introduced in late 2001 as a stand-alone product. It allows managers or other employees to schedule calls from their browser ahead of time or instantly, connecting up to 55 people. Notification is automatic, and the system dynamically dials each participant or allows them to call in to an 800 number via PIN. Documents and agendas can be sent before the conference and notes and minutes afterwards.

Meet[8]: Lets you set up conference call with anweb interface to create a common work area. Presenter can display slide presentations, show handouts, allow whisper and chat, upload new files, set minutes. All documents are stored dynamically for real-time retrieval by participants in the meeting, and those who couldn't attend.

Contact[9]: Create an address book that can be used for all your **Digital Leaderboard™** functions, allowing you to input names, emails and phone numbers just once.

Compile[10]: Keeps track of what you have and haven't seen in **Digital Leaderboard™** Ideal for those on the go – upon return, they want to know what new developments they might have missed. Do it automatically by simply hitting "compile" on the **Digital Leaderboard™** page.

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Discuss[11]: Allows synchronous and asynchronous chat. Post bulletin board items, or use it for real-time chat to resolve knotty problems instantly. Avoid cluttering up your email box by just putting the item on your **Digital Leaderboard™** and limiting it to important topics.

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[7] Leader Tasks™
[8] Leader Meet™ and Leader Meeting™
[9] Leader Contact™
[10] Leader Compile™
[11] Leader Discuss and Leader Discussion™

Files[12]**:** Can put files up for a particular project to view or send to any others in your workgroup. Files is a full document management system with version control. It enables file level user permissions within discrete work groups. All 1-4 keyword phrase patterns are index with each file and searchable. File content can be linked with any other system content to provide a powerful "knowledge linking" capability for knowledge management.

Notes[13]**:** Take notes during discussions and have them ready to print or disseminate immediately afterwards.

Video[14]**:** Leader's **SmartCamera™** system is a revolutionary advancement in security technology. It switches on only during activity, which eliminates hours of dead air. Through the **Digital Leaderboard™** platform, a business can monitor far-flung offices or allow access to video clips instantly. For security firms, the **SmartCamera™** system can reduce security guards' fatigue and distraction by cutting down the number of monitors they must watch.

Ideas[15]**:** No more can your co-worker steal your idea and claim it as his. This file certification system digitally stamps and dates ideas to prove who came up with it first. Ideal for R&D labs to date-stamp notes and publish first use for patent claims.

Vote[16]**:** General survey tool that lets you type in questions and get answers from your workgroup or other participants. Can instantly offer feedback on any topic.

Channels[17]: Users will be able to select from subscription based channels and/or required channels will appear that provide specialized content like corporate newsletters, wellness channels, employee services, annual meeting planning, etc.

Search[18]: Users can search the entire data store to extract the intellectual capital they're looking for. The search results are much more than simple links to documents. They will also see all the linkages and useage of those items across the system.

What's most amazing about the **Digital Leaderboard™** system is that your reliance of carrying a laptop full of company secrets starts to disappear. You can access your "leaderboards" from any browser anywhere, safely and securely. You could borrow a laptop from a hotel or library, or even access everything you need via an Internet-capable PDA without leaving any "footprint" of temporary files on the computer you are using.

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[12] Leader Files™ and Leader Documents™
[13] Leader Notes™
[14] Leader Video™ and Leader TV™
[15] Leader Ideas™, Idea Registry™ and The Idea Registry™
[16] Leader Vote™
[17] Leader Channels™
[18] Leader Search™

The system must be seen to be fully appreciated. Visit www.leader.com for more information or call (614) 890-1986 and ask for a Leader sales representative.

Also visit www.leaderphone.com to sign up for LeaderPhone™ Teleconferencing Services.

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Contact the following Leader® Sales Affiliate for a demonstration:

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