

**STYBEL  
PEABODY &  
ASSOCIATES, INC.**



Maryanne Peabody and Larry Stybel are co-founders of Stybel Peabody Associates, Inc.

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**Leadership in a World Where Power is Top Down  
AND Bottom Up.**

Basseley Nakoula, age 55, was a convinced felon living in California. He was convicted of bank fraud and sentenced to 21 months in prison. As part of his probation, he was not to use the Internet without the approval of authorities. He was not to use false identities.

Mr. Nakoula assumed the name Sam Bacile and created an anti-Islamic movie. He then distributed this film on the Internet.

Once the film went on the Internet, there were demonstrates in Afghanistan, Bahrain, Bangladesh, Egypt, Gaza, Great Britain, India, Iran, Iraq, Israel, Lebanon, Libya, Malaysia, Morocco, Nigeria, Pakistan, Qatar, Sudan, Syria, Tunisia, Turkey, West Bank, and Yemen.

Four Americans and three citizens of Middle East countries died because of that film.

In a mobile, digital world power moves from the bottom up!

### IMPLICATIONS FOR LEADERS

This tragedy illustrates the uncontrollable nature of communications and of power.

In our consulting practice we see this come into play when leaders delude themselves into thinking power continues to flow from the top down.

For example, an associate at a CPA firm is told she will not make partner and she ought to quietly look for professional opportunities outside the firm. She perceives she was never listened to by her direct supervisor and was treated with disrespect.

Will she go quietly?

Yes she will.

But the key thing is what happens AFTER she leaves and gets resettled.

The Managing Partner of the CPA firm failed to look at this employee as a one-person global communications agency who knows how to use LinkedIn.com, Facebook.com, and Twitter.com. She began to warn her social media network about working at this firm.

In a world where power now flows top down AND bottom up, design your selection and termination programs to turn former employees and rejected candidates into valuable future allies.

## LESSON FROM MCKINSEY & COMPANY

McKinsey & Company "gets it."

They do not pay for outplacement services from the HR budget. It gets paid from the marketing budget.

McKinsey doesn't speak about "former employees" but they do speak about "alumni" and have a strong alumni development program. They keep in touch with alumni.

McKinsey understands that power shift top-down and bottom-up at the same time.

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Companies retain Stybel Peabody & Associates, Inc. when it desires "Smooth Leadership Change When the Stakes are High."

Core services revolve around (1) Retained Search limited to Board Directors, CEOs, COOs, and CFOs (2) Relationship Management

Consultation at this level and (3) Executive  
Outplacement.

Business leaders wishing a free 30-minute  
consult can contact:

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