

Praise for  
*Seeing Yourself as Others Do*

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“The best leaders are aware of their strengths and notable flaws. Change Masters are experts in providing leaders with a tune-up. As both a consumer and a customer of Change Masters since 1995, it’s exciting to see that Change Masters is now sharing their insights to executive leadership through this short and wonderful read. In *Seeing Yourself as Others Do*, Change Masters will help leaders see themselves accurately at any stage of their careers.”

*David M. Ahlers, Chief Human Resources Officer and  
Senior Managing Director  
GMAC ResCap*

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“We have seen firsthand the power of using the Change Masters’ principles of self awareness and personal reflection. A number of our company leaders have participated in the Change Masters program over the years. We have learned that paying attention to the way we present ourselves to others and improving our communication effectiveness can pay huge dividends in creating a strong team environment. I am glad to see that we are now able to reinforce that message and take it to a wider audience through *Seeing Yourself as Others Do*.”

*Patrick D. Alexander, Chairman of the Board,  
Cold Spring Granite Company*

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“As an Olympic and head collegiate track and field coach, I know the value of great communication within a team. I highly recommend this book to all college graduates who want to immediately and permanently impact their first roles within the workplace. *Seeing Yourself as Others Do* is a dynamic and innovative approach toward understanding how you are really perceived by others. Every parent of college seniors should buy this book as a graduation gift to maximize their student’s chances of getting off to a successful start in their career. I plan to buy a box full and give them out as graduation gifts to the seniors on my teams. This book is simply outstanding!”

*Beth Alford-Sullivan, Director of Track and Field/Cross Country  
Penn State University  
Middle and Long Distance Coach, 2004 USA Olympic Team*

“Even the most intelligent leaders will be undermined if they fail to keep self-awareness in the forefront. *Seeing Yourself as Others Do* describes a practical approach to manage how you are perceived. Great leaders will learn how to make the necessary and proper adjustments to improve their own authentic executive presence.”

*Richard F. Ambrose, Vice President and General Manager  
Surveillance and Navigation Systems  
Lockheed Martin Space Systems Company*

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**“Even  
the most  
intelligent leaders  
will be undermined if  
they fail to keep self-  
awareness in the  
forefront.”**

“My coaching with Change Masters freed me up to lead based on who I really am and to manage myself more effectively moment by moment. Their principles, now captured in *Seeing Yourself as Others Do*, give me the security to adapt along with the wisdom and power to make the difference.”

*Michael A. Anaya, Sr., FACHE,  
Chief Executive Officer  
Colorado Plains Medical Center*

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“This is a highly insightful and empowering book that enables the reader to step back to analyze the cost of inauthentic leadership while concurrently presenting a highly personal, coherent and practical approach to align the inner-self with the outward manifestations of leadership. Each page presents practical and achievable steps to discover one’s own unique leadership potential and offers refreshingly upbeat, energizing pointers on confronting and ultimately overcoming our own barriers to achieving our maximum leadership potential. Ultimately, this is a highly optimistic book premised on two underlying beliefs—first, that we have the potential to unlock our own unique, and above all, genuine leadership potential; and second, that our business organizations, clients and customers and, ultimately, society as a whole will value and reward this personal odyssey to authentic leadership.”

*Robert D. Aronson, Managing Partner,  
Aronson & Associates, P.A.*

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“*Seeing Yourself as Others Do* gives you the unspoken secrets of what makes a good executive. It was a good reminder of what I learned in my coaching sessions with Change Masters. Ambition, good work habits and technical skills are a given, but many do not realize the importance of vocal patterns, body language and just being positive and upbeat with those around you.

We have all seen a content driven manager who failed to communicate in large and small group settings. This book offers practical soft skills that bosses and Human Resources don't often mention and are presumed innate when often they are learned behavior."

*David L. Boehnen, Executive Vice President,  
Supervalu Inc.*

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"Not only have Tom and Carol helped over 2,000 people to view themselves through the eyes of others, they have managed to condense and therefore share their key insights through this writing. This compendium of their work demonstrates how executives can benefit by developing a deeper understanding of themselves by practicing the Change Masters' fundamentals. I personally have participated in and benefited from the Change Masters process and have sent many of my valued employees through it as well."

*Peter Boynton, Senior Vice President  
Industrial Ingredients Americas,  
Tate & Lyle*

**"Those  
who are  
going to shape  
the future owe it to  
themselves to read  
this book."**

"Carlson Companies is deeply committed to leadership development and has been for our entire 70 year history. We have effectively utilized Change Masters to develop our key talent at middle and upper levels. I am very pleased to see this book making their insights more broadly accessible to people in our organization. It's never easy to see yourself as others do, but doing so has never been more important. Those who are going to shape the future owe it to themselves to read this book."

*Marilyn Carlson Nelson, Chairman and Chief Executive Officer,  
Carlson Companies*

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"I have experienced Change Masters personally and sponsored others through the coaching process. Their coaching makes it clear that your actions truly speak louder than your words. *Seeing Yourself as Others Do* is a great book that has successfully communicated the critical aspects of how you need to interact with people every day. It definitely rekindles old memories."

*Mike Chabot, Vice President and General Manager,  
Cargill Meat Solutions*

“I was skeptical that a book could encapsulate the fantastic coaching I had received from Tom and Carol, but they have done a wonderful job in capturing the coaching experience. As a technology architect I find myself in many situations where the soft skills are more important than understanding the technology. This is a must read as a fantastic refresher course for anyone who has used their executive coaching process and a great prerequisite for anyone who is planning on taking their coaching. I found myself applying many of the principles and techniques in this book before I had even finished reading it. This is the perfect book for a business trip.”

*Larry Clarkin, Technology Architect Fortune 500 Software Company*

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**“Change  
Masters  
drives real  
change, not  
superficial  
change.”**

“*Seeing Yourself as Others Do* provides an excellent overview of Change Masters’ executive development process which I have found to be extremely effective. In a nutshell, this approach helps leaders understand the impact of their behaviors from the point of view of others. In doing so, we discover how our behaviors at times have unintended results. Through the Change Masters process, leaders learn to purposefully direct their actions in a manner consistent with their intentions to achieve the intended impact in their interpersonal interactions.”

*Timothy Coats, Vice President World Wide Sourcing,  
General Mills*

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“Change Masters has a disciplined process with clear expectations each step of the way. They use a very candid approach and encourage constructive confrontation relative to the changes needed. Follow up is consistent and impactful in terms of reinforcing specific tactical steps participants need to focus on to address their challenges. They drive real change, not superficial change. Participants clearly identify and address impediments to their effectiveness; there is nowhere to hide. This results in positive change that is clearly identifiable by even the most critical partners. *Seeing Yourself as Others Do* reflects their experience and pragmatic approach.”

*Charles Daggs, Executive Vice President Sales and CEO, Investment,  
Wells Fargo*

“Changes Masters’ Executive Development Process has made a distinct difference in my career success and my personal life. I sent all of my managers through coaching as well. I am excited about *Seeing Yourself as Others Do* because it brings into focus the understanding of executive presence and how perception is life-altering. The book is a practical guide that provides you with the tools and framework required to make real change and it is now available to anyone wanting to enrich their career.”

*Regenia David, Assistant Commissioner, Office of Enterprise Technology,  
State of Minnesota*

“I’ve been a client and friend of Change Masters for over fifteen years and have seen dozens of associates and colleagues through the Change Masters process with remarkable results. Keers and Mungavan are truly ‘Masters’ at their craft. A session with Carol will change your life if it doesn’t scare you to death! They have the unique ability to tailor their program to meet the needs of each individual client—no cookie cutter approach here! *Seeing Yourself as Others Do* is a ‘must read’ for anyone in a leadership position, whether as an aspiring executive or a caring parent. Share it with a friend. They’ll thank you!”

**“No  
cookie  
cutter  
approach  
here!”**

*Thomas Debrowski, Executive Vice President of Worldwide  
Operations, Mattel*

“Change Masters has a unique and effective executive coaching process that I have seen repeatedly deliver significant and positive change. They have been helping executives increase their executive presence for two decades. I am delighted to see Keers and Mungavan capture so many of their tried and true approaches in their book, *Seeing Yourself as Others Do*, so that the great results will now be available to many more people.”

*Luis de Ocejo, Former Senior Vice President Human Resources,  
Pillsbury*

“Carol Keers has a great gift: people just naturally open up to her, and if they’ll undertake the journey, she’ll give them the keys to unlocking their full potential and unleashing their own success.”

*Timothy P. Dordell, Vice President, Secretary and General Counsel,  
The Toro Company*

“A key member of my staff recently completed the Change Masters coaching process. During this time I have observed significant behavior changes in his ability to exhibit executive presence, both in presentations as well as personal interactions. Reading *Seeing Yourself as Others Do* gave me great insight into how Change Masters achieves these major improvements through coaching. I see the book as an excellent way to extend similar improvements to more of my staff. It is easy to read and is jammed full of great ideas that are practical to implement.”

*Mike Eyerly, Senior Director,  
Medtronic*

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“One of the many areas that struck a chord with me in *Seeing Yourself as Others Do* was remote communications. Most of my interactions with staff are via electronic communications around the world. This book really addresses this critical area of communications and gave me some new practical approaches that I will implement. I have personally experienced the very effective coaching from Change Masters and this book is filled with pragmatic approaches that every leader should learn.”

*Michael E. Fegley, Vice President of Sales,  
Intercontinental Hotels*

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“No matter what stage you are in your professional career, *Seeing Yourself as Others Do* is a valuable resource. It functions as a mirror, reflecting your true professional self, to help you even more successfully navigate the business environment while also providing insights into the character traits of your colleagues. The principles in this book work for all, but I see a significant opportunity for diverse leaders to accelerate their professional development with this book and with the coaching processes provided by Change Masters. Place purchasing this book at the top of your ‘to-do’ list.”

*Mary “Toni” Flowers, Chief Diversity & Inclusion Officer,  
Trinity Health*

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“The work Change Masters does is inspirational and this book captures it all. It is wonderful; one that will stay with me forever as it helps introspection and gives hope. It provides the tools for you to think and work on becoming even better—all in one book. *Seeing Yourself as Others Do* is one of the best companions for any executive who wants to grow.”

*Natalia Franco, Global Vice President, Marketing and Innovation,  
McDonald’s Division,  
Coca-Cola Company*

“The business world is filled with brilliant, ambitious people who often believe that intellectual horsepower will drive their professional success. All too often these great minds wake up wondering why the ‘other guy’ got the brass ring. *Seeing Yourself as Others Do* should be required reading for those who don’t listen and always have to be right. This book and *Change Masters* will save much heartache and unleash a higher quality of life in terms of your personal and professional relationships. Take the pain now! This book will be tucked into our company handbook for every new employee.”

*Billy Gamble, President,  
Wesco Turf, Inc.*

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“Being an authentic leader is critical to successful leadership. I have used *Change Masters* for several of my executives to help them understand their interpersonal impact and give them tools to change. *Seeing Yourself as Others Do* really helps the reader to see how they influence others and the need to be genuine.”

*Mark Gildea, Senior Vice President,  
DaVita*

**“Change  
Masters  
never fails to  
raise the bar for us  
at Thomson West  
and for itself.”**

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“*Change Masters* has coached me to be much more effective at connecting with an audience when giving presentations to large or small groups and without fear. I have learned to be clear, concise, tell memorable stories, use humor and use silence to deliver more persuasive presentations. Keers and Mungavan have captured in their book, *Seeing Yourself as Others Do*, many of the approaches that were most helpful to me. I would highly recommend this book to those who want to be more powerful in their influence and persuasion effectiveness.”

*Bjørn Gullaksen, President, Regent Luxury Group, Executive Vice President,  
Carlson Hotels Worldwide  
Carlson Companies*

“Understanding how you are perceived is absolutely key to being successful as a leader. I was told a number of years ago that I needed more executive presence in order to progress as a leader. No one could tell me what that meant until I went to Change Masters for coaching. They gave me very commonsense and usable approaches that made all the difference and helped me get to higher levels of leadership. *Seeing Yourself as Others Do* captures what was so valuable to me. Read this book to get ready for your next promotion. I know it works.”

*Gokul Hemmady*  
*Chief Financial Officer*  
*NII Holdings*

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“The Toro Company has a long and rich history with Change Masters. Having personally worked with both Carol Keers and Tom Mungavan for almost two decades, both as a person who’s been through their coaching process as well as a sponsor of others going through the process, it is great to see some of the successful Change Masters’ concepts and practices now embodied in their book *Seeing Yourself as Others Do*. The Change Masters experience most certainly helped me on my leadership journey.”

**“Give  
this book to  
one of your  
growing leaders and  
you’ll see a noticeable  
improvement.”**

*Mike Hoffman, Chairman & Chief  
Executive Officer,  
The Toro Company*

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“This eminently readable and practical book is an essential guide for leaders responsible for mobilizing others to achieve collective success. It would be particularly useful for the recently promoted who have had little time or support to prepare for the work of positive influence.”

*Peter Krembs*  
*Executive Education Fellow,*  
*University of Minnesota Carlson School of Management*

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“*Seeing Yourself as Others Do* is a very insightful book, which made me look more objectively at myself from an outside-in approach. I had some real ‘I didn’t realize that’ moments when reading it and I loved the discussion on authentic and courageous leadership. We’ve used Change Masters successfully to enhance our high-talent leaders. Reading the book helped me see that by using the techniques Change Masters is famous for,

there is a great deal more to learn to continue enhancing my skills as a healthcare executive. I wholeheartedly recommend this book, filled with relevant 'how to's,' for everyone with the challenging role of leading hospitals and hospital systems today!"

**Jone' Koford**  
**Group President: Growth**  
**LifePoint Hospitals**

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"I had always been fairly confident about speaking in front of groups and felt I was reasonably good. Then Carol and Tom got hold of me when I first joined the executive ranks about a decade ago. They took my speaking effectiveness in front of large and small groups to a whole new level. I guarantee that reading *Seeing Yourself as Others Do* will make you a better communicator and presenter to groups from one to a thousand! If you wish to create truly effective executive leadership presence, want to build strong, trusting relationships or need to be able to communicate clearly and effectively as part of your job, I strongly suggest you read this book today!"

**Kathy Hollenhorst, Senior Vice President- Marketing,**  
**Caribou Coffee**

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"Change is constant; even experienced change leaders will dramatically improve their results when they connect authentically to others and themselves. I've seen Carol Keers and Tom Mungavan coach very talented and committed individuals to achieve tremendous increases in effectiveness and terrific energy boosts for the organization. Read *Seeing Yourself as Others Do* to gain proven insights; try their approach—it really works: getting authentic with yourself and others really makes a positive difference."

**Mike Jensen, Retired Vice President Global Research and Development,**  
**Procter and Gamble**

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"The practical, down-to-earth style of *Seeing Yourself as Others Do* is very easy to read with specific examples that are tremendously helpful. It's a great resource on effective communication, style and presence—like giving 20/20 vision to the professional leader."

**Dean Junkans, CFA, Chief Investment Officer,**  
**Wells Fargo Wealth Management Group**

“The Change Masters coaching process brings clarity to your understanding as to how others perceive you and facilitates effective activities to assist you in improving your management effectiveness. Keers and Mungavan have captured many of their powerful approaches in *Seeing Yourself as Others Do*. I recommend the book to anyone who wants to improve their management effectiveness.”

*Michael Karangelen, Principal,  
TowerBrook Capital Partners*

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**“Maybe  
the most  
engaging and  
useful book on  
leadership you’ll  
ever read.”**

“Over the last twenty years, I have seen Change Masters help many leaders whose intentions and behaviors were misaligned. They have provided leaders with eye-opening experiences and pragmatic changes that effectively re-align their behaviors with their intentions, creating significant performance increases. This book is filled with many valuable Change Masters insights that make this type of change happen.”

*Susan Kinder, Former President,  
American Express Travelers Checks*

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“Change Masters never fails to raise the bar for us at Thomson West and for itself. They now serve up their wisdom and collective experience in *Seeing Yourself as Others Do*, a series of easy-to-read leadership lessons seen through the eyes of senior management. This book is a great addition to their highly effective 1:1 work with senior leaders. The practical examples in this book are perfect for Thomson West’s emerging leaders.”

*Rick King, Executive Vice President & Chief Operations Officer,  
Thomson North American Legal*

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“I can say, with firsthand experience, that *Seeing Yourself as Others Do* provides valuable guidance to become a more authentic and effective leader. Change Masters’ leadership coaching program, without a doubt, was one of my most powerful development experiences. I dare say I am a better leader, father and husband as a result. Shortly after my ‘graduation’, I moved to Singapore to run our Asia Pacific operation, so when I’ve felt a need for a helpful refresher, I pulled out the advice and feedback I received in the program; I’m always amazed at how insightful and timeless their guidance was. The book is a more complete ‘reference book’ to help me on my journey, one that I encourage others to explore.”

*Paul S. Kirwin, President,  
Carlson Hotels Worldwide*

“I have personally known Carol Keers and Tom Mungavan for a couple decades. I’ve had the opportunity to work closely with both of them. I encourage you to put *Seeing Yourself as Others Do* on your must read list. It is simple on the other side of complexity. That makes it profound. You’ll love it. You’ll use it. You’ll make an even bigger difference.”

**Doug Lennick, Managing Partner, The Lennick Aberman Group**  
**Former Executive Vice President, American Express**  
**Co-Author of *Moral Intelligence: Enhancing Business Performance and Leadership Success***

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“*Seeing Yourself as Others Do* may be the most engaging and useful book on leadership you’ll ever read. It is a practical guide to understanding that elusive but essential leadership quality of executive presence—what it is, why it’s so important and how to get it. There is valuable learning here for executives in any corporate culture, at every stage of their careers. I just wish I’d found this book earlier in my career.”

**Siri S. Marshall, Former Senior Vice President,**  
**General Counsel and Secretary,**  
**General Mills**

“I  
just wish  
I’d found this  
book earlier in  
my career.”

“*Seeing Yourself as Others Do* is a tour de force on how to improve your influence in an organization. Keers and Mungavan have distilled their decades of hard-won knowledge into a book that should be kept on the shelf of every executive for reference when presented with situations where they need to increase their influence within the organization.”

**Frederick K. Martin, CFA, President & Chief Investment Officer,**  
**Disciplined Growth Investors**

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“Established leaders and those new to the role will find *Seeing Yourself as Others Do* to be a powerful learning tool for re-invigorating or accelerating their careers. Take one nugget at a time and you will unquestionably be enriched.”

**David McNally, Author,**  
**“*Even Eagles Need A Push*” and “*The Eagle’s Secret*”**

“Many years ago, Carol Keers and Tom Mungavan coached me to become a better leader as well as business mentor while CEO of Toro. The lasting impact they had on me is reflected powerfully in *Seeing Yourself as Others Do*. This is a book for top flight people who want to reach their maximum potential by managing perceptions. I recommend it strongly to talented individuals at any stage of their careers.”

*Kendrick B. Melrose, Retired Chairman & CEO,  
The Toro Company*

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**“Change  
Masters  
compelled me to  
get real with myself  
and my impact on  
others.”**

“Leadership is not only about how smart you are, how competent you are, how strategic you are, but it is about your ability to get things done with and through others. It is the ‘other’ part of the equation that many smart, gifted and talented people fail at. In *Seeing Yourself as Others Do*, Keers and Mungavan bring clarity, insight and even a roadmap for being successful in working with those important ‘others’ in our lives, the co-workers, bosses, clients, customers, the public and our family who are all part of the spheres of influence we operate in. Learning and practicing the lessons from this book are perhaps the keys to success for many talented people who are not experiencing as much success as they are capable of achieving. The secret is understanding how others see us and working with and through others to unleash even more success in our careers and our private and public lives. This book is a powerful and useful reference document for anyone who wants to fully unleash their talents to achieve more.”

*Artie Miller, Vice President of Human Resources,  
Medtronic*

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“*Seeing Yourself as Others Do* is easy to read and crammed full of useful insights and information. It deserves to be read and re-read many times because new and useful ideas will emerge each time.”

*James A. Mitchell, Executive Vice President (retired)  
American Express Company*

“Change Masters is a leader in enhancing executive leadership qualities that creates a win-win for individuals and organizations. *Seeing Yourself as Others Do* will enhance all skill levels, from the emerging executive to the CEO. This book is a compilation of research and decades of Change Masters’ experiences that will help develop one’s executive qualities. The approaches are practical and easy to incorporate immediately. The book is a genuine must-read for any professional looking to build executive presence.”

*Steve Mona, Chief Executive Officer,  
World Golf Federation*

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“Change Masters compelled me to get real with myself and my impact on others, as well as to scrutinize my own motives, skills and attitudes. Only through that personal shift was I ready to lead an organization through transformational change. Personal transformation is a prerequisite to leading transformational organizational change. The strategies in *Seeing Yourself as Other Do* are powerful accelerators for anyone who aspires to lead personal and organizational change.”

*Holly J. Morris, Ph.D., Senior Vice President and  
Chief Information Officer,  
Thrivent*

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“The coaching that I received through Change Masters is truly the only development program that I have retained and incorporated into my leadership practices. Change Masters helped me to intentionally bring my best thinking to my work and communicate that effectively to a variety of audiences. The work of Change Masters is very holistic and profound in its simplicity. What a useful combination! *Seeing Yourself as Others Do* is practical, applicable, relevant, thought-provoking and down-to-earth.”

*Lisa Novotny, Vice President Human Resources,  
General Mills*

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“I grew up on the performance principle of ‘under-promise and over-deliver.’ *Seeing Yourself as Others Do* portrays that principle beautifully. The attention to developing authentic presence on the executive stage is wonderfully crafted, step-by-step, in this work. Quietly and unexpectedly, you slip from the role of observer to participant to center stage, as you identify with the real issues that confront us all in executive life and play out the practical lessons that Tom and Carol put before us. This book reeks of distilled, hard-earned lessons that will help you to advance and win in your business. Hard-hitting, pragmatic advice from the masters of transformational change!”

*Michael Orrick, Vice President Channel Strategy,  
Thomson West  
Director, Executive Coaching International*

“What I especially value about this book, and about Change Masters’ approach in general, is the focus on actions—often small actions—that can make a big difference. I also appreciate the way this book is organized; it follows a clear and logical outline. Now that I’ve read it once, I am certain that I will use it as a reference. *Seeing Yourself as Others Do* is a gem of a book for those looking to improve themselves or coaching others. It is so easy to have others see you differently than you see yourself when you interact with a diversity of people on a daily basis. This book is packed full of useful insights about behavior and very pragmatic suggestions for improving how others perceive you. I highly recommend this book to anyone looking for either a quick read that will certainly yield a few ‘ah-has’ they can act upon immediately or if they want a guidebook they will refer to again and again.”

*Laura Owen, Vice President, Chief Administrative Officer,  
ADC*

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“Reading this book will give you more information and value than thousands of dollars you could spend on seminars and conferences. Dollars are very tight right now; for a fraction of the cost, you’ll get some of the best training you’ve ever received.”

*Carrie Plack, Client Advocate,  
Ameriprise Financial Services*

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“I have observed the results of Change Masters’ ability to identify and coach the nuances of communications, leadership and mannerisms that highly impact the effectiveness of the individual executive. They customize their coaching so there is strong and practical alignment with the organization’s culture and objectives. *Seeing Yourself as Others Do* shares valuable insights about how they achieve their outstanding results.”

*John Pattullo, Chief Executive Officer,  
CEVA Logistics*

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“*Seeing Yourself as Others Do* is like a tiny magic box that, when opened, reveals a magnificent bouquet of flowers—flowers of a size and scale that are seemingly impossible to have ever fit in the box! The book is jam-packed with explanations, examples and hints that can make an enormous difference in one’s communication and perception by others. The book is the perfect augmentation, versus replacement, to Carol and Tom’s coaching. It is an inordinately valuable reference on its own and a perfect refresher for the coaching techniques.”

*Trudy Rautio, Executive Vice President and Chief Financial Officer,  
Carlson Companies*

“The key to success in leadership, communications or any other endeavor is having a strong understanding of ‘self’ and others around you. In this book you not only learn how to understand these factors but you learn how to become a more effective communicator and influencer. I highly recommend this book to those who spend most of their lives leading others.”

*Frank Reid III, Former SVP Human Resources,  
Thomson Legal and Regulatory*

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“I provided emerging leaders with individual coaching from Change Masters with a goal of helping these talented individuals understand how others perceived them. The valuable insights accelerated the development of the leadership and communication skills they needed to establish early credibility and drive exceptional results. This proactive approach significantly shortened emerging leaders’ development cycles, helped them achieve their maximum potential, developed next generation talent for the company and drove bottom line business results.”

*Jeff Rotsch, Executive Vice President, General Mills*

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“Change Masters helps you understand that there is a mirror and that you control the reflection in that mirror. They blend tough love, compassion and practicality in transferring their experience to help professionals achieve authentic success.

“This book should be part of on-boarding of all new employees to any organization. It helps them understand that the picture they present to the world is critical to their future and the organization.

“The book is also going to become part of my graduation gift to all of the 22-year-olds I know who are filled with new energy and ideas, but little experience in how to express them effectively in the workplace.”

*Becky Roloff, Chief Executive Officer,  
YWCA of Minneapolis*

**“Change  
Masters is  
truly the only  
development program  
that I have retained and  
incorporated into my  
leadership  
practices.”**

“Change Masters helped me understand that I am in the spotlight as a leader. They coached me to appreciate my power of executive presence as a woman from a different culture—without compromising my belief and passion for driving the business. *Seeing Yourself as Others Do* highlights how to maximize your ability to inspire, motivate, listen, engage and be compassionate. I have found the teachings valuable in both my professional and personal life.”

*Mandana Sadigh, Senior Vice President Finance and Strategy Planning,  
Mattel*

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“This book is crucial for anyone seeking to understand U.S. business culture. It equips and prepares you to succeed and thrive in a way that no college business course ever could! Often the chasm between one’s own perception of self and that of others interacting with you, particularly in professional/workplace settings, can be vast; this book bridges that gap. *Seeing Yourself as*

*Others Do* contains critical information with clarity, honesty and without embellishment.

It is invaluable, informative, constructive and vital; this should be required reading for leaders and those aspiring to be.”

*Piyumi Samaratunga, Attorney*

**“This  
book is  
packed full of useful  
insights about behavior  
and full of very pragmatic  
suggestions for  
improving how others  
perceive you.”**

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“A ‘must read’ for all executives. *Seeing Yourself as Others Do* brings the real learning experiences of the Change Masters coaching process to a fun-to-read yet practical leaders’ manual that can make impactful and life-changing behavioral differences to any leader. Since perception is reality, this is the reference manual for great leadership!”

*John M. Staines, Senior Vice President, Human Resources,  
KB Home*

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“At some point in their career, every successful executive has changed their approach based on feedback from others. *Seeing Yourself as Others Do* offers an inspiring and comprehensive approach to accelerating professional development through change. Read this book twice—once to motivate yourself to accept that change is possible and positive, and a second time to take advantage of the tools and techniques to begin the change process.”

*Mike Suchsland, President,  
West Education Group,  
Thomson Corporation*

“Few of us are lucky enough to understand how others see us. In the past this was an often overlooked part of becoming successful. This book corrects that oversight. Page after page is packed with insights, good advice and practical wisdom that can make each of us better and more successful.”

*Darrel F. Untereker, Ph.D., VP of Research and Technology,  
Medtronic*

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“I have always appreciated and admired the practical yet proven, effective yet efficient coaching offered by the professional people at Change Masters. Now many of the teachings from Tom’s and Carol’s years of successful work have been put into one place for the benefit of anyone who reads this book—including those of us who could use a ‘refresher’ from time to time.”

*Steve Weeks, Vice President, Strategic Planning,  
Tennant Company*

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“Many years ago as a younger entrepreneur I was frustrated by my company’s inability to keep pace with my vision and thus feared losing important opportunities. Enter Change Masters. They brought methods to my madness. Tom and Carol invested themselves personally and totally into transforming me and the entire management group into an effective and dynamic leadership team. *Seeing Yourself as Others Do* is a great culmination of two rich careers.”

*Billy Weisman, Founder,  
Weisman Enterprises*

**“Tom  
and Carol  
invested  
themselves personally  
and totally into  
transforming me and the  
entire management  
group.”**

“*Seeing Yourself as Others Do* is filled with proven approaches to increased results. I have personally seen the outstanding results they have achieved with individual coaching and major presentations. They really know how to help people connect with their audience to influence and persuade.”

*Mary Westbrook, Retired Senior Vice President and General Manager,  
Vangent*

“One the biggest challenges facing organizations today is developing the full leadership potential of emerging talent. This book is an invaluable resource to developing authentic executive presence, improving communication and interpersonal effectiveness. Give this book to one of your growing leaders and you’ll see a noticeable improvement. Give this book to all your up-and-coming leaders, and you’ll see a positive impact throughout your organization.”

*Kevin Wilde, Vice President, Organization Effectiveness and  
Chief Learning Officer,  
General Mills*

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“*Seeing Yourself as Others Do* is like taking 100 books and putting them together into my own personal tutorial. I think I am pretty well grounded, but the approach of thinking about yourself through someone else’s eyes is enlightening and in some ways less difficult to be more honest.”

*Lou A. Welter, CFP® CRPC®, Senior Financial Advisor  
Ameriprise Platinum Financial Services practice*

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“I have used Change Masters’ coaching with four different companies, several different business functions and many individuals with varying needs. Every engagement has led to successful, lasting outcomes for both the individuals and the companies. It is great to see the Change Masters’ pragmatic approach available in their new book *Seeing Yourself as Others Do*. It is easy to read and will certainly have a significant impact upon you and those around you.”

*Lance R. Wilson, Chief Information Officer,  
Assurant Health*