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**THE POWER OF VULNERABILITY  
How To Create A Team Of Leaders  
By Shifting Inward**

By Barry Kaplan and Jeff Manchester  
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**VULNERABILITY: THE SECRET TO UNLEASHING  
THE POWER OF LEADERS, TEAMS, AND ORGANIZATIONS**

**New Book By Barry Kaplan And Jeff Manchester Reveals Their Counter-Intuitive  
Approach To Unlocking Potential And Maximizing Performance**

“There’s an old-school belief that leaders are people who have all the answers, are bulletproof, and have no feelings,” say leadership experts Barry Kaplan and Jeff Manchester. But the real secret to unleashing power – for leaders, teams, and organizations – lies in *vulnerability*. The more that leaders open their hearts, reveal their fears and show their authentic selves, the deeper the connections among team members will be, and the more the team will achieve. Kaplan and Manchester present their unique approach to maximizing performance in their new book, **THE POWER OF VULNERABILITY: How To Create A Team Of Leaders By Shifting INward** (Greenleaf Book Group Press; January 2018).

Drawing on their decades of experience as entrepreneurs and advisers to hundreds of companies, Kaplan and Manchester contend that if vulnerability and authenticity are not viewed as desirable traits, then employees feel disconnected. “They show up for work, just to go through the motions, and while they cooperate with others as necessary, their objective is simply to complete the task . . . They hold back from contributing their true

more

value to their team,” the authors write. “Only when people are open and authentically themselves can they bring their full power to their teams.”

The remedy to complacency lies in leaders being willing to step back. “The best way to lead,” they say, “is to move over and invite everyone else to lead by stepping into their power.” Leaders must give permission to each team member to bring to life the highest and best use of his or her time and talent. The leader’s focus can then shift from being the person with all the answers to ensuring that everyone’s voice is in the discussion. At the same time, this creates a safe space in which team members can be truly “INpowered.” “We must look internally before we can look externally. We have to be all IN,” the authors explain.

In **THE POWER OF VULNERABILITY**, Kaplan and Manchester share a number of key truths leaders must learn, including:

- The height of a team’s performance compared to its potential is directly related to the depth of connection among its members,
- The total power of the team will only be limited by each individual leader’s ability to step into his or her authentic self,
- The power of the team is directly related to the authenticity of the team,
- The only person whose authentic engagement you have full control over is you.

Using dozens of examples from teams they have worked with, the authors provide hands-on tools for developing an environment of authenticity and vulnerability. These include steps for creating a safe space; key guidelines for team interaction (including “I will respect confidentiality,” “I will ask for what I want,” and “I will stay when times get tough,”); approaches for navigating rocky roads; and suggested actions to make these changes stick (including integrating new communication processes into every meeting and interaction for three weeks, and scheduling regular offsite events.)

“Each individual and team has more power than we realize. We need to discover and

unleash that power,” write Kaplan and Manchester. **THE POWER OF VULNERABILITY** will give leaders the tools they need to revolutionize their organization.

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## **ABOUT THE AUTHORS**

**BARRY KAPLAN** is an expert in organizational development and leadership of people and teams. Currently a partner at Shift 180, his coaching wisdom comes from his experience leading teams in the tourism industry ranging from COO of Liberty Travel, a 200-store chain with over 2,000 employees; division president and board member of Transmedia Network (now Rewards Network), a public company in dining, entertainment and travel; and cofounder and senior executive of a twenty-one-company roll up in leisure travel, Far & Wide. He has coached hundreds of executives and works extensively with leadership teams and YPO Forums. Kaplan received his BS, magna cum laude, from the Wharton School, University of Pennsylvania, and a JD, with honors, from The George Washington University Law School.

**JEFF MANCHESTER** has worked with more than 1000 presidents and CEOs as a strategic advisor. A partner at Shift 180, he is a master at INpowering individuals and teams to maximize their true potential. He began his career with one of the “Big 6” consulting firms, and subsequently co-founded a highly successful systems consulting business. A serial entrepreneur, Manchester holds an MBA from Florida State University and a BA from Wittenburg University. He also holds additional advanced degrees as certified coach and certified group facilitator, and is a highly-rated keynote speaker.