Chapter 7: Search For Opportunities

- When people think about their personal bests they automatically think about some kind of challenge.
- In times of stability and security…we are not tested.
- People who wish to foster personal-best leadership search for opportunities to change, grow, innovate and improve.

To search for opportunities to get extraordinary things done, leaders make use of four essentials:

**SEIZE THE INITIATIVE**

*Make something happen*

FACTS:
- Leaders seize the initiative with enthusiasm, determination and a desire to make something happen.
- Leaders who make something happen are proactive and able to make something happen under conditions of extreme uncertainty and urgency.

*Encourage Initiative in Others*

FACTS:
- People who speak out and challenge the status quo have a belief in their ability to do something about the situation they face.
- The most important way leaders create this can-do attitude is by providing opportunities for people to gain mastery on a task one step at a time.
- Training is crucial to building self-efficacy and to encouraging initiative.
- Exemplary leader also provide positive role models of peers who are successful at meeting the new challenges.

*Lead through assigned work*

FACTS:
- Challenges also seek leaders; it’s not so important whether you find the challenges or they find you.
- When opportunity knocks are you prepared to open the door?
MAKE CHALLENGE MEANINGFUL

Challenge with Purpose
FACTS:
  • Leadership and challenge are inextricably linked. Leadership and principles are inextricably linked.
  • The leaders people most admire are ones who have the courage of their convictions.
  • Leadership is not about challenge for challenge’s sake; it’s not about just shaking things up; it’s about challenge with meaning and passion.
  • It’s about living life on purpose

Meaning Comes from the Inside
FACTS:
  • The motivation to deal with the challenge and uncertainties of life and work comes from the inside.
  • Evidence exists from the research that if people are going to do their best, they must be internally motivated.
  • The task or project must be intrinsically engaging

INNOVATE AND CREATE

Balance the Paradox of Routines
FACTS:
  • The challenge of creating a new way of life is intrinsically motivating to leaders and constituents alike.
  • Find a balance between routine and everyday and the insertion of change

Progress with Discipline
FACTS:
  • If organizations and societies are to make progress, leaders must be able to detect when routines are becoming dysfunctional.
  • Leaders must be able to see when routines are smothering creative planning and blocking necessary advancement.

LOOK OUTWARD FOR FRESH IDEAS

External and Internal Communication
FACTS:
  • Innovation requires more listening and communication than does routine work.
  • Leaders guiding a change must establish more relationships, connect with more sources of information, and “walk around” more frequently.
  • Leaders can expect demand for change to come from both inside and outside of the organization.
  • If leaders are going to detect demands for change, they must use their “outsight”; they must stay sensitive to external realities.
Let Ideas Flow In from the Outside

FACTS:
- Leaders must keep the door open to the passage of ideas and information to become knowledgeable about what goes on around us.
- Keep your eyes and ears open for new ideas; then destroy confining barriers.
- Remain receptive and expose yourself to broader ideas.
- Be willing to hear, consider and accept ideas from sources outside the organization.

Commitment # 5:
Search for opportunities by seeking innovative ways to change, grow, and improve
~This chapter emphasizes how closely associated leadership is with change and innovation.
~Exemplary leaders are proactive; they actively seek to create new opportunities.
Innovation and leadership are nearly synonymous.

Action steps in searching for opportunities

- Treat every job as an adventure
- Seek meaningful challenges for yourself
- Find and create meaningful challenges for others
- Add fun to everyone’s work
- Question the status quo
- Renew your teams
- Create an open-source approach to searching for opportunities
- Send everyone shopping for ideas
Chapter 8: Experiment and Take Risks

- Whenever leaders experiment with innovative ways of doing things, they put themselves and others at risk.
- Particularly in times when innovation is required, we must do the things we think we can not.
- Today’s work climate for success demands a willingness to take risks and experiment with innovative ideas.
- True leaders foster risk taking, encouraging others to step out into the unknown rather than play it safe.

To search for opportunities to experiment and take risks, leaders make use of three essentials:

INITIATE INCREMENTAL STEPS AND SMALL WINS

*How Do Small Wins Work?*

**FACTS:**
- Small wins process enables leaders to build constituents’ commitment to a course of action.
- Small wins form the basis for a consistent pattern of winning that attracts people who want to be allied with a successful venture.
- Small wins build people’s confidences.
- When leaders deliberatively cultivate a strategy of small wins, they actively make people feel like winners and make it easier for people to want to go along with their requests.

*Mobilize for Fast Action*

**FACTS:**
Leaders ensure that people take fast, responsive action.
The challenge is keeping the long-term vision in mind and at the forefront of action over the long haul.
Small victories attract constituents, create momentum and get people to remain on the path.

LEARN FROM MISTAKES

- Failure ought to be the objective of any endeavor; however, learning from failure is invaluable.
- The only way people can learn is by doing what they have never done before.
- Promoting learning requires building in a tolerance for error and a framework for forgiveness.
PROMOTE PSYCHOLOGICAL HARDINESS

Approach Stress Positively
FACTS:
- People with a hardy attitude take change, risk, turmoil and the strains of life in stride.
- It’s not just innovation and challenge that play important roles in our personal progress; it’s also the way we view the challenges that come our way.

Foster Hardiness
FACTS:
- Socioeconomic background is a good indicator of hardiness (family). Hardiness is not an inherent trait.
- Hardiness can be learned and cultivated at any time in life.
- The relationship of risk and uncertainty to psychological hardiness is a balancing act.
- When these two forces are balanced, people feel in charge of change.
- As leaders, we have a responsibility to create an environment that breeds hardiness on a regular, not occasional basis.

Commitment # 6: EXPERIENCE AND TAKE RISKS BY CONSTANTLY GENERATING SMALL WINS AND LEARNING FROM MISTAKES.

~Leaders are experimenters; they experiment with new approaches to all problems.
~A major leadership task involves identifying and removing self-imposed constraints and organizational conventions that block innovation and creativity.

Action steps in getting started

- Set up little experiments and develop models
- Make it safe for others to experiment
- Break mindsets
- Break it up and break it down (small steps ->bigger steps->regroup->make it happen)
- Give people choices
- Accumulate “yeses”
- Admit your mistakes
- Conduct pre- and postmortems for every projects (learning before and after…evaluation)
Inspire a Shared Vision
Complied by Wes Schaub

Chapter 5: Envision the Future
Chapter 6: Enlist Others

• Vision comes from relationship not position.
• It’s not essential to be the leader to attack the problem.
• You must be passionate about the legacy you will leave and the kind of future you want.

BEING FORWARD LOOKING IN TIMES OF RAPID CHANGE

Projects begin in the mind’s eye with imagination and the belief that one day an image can be realized. Leaders can’t be concerned only about short term performance and not long term creation of value.

No one can impose self-motivation on you. You must believe in your vision for yourself before you can inspire others.

There are 2 kinds of motivators at work in people-
• Extrinsic
• Intrinsic.

So we do something:
  ▪ Because we feel forced or we want to
  ▪ To please others or to please ourselves

People who are self motivated will keep working toward a goal if there is no reward (intrinsic).

People externally controlled will stop when reward or punishment is removed. So, you can’t impose self motivating vision on others. The vision has to have meaning to its constituents.

The ability to articulate a clear vision of the future significantly contributes to getting extraordinary things done.

Think of a Sunny day, mountain drive along the coast in a convertible. How do you drive on a:
  Curved road?
  Fog on same road?
DISCOVER THE THEME

When people begin to lead, they don’t have a clear vision of the future for their group. They have concerns, desires, questions, arguments, hopes, dreams, and aspirations that they develop into a vision. Leaders begin envisioning the future by discovering their own themes. Everything else is an elaboration, interpretation, and variation of the theme.

EXPRESS YOUR PASSION

Exemplary leaders have a passion for their institutions, causes, commentaries. Leaders care about something much bigger than themselves and much bigger than all of us. Leaders care about making a difference in the world. If you don’t care deeply for or about something how can you expect others to feel any sense of conviction? How can you expect others to suffer through the long hours, hard work, absences from home, and personal sacrifices if you’re not similarly committed?

EXPLORE YOUR PAST

We construct the future by some kind of extrapolation, in which the past is prologue and the approach to the future is backward looking. When we gaze into our past, we elongate our future. We also enrich our future and give it detail as we recall the richness of our past experiences. When envisioning the future first looking into the past. When you do, you’re likely to find that your central theme didn’t just occur to you this morning- it’s been there a long time. Search your past to find recurring themes in your life.

Another benefit of looking backward before looking ahead is that we gain a greater appreciation for how long it can take to fulfill aspirations. There are many avenues for us to pursue and that there may actually be no end in sight. Dreams can occupy us for a lifetime in pursuing something greater. This is not to say our past is our future. That’s like driving while only looking in the review mirror.

PAY ATTENTION TO YOUR EXPERIENCE

Visions don’t materialize magically in a sudden flash of light. They come from paying attention to what is right in front of us. To be able to have a vision of the future, you have to be able to see the big story: patterns, trends. Passion and attention go hand in hand. We don’t see possibilities when we don’t feel passion.

IMMERSE YOURSELF

As we acquire experiences, we acquire information about what happens, how things happen, and who makes things happen. The longer our participation and the more varied our experiences, the broader and deeper or understanding is likely to be. When we’re presented with an unfamiliar problem in our work, we consciously/unconsciously draw upon our experiences to help us solve it. We select relevant information, make relevant comparisons, and integrate experiences with the current situation. There is another significant aspect of immersing ourselves in something- we get inspired to do even more. A moment of inspiration and then
action— not planning but action to test out the idea. You have to kick the ball around to see if you like the game. The inspiration comes from kicking the ball.

Envisioning the future is a process that begins with passion, feeling, concern, or inspiration that something is worth doing.

- You believe in a better tomorrow
- You act on instinct
- You do something else that moves you
- The vision is clearer
- You pay attention to it, experience it, immerse yourself in it
- Over time you see more detail in your dream

**IMAGINE THE POSSIBILITIES**

Leaders are possibility thinkers

*Probabilities* are based on evidence

*Possibilities* are not

Leaders assume that anything is possible. Turning this possibility thinking into an inspiring vision is the leaders’ challenge. It implies a choice of values and something that brings meaning and purpose to our lives.

**FIND MEANING IN THE IDEAL**

Visions are about hopes, dreams, and aspiration. They’re about our strong desire to achieve something great. They are about improving on the existing situation or creating an entirely new state of existence. They are statements of the idealized purposes that we hope all our practical actions will enable us to attain.

**TAKE PRIDE IN BEING UNIQUE**

Visions set us apart from everyone else. Visions must differentiate us from others if we’re to attract others to it. Only when people understand how we’re truly distinctive, how we stand out in the crowd, will they want to sign up with us. Uniqueness fosters pride, boosts self respect, and self esteem of everyone associated with the organization. One of the best ways to discover the uniqueness in your organizations is to begin by asking where people belong.

**MAKE IMAGES OF THE FUTURE**

Human memory is stored in images. If you ask people to think about Paris, France, and shout out what comes to mind, they don’t quote stats, they describe pictures.
LOOKING TO THE FUTURE

To envision the future, we must be able to draw upon that very natural mental process of creating images. When we invent the future, we need to get a picture of what things will be like long before we begin the journey. Images are our windows on the world of tomorrow. We picture the possibilities. Visions are images in the mind. They become real as leaders express those images in concrete terms to their constituents.

LOOK TO THE FUTURE

Leaders need to be proactive in thinking about the future and this becomes even more imperative with the leader’s scope and level of responsibility. Leaders should set for themselves the goal of developing their abilities to envision the future at least 5-7 years ahead. Visions are reflections of our fundamental beliefs and assumptions. Visions are statements of the situations of the end of our labors; they are therefore future- oriented and are made real over different spans of time.
Chapter 9: Foster Collaboration

- Leadership is not a solo act, it is a team effort.
- Creating competition between group members is not the way to achieve highest level of performance. Instead, teamwork and cooperation is the route to success.
- Winning strategies are “we not I” – without collaboration, we cannot get extraordinary things done in organizations.

COLLABORATION IMPROVES PERFORMANCE

Collaboration is the critical competency for achieving and sustaining high performance.

World-class performances are not possible unless there’s a strong sense of shared creation and shared responsibility.

To foster collaboration, leaders are essential who can skillfully:
- create a climate of trust
- facilitate positive interdependence
- support face-to-face interactions

As paradoxical as it might seem, leadership is more essential—not less—when collaboration is required.

CREATE A CLIMATE OF TRUST

Trust is at the heart of collaboration—it is the central issue in human relationships within and outside organizations. Without trust, you cannot lead.

Individuals who are unable to trust others fail to become leaders because they can’t bear to be dependent on the words and work of others. So they either end up doing all the work themselves or they supervise work so closely that they become over-controlling. Their obvious lack of trust in others results in others’ lack of trust in them.

The more trusted we feel, the better we innovate – for example, in a PricewaterhouseCoopers study on corporate innovation in companies listed on the Financial Times 100, trust was “the number one differentiator” between the top 20% of companies surveyed and the bottom 20%.

Trust is the most significant predictor of individuals’ satisfaction with their organizations. Trusting leaders nurture openness, involvement, personal satisfaction, and high levels of commitment to excellence.
Knowing that trust is key, exemplary leaders make sure that they consider alternative viewpoints, and they make use of other people’s expertise and abilities.

Make yourself vulnerable. If leaders want the higher levels of performance that come with trust and collaboration, they must demonstrate their trust in others before asking for trust from others.

Sensitivity to people’s needs and interests is a key ingredient in building trust. Listen, listen, listen to others.

**FACILITATE POSITIVE INTERDEPENDENCE**

To get extraordinary things done, we have to rely on each other. We need to have a sense of mutual dependence—a community of people each of whom knows that they need the others to be successful.

Develop cooperative goals and roles. For a team of people to have a positive experience together, they must have shared goals that provide a specific reason for being together.

Tasks must be structured so that each person’s job makes a contribution to the end result. For cooperation to succeed, tasks must be designed so that every person contributes something unique and independent to the final outcome. All individuals must clearly understand that unless they each contribute, the team fails.

Support norms of reciprocity. Reciprocity demonstrates both a willingness to be cooperative and an unwillingness to be taken advantage of.

Reward joint effort. People are more likely to cooperate if their joint efforts are rewarded. (Yet growing up in a culture that rewards individualistic or competitive achievement leaves many with the perception that they’ll do better if they are each rewarded solely based on their individual accomplishments.)

**SUPPORT FACE-TO-FACE INTERACTIONS**

Link to the human network. Socially and professionally, we need other people. Handy as virtual tools are for staying in touch, they are no substitute for positive face-to-face interactions.

Share information and resources.

Develop social awareness and social skills.
Commitment # 7:
Foster Collaboration by Promoting Cooperative Goals and Building Trust

Collaboration can be sustained only when leaders promote a sense of mutual reliance—the feeling that we’re all in this together. Steps that you can take to foster collaboration and create positive interactions among all your constituents:

- Conduct a collaboration audit
- Be the first to trust
- Ask questions, listen, and take advice
- Always say we
- Create jigsaw groups (each is an expert and a contributor to the whole project, like a piece of an interdependent puzzle)
- Focus on gains, not losses
- Make a list of alternative currencies (customize rewards to satisfy the different parties involved)
- Take a lot of human moments (face-to-face conversations/interactions)
- Create places and opportunities for informal interactions

Chapter 10: Strengthen Others

GENERATE POWER ALL AROUND

Exemplary leaders make other people feel strong. They enable others to take ownership of and responsibility for their group’s success—they empower them.

Creating a climate where people are involved and important is at the heart of strengthening others.

Four leadership essentials to strengthen others:
- ensure self-leadership
- provide choice
- develop competence and confidence
- foster accountability

ENSURE SELF-LEADERSHIP

Leaders accept and act on the paradox of power: we become most powerful when we give our own power away. This is contrary to more traditional thinking of power as a fixed sum: if I have more, then you have less.

Give power to get power. When leaders share power with others, they’re demonstrating profound trust in and respect for others’ abilities.
We all want our ideas to be solicited, listened to, and acted on. We all want to know that we make a difference. Leaders heed the voice within each of us that cries out for acknowledgment that we are neither invisible nor inconsequential.

Organizational effectiveness depends upon the sharing or distribution, not the hoarding, of power and influence.

**PROVIDE CHOICE**

Give team members choice, resources, and responsibility—these will help them generate results.

Members of an organization need to have alternatives in how they do their work, they need to be able to take non-routine action. Choice fuels our sense of power and control.

**DEVELOP COMPETENCE AND CONFIDENCE**

Strengthening others requires up-front investments in initiatives that develop people’s competencies and foster their confidence.

Leaders know that if people don’t have important opportunities to put their talents to good use, they’ll wind up frustrated. To strengthen others, leaders place their constituents, not themselves, at the center of solving critical problems and contributing to key goals.

Leaders must deliberately back off, so that others can figure out for themselves what needs to be done.

To let others move ahead, to get extraordinary things done, leaders must let go. They don’t abdicate responsibility, but they make certain others exercise their own judgment.

If you challenge and empower people, they will produce incredible results. It gives them a sense of pride, authority, and the confidence to do well.

Leaders coach. The people who make a difference in our lives are not the ones with the most credentials, the most money, or the most awards. They are the ones who care.

**FOSTER ACCOUNTABILITY**

Individual accountability is a critical element of every collaborative effort. Everyone has to do their part for a group to function effectively.

Accountability results in feelings of ownership that we—not someone else—have the responsibility for what’s going on around us.
Commitment # 8:  
Strengthen Others by Sharing Power and Discretion

Specific actions you can take to strengthen your constituents:

- Offer visible support
- Assign critical tasks
- Enrich people’s jobs
- Use modeling to develop competencies
- Stop talking and start building at staff meetings
- Enlarge people’s sphere of influence
- Educate, educate, educate
- Create a learning climate
Chapter 3: Find Your Voice

Voice encompasses words and speech. There’s the message we want to deliver, and then there’s the expression of that message. It’s about having a voice and about giving voice.

To Find Your Voice you must engage in two essentials:

1. Clarify your values; and
2. Express yourself.

To become a credible leader, first you have to comprehend fully the values, beliefs, and assumptions that drive you. You have to freely and honestly choose the principles you will use to guide your actions. Second, you have to genuinely express your self. You must authentically communicate your beliefs in ways that uniquely represent who you are.

CLARIFY YOUR VALUES

In the authors’ research studies and seminars, they’ve asked thousands of people to list the historical leaders they most admired; well-known leaders from the distant or recent past whom they could imagine following willingly. The two most frequently mentioned leaders are Abraham Lincoln and Martin Luther King, Jr. Other historical leaders who’ve made the list include Cesar Chavez, Gandhi, Nelson Mandela, and Franklin D. Roosevelt.

The most striking similarity shared by these leaders is that they are or were people with strong beliefs about matters of principle. They all have, or had, unwavering commitment to a clear set of values. Clearly, we admire most those who believe strongly in something, and who are willing to stand up for their beliefs.

The observation that people most admire those leaders with clear and strong beliefs leads to the following corollary: You can’t believe in the messenger if you don’t know what the messenger believes.

1. Values Are Guides
   a. Values provide a moral compass by which to navigate the course of our daily lives.
   b. The clearer our values, the easier it is to stay on the path we’ve chosen.
   c. Values influence every aspect of our lives: our moral judgments, our responses to others, our commitments to personal and organizational goals.
   d. Values inform our decisions as to what to do and what not to do.

2. Personal Values Clarity Makes a Difference
a. Values make a significant difference in behavior at work.

b. The people who have the greatest clarity about both personal and organizational values have the highest degree of commitment to the organization. Individuals who are unclear about their own and the organization’s values have only modest commitment and are apt to be particularly alienated from their work.

c. People cannot fully commit to an organization or a movement that does not fit with their own beliefs. Leaders must pay as much attention to personal values as they do to organizational values if they want dedicated constituents.

3. Explore Your Inner Territory

   a. Leadership begins with something that grabs hold of you and won’t let you go.
   b. You have to take a journey into those places in your heart and soul where you bury your treasures, so that you can carefully examine them and eventually bring them out for display.
   c. You must know what you care about.
   d. To act with integrity, we must first know who we are.

4. Listen to the Masters

   a. The leaders we personally admire are rich sources of information about our own values and beliefs. We chose them for a reason, so thinking more consciously about them can be extremely insightful. When you listen carefully to the voices of your mentors and role models, you learn a lot about yourself.
   b. When you engage with the world, and you try on other voices and other styles, you learn what fits you and what does not. Eventually your voice breaks through the noise and becomes recognizably you.

EXPRESS YOUR SELF

To become a credible leader, you have to learn to express yourself in ways that are uniquely your own. You cannot lead through someone else’s values, someone else’s words. You cannot lead out of someone else’s experience. You can only lead out of your own. Unless it’s your style, your words, it’s not you; it’s an abstraction.

1. In Your Own Words

   a. One route to a true inner voice is in being more conscious about the words you choose and the words you use; words matter.
   b. Words send signals, and, if you listen intently, you may just hear the hidden assumptions about how someone views the world.

2. The Three Stages of Self-Expression

   a. Looking Out - when first learning to lead, we read biographies and autobiographies about famous leaders; we observe master models and ask advice of mentors; we participate in training programs; we want to learn everything we can from others, and we often try to copy their style. We do all this to learn the fundamentals, and to acquire the tools and techniques that others have learned
from their own experience; it’s an absolutely essential period in a leader’s development.

b. Looking In – acknowledging yourself as a unique human being and asking who am I? What is my voice? This awakening initiates a period of intense exploration, a period of testing, a period of invention. This is a period of going beyond technique, beyond training, beyond imitating the masters, and beyond taking the advice of others. You have to continuously ask yourself, how valuable am I – to my colleagues, to my customers, to my stockholders, to my partners in business?

c. Moving On – becoming an authentic leader after merging the lessons from your outer and inner journeys. Authentic leadership comes from the inside out; you have to be the author of your own story, not the reader of someone else’s.

A BRIEF WORD ABOUT COMPETENCE

Having a voice and giving voice to your deeply-held beliefs requires competence. Having a clear and authentic message is a necessary first step, yet the ability to consistently deliver the message and act on it requires a high level of skill. Your value as a leader is determined not only by your guiding beliefs but also by your ability to act on them. To strengthen credibility you must continuously assess your existing abilities and learn new ones; all of which takes times and attention.

Commitment # 1: Find Your Voice By Clarifying Your Personal Values

1. Look in the mirror.
2. Take time for contemplation.
3. Write a tribute to yourself.
4. Record the lessons from the leaders you admire.
5. Write your credo.
7. Collect stories that teach values.
8. Audit your ability to succeed.

Chapter 4: Set the Example
Leading by example is how leaders make visions and values tangible. It’s how they provide *evidence* that they’re personally committed. And that evidence is what people look for and admire in leaders – people whose direction they willingly follow.

The *essentials* necessary to Set the Example are:

1. Build and affirm shared values; and
2. Align actions with values.

In leading by example and practicing the essentials, leaders become the model for what the whole team stands for, rather than just standing up for some personal or idiosyncratic set of values. In the process of setting an example, leaders endeavor to lead their constituents from “what I believe” to “what *we* believe.” Leadership is a relationship.

**BUILD AND AFFIRM SHARED VALUES**

Shared values are the foundations for building productive and genuine working relationships. While credible leaders honor the diversity of their many constituencies, they also stress their common values.

1. The Power of Shared Values
   - They foster strong feelings of personal effectiveness.
   - They promote high levels of company loyalty.
   - They facilitate consensus about key organizational goals and stakeholders.
   - They encourage ethical behavior.
   - They promote strong norms about working hard and caring.
   - They reduce levels of job stress and tension.
   - They foster pride in the company.
   - They facilitate understanding about job expectations.
   - They foster teamwork and *esprit de corps*.

2. What Shared Values Are Important?
   - Their revenue grew more than four times faster.
   - Their rate of job creation was seven times higher.
   - Their stock price grew twelve times faster.
   - Their profit performance was 750 percent higher.

**ALIGN ACTIONS WITH VALUES**
1. Calendars: Spend time and pay attention
2. Critical incidents: Seize opportunities to teach
3. Stories, analogies, and metaphors: Use the timeless way to teach virtues
4. Language: Choose words and questions deliberately
5. Measurements: Recognize that what gets measured gets done

Commitment # 2:
Set the Example By Aligning Actions with Shared Values
1. Create alignment around key values.
2. Speak about shared values with enthusiasm and confidence – even drama.
3. Teach and reinforce through symbols and artifacts.
4. Lead by storytelling.
5. Put storytelling on your meeting agendas.
6. Ask questions.
7. Keep score.
8. Do a personal audit.
Encourage the Heart  
Complied by Judith Olson-Fallon

Chapter 11: Recognize Contributions

There are four sections in this chapter:
- focus on clear standards
- expect the best
- pay attention
- personalize recognition

FOCUS ON CLEAR STANDARDS:

Employees will excel if they have clear expectations, which include both goals and values.
- Goals refer to short-term objectives.
- Values refer to long-term objectives.
  - Values and principles serve as the basis for goals.

Standards Concentrate Us

- Values set the stage for action while goals release the energy or flow, which is that state
  where we are pursuing our goals with a single-minded purposefulness.
- Goals and values keep us from being distracted.
  - Employees should be permitted to set their own goals.
  - People should engage in something that they know why it’s important what how it
    impacts the big picture.

Feedback Keeps Us Engaged

- Productivity increases when people have challenging goals and receive feedback on their
  progress.
- With clear goals and detailed feedback, people can become self-correcting and can more
  easily understand their place in the big picture.
- With this feedback, people can determine what they need from others and who might
  benefit from their assistance.
- The Pygmalion effect pays an important part in the nature of feedback: people will act in
  ways that they feel are consistent with leaders’ expectations of them.
  - Leaders’ expectations of themselves impact how they behave towards others.
    Leaders must model the way. Their creditability is based on their [the leaders’]
    own dedication and achievement and their daily demonstration of what and how
    things need to be done.
  - Leaders do not give up on people because to do so, means that leaders are giving
    up on themselves, their judgment, and their ability to encourage others to
    accomplish their best. Research and everyday experience confirms that men and
women with high self-esteem, of all ages and levels of education and socioeconomic backgrounds, will feel unique, competent, secure, empowered, and connected.

- People are greatly inspired when significant people in their lives believe in them.
- The set-up-to-fail syndrome also impacts people’s productivity. A manager’s perceived concern about an employee’s inability to perform appropriately impacts that manager’s expectations. Sensing that an employer has lowered expectations, that employee will withdraw and stop taking initiatives. The problem then intensifies.
- A leader’s expectations have the greatest impact during times of uncertainty and turbulence.
- High expectations encourage the heart.

HIGH EXPECTATIONS LEAD TO HIGH PERFORMANCE

- The expectations that successful leaders hold provide the framework into which people fit their own realities.
- Research indicates that people may be anxious when they are encouraged by leaders to do their best. However, these same people do achieve success because this encouragement increased their self-confidence, courage, and volition to live up to these expectations.

Positive Images Create Positive Possibilities

- Positive expectations create high expectations by creating positive imagery in minds of leaders and those around them. Positive futures for self and others first come from dreams. In other words, seeing is believing, and the results can be life-affirming and life-enhancing.
- Research repeatedly indicates that positive images make groups more effective, relieve symptoms of illness, and enhance achievement.
  - In an experiment with four groups of people learning to bowl, all of the groups were given lessons and opportunities to practice. However, the group that was also videotaped and saw only the positive aspects of their performance did better than the other three groups.
  - See page 325 and 326 for an additional example.
- Leaders have to believe in themselves and others. This approach benefits the leaders, those around these leaders, and the organization.

PAY ATTENTION

- Leaders should be out and about to know what is going on but more importantly to demonstrate that they care. Being mobile goes with the territory. The Old English roots of to lead is to go, travel, and guide.
- The main way of demonstrating that leaders care is to pay attention to people.
- Leaders who know their goals and have high expectations will know what to notice in those around them. In fact, leaders should be on the lookout for moments of success rather than examples of failure.
- Those who think that their leader is coming around to check on them do not put
demonstrate their best behavior, but rather different behavior, which could be their worst
because they are nervous and tense. Furthermore, these people will more than likely hide
problems from their leaders.
  o Those working for controlling managers will keep information and the truth
    hidden. They sense that little good will come from telling the truth.
  o Controlling managers have low credibility, and they signal a lack of trust, which
    in turn means that employees don’t trust their managers.

**Release The Positive**

- People will be positive if they feel that their leaders are expecting the best.
  o Leaders should behave as a coach and cheerleader rather than a military leader
    looking to control the environment.
  o Those who realize that their leader is looking for examples of excellence, will
demonstrate their best efforts, and in turn, will increase productivity.
    ▪ This positive focus on behavior and performance, linked to goals and
      values, significantly improves morale as it moves the company to high
      levels.
    ▪ In a supportive climate, people are much more likely to help each other to
      succeed by teaching and coaching each other.
    ▪ In a supportive environment, people are more likely to let their leaders
      know when problems are brewing and help out before these problems get
      out of hand.

**Listen With Your Eyes And Your Heart**

- Seeing from another’s perspective is critical to building trusting relationships and to
career success.
- Listening with the eyes and the heart, and not just with the ears and the brain, requires a
deeper level of paying attention and understanding. It requires that leaders hear with
their hearts and see the soul.
  o This type of listening cannot be done second hand.
    ▪ People want to know who their leaders are, how they feel, and whether
      they really care.
    ▪ Proximity is the clearest determination as to whether people will talk to
      one another.
    ▪ Learning another’s language, literally and figuratively, is essential to
      leadership and is absolutely essential to global leadership.
      • Research indicates that when interviewing a million employees in
        two thousand organizations indicates that only one in three feel
        that they are listened to.
- Only by learning what others value, what others enjoy, what others treasure, will leaders
  expect to reach the hearts of others.
- Paying attention and actively appreciating others increases their trust in their leaders. This kind of relationship is becoming important and critical to increasingly global and diverse in the workforce. Leaders can bridge cultural divides in this manner.

Be a Friend

- Organizational charts are not what matters; what is more important is treat employers as if they are human beings rather than as functional workers.
  - This approach seems opposite to management theory which suggests that managers should not be friendly to their employees.
  - Observations of groups that were either friends or acquaintances indicated that those who were friends completed on the average of three times as many projects as those groups of acquaintances. Furthermore, those groups with friends were approximately 20 percent more efficient in decision making.
    - These groups of friends must be committed to a common set of goals. Therefore, it is important for leaders to set clear goals and to create a condition of shared goals and values.
    - People are just more willing to follow someone they like and trust. And to be trusted, leaders must trust others. This requires leaders to be open—open to others and open with others.
      - An open door is a physical demonstration of a willingness to let others in. And having an open heart is disclosing things about themselves. This openness is about the leader’s dreams and hopes, friends and family, interests and pursuits.
      - This vulnerability makes leaders more human and more trusted. If neither leaders nor those around them will not take risks in trusting, the relationship remains stalled at a low level of caution and suspicion.
      - Disclosing personal information can be risky. But doing so means that others may be willing to take such a risk.
      - Disclosing information about themselves is a start in asking for and encouraging feedback.
      - Leaders can only honor those around them, if they understand them.

PERSONALIZE RECOGNITION

- It is important that recognition be genuine and sensitive to the individual likes and dislikes of each person. By personalizing recognition, leaders send the message that someone took the time to notice the achievement, seek out the responsible individual, and personally deliver praise in a timely manner.
  - Company president gives the Giraffe award to people who stick out their necks to do the right thing. The people who receive that award are the people who select the next recipients. A stuffed giraffe and poster is passed around to the recipients.
  - It’s also important to be sensitive cultural diversity in personalizing awards. So personalizing requires knowing what’s appropriate individually and culturally.
Leaders may learn from many small and often casual acts of appreciation what works for each of their constituents and how to personalize recognition.

**Use a Variety of Rewards**

- Leaders don’t rely exclusively on the organization’s formal reward system, which offers only a limited range of options.
  - Verbal recognition of performance in front of one’s peers and visible awards, such as certificates, plaques, and other tangible gifts, are powerful and almost unlimited.
  - Spontaneous and unexpected awards are often more meaningful than the expected formal awards.
    - Leaders should comment immediately when something fantastic happens.
    - Money is not always the best regard. Rewards that are built into the work itself, including such factors as a sense of accomplishment, a chance to be creative, and the challenge of the work is often more significant.
- Praise and coaching are significant forms of recognition. A thank-you is a powerful forum of recognition.
  - Personal congratulations rank at the top of the most powerful nonfinancial motivators identified by employees.
    - A greater volume of thanks is reported in highly innovative companies than in low-innovation firms.
- Leaders should always look for ways to spread the psychological benefits of making people feel like winners because winners contribute in important ways to the success of their projects.
  - Leaders serve as the mirror for the team. They reflect back to others what a job well done looks like and they also make sure that the organization is aware of the good work.
- Both intrinsic and extrinsic awards are important. However, these two types of awards may work against each other. When an intrinsic award has been given, providing an extrinsic award may work against it. At the same time, achievement-oriented people are satisfied with success in itself, but money and fame are also important. So leaders need to use intrinsic and extrinsic awards in a complementary manner.
- Leaders get more from their employees not by building fires under them but within them.

**Be Thoughtful**

- Thoughtfulness means using observations about others to answer these questions: “What would really make this recognition special and unique for a particular person? What could I do to make this a memorable experience so that this person always remembers the importance of his/her contributions?”
**Commitment # 9:**
**Recognize Contributions by Showing Appreciation for Individual Excellence**

Leaders make people winners, and winning people like to up the ante, raise the standards, and explore uncharted territory. Leaders recognize and reward what individuals do to contribute to vision and values. Leaders enjoy being spontaneous and creative in saying thank you, whether by sending notes, handing out personalized prizes, listening without interrupting, or trying out a lot of types of recognition.

- **Be creative.**
  - Leaders should be asking these questions to determine what would be the best for others including “What types of encouragement make the most difference for you? What talents do you use in encouraging people?”

- **Make recognitions public.**
  - Public awards set examples and provide the recipient an opportunity to be recognized without having to comment. The public recognition bolsters the individual’s self-esteem, the behavior being recognized serves as a model to others, and people see that doing the right things will be noticed and rewarded. It also increases commitment because it makes people’s actions visible and thereby difficult to deny or revoke.
  - People who are not doing a good job should not be recognized because it undermines a leader’s credibility.

- **Provide feedback while the project is in progress.**
  - Feedback should stress continuous progress on a particular project rather than by making comparisons with others. At the same time criticism should be about performance rather than about character.

- **Foster positive expectations.**
  - Leaders should allow others to determine the terms and the manner of their development. This approach communicates the leader’s belief that people have the capacity to be the pilots of their destiny, which is a core tenet held by those who take
  - Positive expectations can be cultivated by pointing out problems without offering a solution.
  - Fostering positive expectations is also an important deterrent to stereotype threat. Employees will succeed if they feel that they belong, are accepted and valued, and have the skills and inner resources needed to be successful.
    - Those whose math skills were strong enough to do well on graduate school entrance exams were separated out by gender and ethnicity and told that women and African Americans score lower on math exams. This response caused these two groups to score lower, despite their equal capability.

- **Make the recognition presentation meaningful.**
  - An effective presentation makes a significant impression. Leaders should make the award tangible and visible because people will remember those rewards long after monetary awards.
  - The person with the highest ranking authority that knows the individual should give the award.
The person giving the award should know exactly what has prompted the award and knows some specifics about the contributions.

- The award recognition should be linked to the company’s vision and values.
- Peers and colleagues should be invited to attend the presentation and coworkers should be asked to comment on the difference that the recipient’s actions have made on them and their own work.
- The recipient should be given an opportunity to make a few comments.
- The ceremony should be concluded with a sincere thank you to the recipient and those attending. The leaders should let those in attendance know the leaders will be on the lookout for others to receive an award for good work.

- Find people who are doing things right.
  - Rewards are the most effective when they’re highly specific and in close proximity to the appropriate behavior.
    - Leaders who are out and about can personally observe people doing things right and then reward them either on the spot or at the next public gathering.
    - Leaders tell the story of why a person is being recognized to that the person being praised knows why he/she is receiving recognition and how this good work impacts the bigger picture.
    - To broaden the net for recognition, set up systems that make it possible for people to be recognized by their key constituents rather than just by their managers. This encourages everyone in the organization to watch for good behavior and to be mindful that others are observing their actions as well.

- Don’t stingy about saying thank you.

**Chapter 12: Celebrate the Values and Victories**

There are three sections in this chapter:
- Create a spirit of community
- Tell the story
- Set the example

**CREATE A SPIRIT OF COMMUNITY**

Public ceremonies serve as a collective reminder of why people are involved in an organization, of the values and visions that they share. In acknowledgement of the common unity that people share, leaders create a sense of community and team spirit, and they build and maintain the social support needed to thrive, especially in stressful times.

**Reinforce Share Values and Outcomes**

- Effective leaders know that every gathering of a group is a chance to renew commitments. They never let pass any opportunity to make sure that everyone knows why they’re all there and how they’re going to act in service of that purpose.
Celebrations are much more than parties; they’re ceremonies and rituals that create meaning. They serve to crystallize personal commitments.

- People go away from an event remembering and repeating what leaders say and what they see.
- Everything about a celebration should be matched to the purpose of the celebration, from the setting, the speeches, the mood music, etc.
- What leaders preach and what leaders celebrate should be the same.

**Provide Social Support**

- Ceremonies and celebrations are opportunities to build healthier groups, to enable members of the organization to know and care about each other.
  - Supportive relationships at work, which are characterized by a genuine belief in and advocacy for the interests of others, are critically important to maintaining personal and organizational vitality.
  - From an extensive, 10-year study of service quality is that social support networks are essential for sustaining motivation to serve. Specifically such support enhances productivity, psychological wellbeing, and physical health.
  - When people feel a strong sense of affiliation and attachment to their colleagues, they much more likely to have a high sense of personal well-being, to feel more committed to the organization, and to perform at higher levels. At the same time, when they feel distant and detached, they are unlikely to get anything done at all.
  - What makes most people miserable is feeling alone. Celebrations create positive interactions among people, providing concrete evidence that people generally care about each other.
    - Knowing that we are not alone in our efforts and that we can count on others if necessary helps build courage to continue in times of turmoil and stress.
    - The case for social support is also bolstered by the fact that information exchange is more likely to be facilitated by formal and informal interactions.
      - Even when people are connected via the web, people are more likely to share things when they’re in a gathering with other people.
  - When celebrations cut across functional and hierarchical boundaries, people get a chance to exchange ideas with and be stimulated by people outside their own areas of interest.
  - Without group celebrations, people might come to believe that the organization revolves around our individual work and that we’re independent and not responsible to others.
TELL THE STORY

Stories by their nature are public forms of communication. Stories exist in all organizations and integrally define the organization and what it means to work for it.

- Stories show whether employees are rewarded or punished for speaking up. A lack of stories may indicate heavy-handed controlling management.
- Much about the culture of a company can be learned as a result of listening to and understanding the stories that it tells about itself. This can also be said about individuals.

Teach, Mobilize, and Motivate

- Stories put a human face on success. Stories tell others that someone just us can make it happen. They create organizational role models that everyone can relate to. They put the behavior in a real context and make standards more than statistics.
  - See the closing coat example on page 381.
  - Stories allow leaders to personally and publicly recognize someone for contributing to the success of the company; stories are also motivational and educational.

Make It Memorable

- Numbers as a way to show success are not based on reality. Numbers are abstractions from reality. Information really is more quickly and accurately remembered when it is first presented in the form of an example or a story. Storytelling can be tied to people and names and events that are much more relevant than statistics.
  - Telling a story can be particularly helpful in providing inspiration to individuals facing challenging situations.
  - Stories are also easier to translate into action statements.
  - Stories are better able to accomplish the objectives of teaching, mobilizing, and motivating than a PowerPoint presentation.
    - A well-told story can ready inside people and pull them along.

SET THE EXAMPLE

A strong culture built around strong values—whether the values are about superior quality, innovation, customer service, fun, etc—there will be endless examples of leaders who personally live the values. It’s the same with encouraging the heart, whether through individual recognition or group celebration—leaders have to set the example.

Make It Genuine—Let It Come from the Heart

- Leaders have to be seen as credible for their celebrations to be considered credible.

The Circle of Leadership—Modeling Is Encouraging

- Leadership is a relationship, and people are much more likely to enlist in initiatives led by those with whom they feel a personal affiliation. It’s precisely the human connection between leaders and constituents that ensures more commitment and more support.
Saying thank you and genuinely meaning it is a very concrete way of showing respect and enhancing personal credibility.

When it comes to sending a message throughout the organization, nothing communicates more clearly than what the leaders do. Leaders will have to determine inventive ways, but the specific technique is not the point. The point is to directly and visibly show others that their leaders are there to cheer them along.

Leaders cannot delegate this responsibility to others although leaders can encourage others to share in the recognition process. Then everyone becomes a leader.

**Commitment # 10:**

**Celebrate the Values and Victories by Creating a Spirit of Community**

Celebrating values and victories together reinforces the fact that extraordinary performance is the result of many people’s efforts. By celebrating people’s accomplishments visibly and in group settings, leaders create and sustain team spirit; by basing celebrations on the accomplishments of key values and milestones, they sustain people’s focus.

**Schedule celebrations.**

- Scheduled celebrations pay homage to a common history and common culture.
  - Leaders need to put celebrations on the organization’s calendar so that people come to expect that they’ll be getting together to share in the values and victories.
  - Celebrations should always serve a dual purpose: one to honor a principle or an achievement, and the other is to create a spirit of community.
  - Leaders need to help the organization to decide which organizational values, events of historical significance, or specific successes are of importance that they warrant a special ritual, ceremony, or festivity.
    - Leaders need to formalize these decisions, announce it, and tell people how they are eligible to participate.
    - There should be at least one celebration a year that involves everyone, though not necessarily at the same site and one that draws attention to at least one of the key values of the organization.
    - Leaders should bring celebrations in to as many critical events as possible.

- Here is an example of a possible calendar of events:
  - Cyclical celebrations—seasonal themes, key milestones, corporate anniversaries, individual birthdays, marriage, reunions, and other reoccurring events
  - Recognition ceremonies—public applause and acknowledgement for a job well done, being best-in-class, attaining specific goals, achieving a special rank, getting a promotion, and other achievements that deserve broad attention
  - Celebrations of triumph—special occasions for accentuating collective accomplishments, such as winning a championship, beating forecasts, beating the competition, launching a new product or strategy, founding a new company, or opening a new office, plant, store
- Rituals for comfort and letting go—not all organizational life is about victory; sometimes there is calamity and loss of a contract, layoffs, death, failed experiments, and site closings.
- Personal transitions—people come and go in organizations and there needs to be ways to celebrate entrances and exits, initiations, separations, and other life passages.
- Workplace altruism—celebrations of doing good for others, pulling together to help others, promoting social change, showing appreciation to customers and clients.
- Events—a company’s anniversary, opening day, holidays, articulation of an organization’s vision.
- Play—energizing meetings and conventions, spoofing and poking fun, games and sporting events.

- If the organization does not do much celebrating, then leaders should start an informal celebration task force.
- Leaders should not celebrate everything that people accomplish because they don’t want to replace people’s intrinsic motivation with external motivators or justifications or to trivialize recognition so that it’s taken for granted.
  - Studies, however, show that it’s difficult to overdo recognition.

**Install a public bragging board**

- People appreciate seeing notes of appreciation displayed publicly.
  - Generally, people use the bulletin board to display their own notes that announce personal and family achievements.
  - The bragging board helps to create a sense of community and camaraderie; it reinforces that people’s humanness mattered.
  - The success of a bragging board demonstrates that people love to participate in the recognition of achievements and special milestones in their lives.

**Create a commemorative award honoring exemplary actions.**

- Commemorative awards create a unique opportunity for organizations. These awards reinforce important values and contributions—such as leadership or innovation—and provide a role model for the actions being recognized.

**Demonstrate caring by walking around**

- When leaders increase human interaction, they increase optimism and increase credibility.
  - Leaders should start them day by chatting with their constituents. They need to ask what they did last night or what good news they might have to share or what problems the leaders could help them with.
  - Leaders should find out something that they didn’t know before about their constituents.
If leaders self-disclose about themselves, they let others know what brings joy to their lives.

Show passion and compassion.

- Emotions are contagious. Moods are like social viruses. Be happy.

Be a cheerleader—your way.

- Leaders can "cheerlead" their group better than anyone else. But leaders do not have to be a traditional cheerleader. There is much more to cheerleading than standard cheers, acrobatics, and flashy shows.
- Leaders should ask others to help create celebrations that are informal, inclusive, and fun.

Have fun.

- Fun isn’t a luxury, even at work. Most personal-best leadership experiences are a combination of hard work and fun.
  - Most people indicate that without fun and the pleasure that they experienced from one another on the team, they can not sustain the level of intensity and hard work required.
  - Empirical research indicates a significant relationship between fun and productivity that gets at the concept of subjective well-being.
    - Knowing about the quality of people’s work, whether they enjoy a supportive network of close relationships, and knowing whether a person has a faith that encompasses social support, purpose and hope are key component