

Success For A Buck!

50 Great Ideas for Finding and Keeping Great People

by Joe Tye

CEO and Head Coach, Values Coach Inc.

People do not quit a leader, they only quit a boss.

People do not quit a mission, they only quit a job.

People do not quit a team, they only quit an organization.

**SPECIAL
REPORT**

By Joe Tye, CEO and Head Coach



A Service of **Values Coach Inc.**
*Transforming People through the Power of Values
Transforming Organizations through the Power of People*

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America's Values Coach™



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A Values Coach Special Report

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Bring The Twelve Core Action Values to your organization

The Twelve Core Action Values is a comprehensive and systematic curriculum of values-based life and leadership skills. We've achieved outstanding results in conducting Strategic Values Initiatives with a wide variety of organizations, ranging from hospitals to agricultural cooperatives to Fortune 500 corporations. The leaders of these clients agree with us: **the first step to building a winning team is teaching individual team members how to think and act like winning players.** To learn more about how Strategic Values Initiatives work, and the possible benefit to your organization, go to: <http://www.joetye.com/staged-values-initiatives.html>

“The Twelve Core Action Values has been an important complement to Griffin’s patient-centered philosophy of care. As the number of Spark Plug graduates has grown, their example has had a positive impact on our workplace environment, which I believe has been one of the factors earning Griffin a place on Fortune magazine’s roster of America’s 100 Best Companies to Work For each of the past seven years [most recently at position #4 overall]. But more important in my view has been the influence our commitment to The Twelve Core Action Values has had on individuals. I’ve heard from many of our people who, as a result of this training, have made impressive personal changes.”

*Patrick Charmel, President and CEO
Griffin Hospital and The Planetree Alliance*

The Twelve Core Action Values and the 48 Performance Cornerstones		
I. Laying a Solid Foundation	II. Taking Effective Action	III. Making a Positive Contribution
1. Authenticity Self Awareness Self Mastery Self Belief Self Truth	5. Mission Attitude Creativity Contribution Teamwork	9. Service Helpfulness Charity Compassion Renewal
2. Courage Diagnosis Transformation Action Connection	6. Enthusiasm Positivity Curiosity Spontaneity Humor	10. Integrity Honesty Reliability Humility Stewardship
3. Perseverance Preparation Perspective Toughness Learning	7. Focus Target Concentration Speed Momentum	11. Faith Gratitude Forgiveness Love Spirituality
4. Vision Attention Imagination Planning Belief	8. Awareness Mindfulness Objectivity Empathy Reflection	12. Leadership Character Expectations Fellowship Quest

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The Story of Bob

“Hi Joe, my name is Bob, and I’m your worst nightmare.”

It was the morning of the first day of a Spark Plug training session on *The Twelve Core Action Values* at a client hospital. I remembered having seen “Bob” at one of the orientation sessions, though I had not personally met her. Shaking her hand, I said: “So tell me, ‘Bob’ – why are you my worst nightmare?”

She replied that she was an intensive care unit nurse, and that B.O.B. stood for “Bitter Old Bitch,” a title she’d earned through many years of being what she called “the counterweight of realism to the administration’s Pollyanna routine.”

“What on Earth are you doing in this class?” I asked. She replied that she’d been doing a lot of thinking since the orientation session, and had decided it might be time for a name change. We agreed that she could stay in the course, so long as “Bob” stayed home. She honored that commitment, and at the end of our three days simply said, “Thank you, I’m convinced.”

About a year later, I ran into the CEO of that hospital at a conference. “How’s ‘Bob’ doing?” I asked. He told me that at the time of our training, he’d been actively working with his human resources department to move her out of the organization, but that now he would hate to lose her. She had become, he told me, a real informal leader on her unit and within the Spark Plug group, and a role model of self-transformation. “I would hate to lose her,” he said. Not only that, he continued, he also knew that things had improved for “Bob” on her home front.

When you consider that the cost to a hospital of replacing one registered nurse is estimated to be \$60,000 or more (*much* more for an ICU nurse), this was obviously a good investment for the hospital. But more important was the transformation of “Bob,” and the impact of that transformation upon others in her work unit (not to mention others at home). Had that transformation not occurred, the cost of keeping “Bob” on the job might have ultimately outweighed the cost of needing to replace her, not least because her toxic negativity could have driven other good people away (in fact, according to the CEO, had in the past done exactly that).

I begin with the story of “Bob” because it captures several key points concerning this vital challenge of recruiting and retaining great people:

- Loyalty is not dead. As Frederick Reichheld (quoted below) and others have cogently argued, there is much that can be done to earn both employee and customer loyalty – and in fact, the one leads to the other.
- Loyalty should be a two-way street. “Bob” had put in many years at her hospital, but her toxic negativity was hardly a reflection of loyalty. She felt that because of her tenure, she was owed job security, but did not (until after Spark Plug training) appreciate the existence of a reciprocal obligation.
- As we shall see, the emotional climate of an organization profoundly influences loyalty. This climate is ultimately defined by what the leadership *expects* and by what it *tolerates*, and over time the latter will prevail. By tolerating “Bob’s” toxic emotional negativity, this organization’s management was tacitly approving it, with the implicit excuse that it would be too difficult to replace her. But, as a participant in one of my workshops recently noted, to permit is to promote. Creating a loyalty-driven workplace requires a high level of intolerance to the toxic emotional negativity that will inevitably drive away the best people.
- As an old EMT, I’ve always appreciated that you stop the bleeding before you start the IV. In recent years, I’ve spoken with too many people who felt like they were being taken for granted by their employers at the same time extravagant efforts were being made to recruit newbies. But as with the case of “Bob,” making an investment in current staff can be far more profitable – especially if they in turn become self-designated CRROs (chief recruiting and retention officers).
- In his book *Love and Profit* James A. Autry said that it is more productive to integrate one’s personal life and work life than it is to try and balance the two. In “Bob’s” case, learning values-based life and leadership skills in Spark Plug training helped her to be more effective in her personal life, and this in turn reflected positively in her workplace attitudes and behaviors.
- Like service excellence, productivity, or profitability, loyalty does not happen spontaneously. It requires plans and action. That is the subject of this report.

“Loyalty is to the organization what gravity is to the solar system; it holds the structure together, and keeps each individual working in the proper orbit relative to the system.”

Joe Tye, America’s Values Coach™

The war for talent is over - and the talent won! That’s how one authority summarized the recruiting and retention challenge that will face every organization in the years to come. The confluence of many trends – notably the mass retirement of baby-boomers and the relatively smaller size of subsequent generations – means that recruiting and retention will increasingly be Job #1 for America’s organizations. This special report will share 50 great strategies for finding and keeping great people. But first, several important general observations:

- In an environment where the number of excellent opportunities far exceeds the available supply of highly trained and talented candidates, the primary responsibility of leadership will be cultivating an organizational culture that is a magnet for good people.
- A consistent theme throughout this special report will be the importance of values, both personal and organizational. People are ultimately not loyal to organizations, or for that matter, to other people; they are really loyal to what those organizations and those people stand for. We’ve seen far too many instances of the harm that can be caused by blind loyalty to an organization, or to an individual leader, even when basic values are being violated.
- As Patrick Charmel (CEO of Griffin Hospital, which is consistently ranked as one of the best places to work in America) points out, when it comes to creating the sort of workplace environment that attracts and retains great people, employee *pride* is much more important than employee *satisfaction*.
- True loyalty is more than mere tenure; it is enthusiastic effort applied over a long period of time.

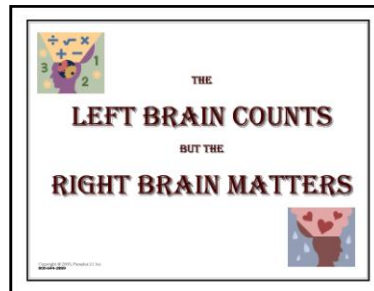
- Earning employee loyalty is one of the most cost-effective investments an organization can make; operating with high turnover staff is one of the costliest and least effective ways of operating (and trying to compete).
- Loyalty is almost never about money. Many studies and surveys have shown that money ranks well down on the list of factors that keep people engaged with their work and their organizations.
- If people truly are your greatest resource (and they are), then giving those people training and resources to help them be more effective and successful in their own personal and professional lives is one of the best investments you can make.
- In *Built to Last*, Jim Collins and Jerry Porras describe how excellent companies substitute “the genius of AND” for “the tyranny of OR.” Great companies achieve BOTH high productivity AND high morale through a loyal workforce.
- Companies that achieve loyalty leader status do so by engaging people emotionally and spiritually as well as professionally and economically.
- The only sustainable long-term source of competitive advantage is having a distinctive corporate culture; virtually everything else can be copied. But it is people who transmit culture, and without loyalty, it is almost impossible to sustain the best qualities of that culture.
- Not all of the ideas and strategies included in this Values Coach special report will be appropriate for your organization or situation, but you can be sure that – out of a total of 50 – at least one of them is!

“The search for great employees has reached an unprecedented level. The labor shortage is now regularly cited as the major deterrent to organizational success and future growth. CEOs and leaders in virtually every industry cry out for more skilled workers. Strategic plans fail, and expansion opportunities are dropped, for lack of manpower. What was once a seemingly endless number of potential employees has become a narrow number of applicants.”

Jim Harris and Joan Brannick: *Finding and Keeping Great Employees*

Hardwiring takes you to good; softwiring takes you to great

In recent years, executives have taken to talking about “hardwiring” customer service excellence, quality management, sales techniques and the like. That’s all to the good. Systematizing operations can help you create a good organization, even a very good organization. But to build a *great* organization requires softwiring – all those right brain attributes like enthusiasm and passion, courage and perseverance. As just one example, you can hardwire customer service scripts, but the customer will read the emotional delivery, not the scripted words. When it comes to creating the sort of organization that will be a magnet for positive and passionate people, remember this:



Don’t sell your organization or your people short by assuming that right brain skills cannot be taught. In the twelve years that I have been teaching values-based life and leadership skills with Values Coach, I have been astonished by the incredible, even miraculous, changes that people have made in their lives by getting serious about changing their attitudes, managing their emotions, and controlling their egos.

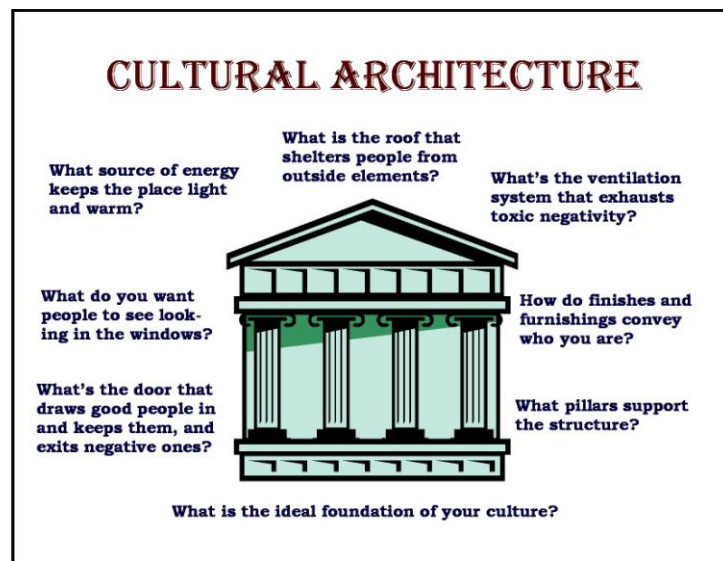
“Human behaviors are notoriously difficult to change, but changes in attitude and culture – rather than in organizational structure or business practices per se – are the only way to differentiate yourself long term. To have any meaningful effect, changes in organization or execution must spring from the attitudinal changes in leaders, the social change in the organization, and the biological change that results in the minds of employees as they shift from stress behavior to positive behavior. Structural changes in an organization by themselves cannot create business change.”

Dan Baker, Cathy Greenberg, and Collins Hemingway: *What Happy Companies Know: How the New Science of Happiness Can Change Your Company for the Better*

Consciously design the cultural architecture to software greatness

You would never construct or remodel a building without first having created detailed architectural and engineering plans. If you've done the job right, your building will create a great first impression on customers (or patients in healthcare). But the wallpaper, the water features, and the designer chairs are not what creates the lasting impression – the one that people tell their neighbors about. That enduring impression is created by invisible factors, emotional factors – by the cultural architecture of the organization. Yet how many organizational leaders have consciously created blueprints for the emotional environment and the cultural architecture?

If the emotional and cultural architecture of an organization is key to creating customer impressions, how much more so for current and potential employees? I've used the illustration below as a simple exercise with small groups, and it's always very clear what they view as the ideal culture for their organization. They can also identify gaps between that ideal and the current reality. This is an effective, and out-of-the-box, technique to create your expectations with regard to attitudes and behaviors.



“The men and women we call *resonant leaders* are stepping up, charting paths through unfamiliar territory, and inspiring people in their organizations, institutions, and communities. They are finding new opportunities within today's challenges, creating hope in the face of fear and despair. These leaders are *moving* people – powerfully, passionately, and purposefully.”

The 50 Great Strategies

“Although the talent journey will be continuous, you should expect impact from your efforts within the first year. If you don’t, you are not being sufficiently aggressive. You are not investing enough time and money in strengthening your talent pool. You are not setting the talent bar high enough. Expect huge impact in the first year and craft a program that will achieve that.”

Ed Michaels, Helen Handfield-Jones and
Beth Axelrod: *The War for Talent*

Strategy #1: Be clear about your identity

The more clear an organization is about what it stands for, the more likely it will be to attract and retain the type of people who stand for the same thing. Companies that achieve cult-like loyalty, such as Apple Computer or Harley-Davidson, have a crystal-clear sense of identity and a well-defined brand image. As a result, they tend to attract both customers and employees who are loyal for the long-term. In this regard, corporations are a lot like individual people: the more authentic they are, the more successful they are likely to be (Authenticity is Core Action Value #1 of *The Twelve Core Action Values*).

In the bestselling book *Built to Last: Successful Habits of Visionary Companies*, Jim Collins and Jerry Porras state that the most successful companies have what they call “cult-like corporate cultures.” The authors emphasize that these companies are not “cults,” but rather that they are very clear about who the company is, what it stands for, and what it expects of its people. They conclude that “cult-like tightness around an ideology actually *enables* a company to turn people loose to experiment, change, adapt, and – above all – to *act*” (emphasis in original).

In *The Culting of Brands: When Customers Become True Believers*, Douglas Atkin says that while the common perception is that people join cults to conform, in fact the opposite is true – people join cults because they want to be more individual. He points to Apple Computer as an example, which he says “has long had a large community of consumers who pride themselves on their nonconformism.”

It's a real paradox, isn't it? one of the surest ways to earn the loyalty of great people is to clearly and tightly define your culture and expectations, and to do so in such a way that people working within that culture feel a sense of uniqueness. By being clear about your values, vision, and mission, you make sure that you attract the kind of people who will resonate with that identity. The more effective you are at living the values, vision, and mission, the more effectively you will retain those people.

Exercise: Think about some of the organizations with which you are familiar. Write down a one-sentence description of their identity, as you perceive it. Here are several examples of my perceptions:

Wal-Mart: Cheap prices, cheap products, and cheap employment practices.

Southwest Airlines: Cheap airline tickets, funny (and happy) employees, and passengers who have fun (even if they complain about no assigned seating).

McDonald's: Cheap calories, (usually) delivered quickly by (usually) smiling teenagers or retired folks who needed to go back to work.

Lexus: Expensive cars, great service, high snob appeal.

These images may or may not be accurate, but if I'm looking for a job in the retail, airline, fast food, or auto industries, they will most certainly influence my decisions, won't they? Now, having several examples to go by, write an identity statement for *your* organization. Actually, write three of them:

1. Your organization's present identity as you perceive it.
2. Your organization's present identity as you think others perceive it.
3. Your organization's identity as you want others to perceive it.

What actions can you take to move the first two of your identity statements in the direction of the third identity statement?

“If you don't know who you are, the stock market is an expensive place to find out [so, for that matter is the job market or the business market].”

Strategy #2A: Clarify your organization's values statement, distinguishing between values, behaviors, and outcomes

Most company “values statements” are really a blend of values, behaviors, and outcomes. Understanding how these three qualities interact can help you more effectively establish your position as employer of choice in your community. Consider:

Values: *Integrity* is a core value – a philosophical statement that undergirds thinking, decision-making, habits, and actions; there is no distinction between personal, professional, or business principles at the level of core values – integrity is the same in every sphere.

Behaviors: *Professionalism* is a behavior, a way of acting that is outwardly observable and situation specific. The consummate professional at work might not seem so professional at the bowling alley or while cleaning the garage.

Outcomes: *Quality, service, productivity, and profitability* might appear on the corporate values statement, but they are not values, they are outcomes; they are measurable, and can be compared with results from other organizations.

Here's why this is important. Let's say that you would like to enhance customer service. The next question is, what behaviors must change for you to achieve that outcome? Obviously, it would help if people would smile and take a genuine interest in your customers. Now, what core value would you need to tap into in order to encourage this particular behavior? How about Enthusiasm (Core Action Value #6)? Don't enthusiastic people behave in ways that create “raving fan” customers?

Understanding how this continuum works – from values to behaviors to outcomes – will help you be more effective at achieving your desired results. One of the reasons so many “customer service” programs fail to have a sustained impact, for example, is that “let's do it for the customer, let's do it for the boss” carries a pretty shallow motivational punch where the rubber hits the road. You're far more likely to have a lasting impact by showing people how being more enthusiastic will help them be more effective parents and happier human beings; do that, and customer service excellence will take care of itself.

Look at your organization’s statement of values. What is the balance between values, behaviors, and outcomes? How can understanding this continuum help you do a better job of gaining buy-in, and thus loyalty, on the part of your people? Does going through this process lead you to think that perhaps this would be a good time to revisit, and possibly to rewrite, your current values statement?

“Identifying the core values that define your organization is one of the most important functions of leadership. The success or failure of this process can literally make or break an organization.”

Ken Blanchard: *The Heart of a Leader*

Strategy #2B: Clarify the linkage between personal values and organizational outcomes

One of the things I’ll do when working with an organization is create a matrix with *The Twelve Core Action Values* – which are *personal* values – down the left-hand side, and the organization’s values (including values, behaviors, and desired outcomes) along the top. This matrix helps us think of ways that helping people be more effective at living their values can help the organization do a better job of realizing its goals. Following are examples of outcomes organizations typically strive to achieve, along with the personal values that create what motivational speaker Zig Ziglar calls the WIIFM (What’s In It For Me?) factor:

Desired Outcome – Productivity: I never cease to be amazed at the huge variances in productivity between different companies operating in the same industry. As just one example, my client Auto-Owners Insurance is more than twice as productive as their industry norm. It is no coincidence that Auto-Owners has explicitly included Loyalty as one of its core values. When the company commissioned me to write a curriculum based on those values, they specifically wanted it to include practical actions that could help their people be more productive in their personal lives, knowing that it would be reflected in their work life as well. *What can you do to help your people do a better job of managing their time, their energy, and their priorities?*

Desired Outcome – Customer Service: Have you ever been served by someone who said all the right words, but was obviously just mouthing a script? On the other hand, someone who is genuinely cheerful and enthusiastic doesn't need a script. Perhaps one of the most important observations I've made in the past dozen years of teaching values-based life and leadership skills is that most people (I'd say almost everyone) would like to be more energetic, more enthusiastic, and more positive. *How can you systematize personal energizing through a combination of training, rituals, a supportive environment, and the other techniques that I'll share in this white paper?*

Desired Outcome – Safety: One of the biggest causes, if not *the* biggest cause, of accidents, patient medication errors, and other untoward incidents is simple carelessness, typically caused by not paying attention. This lack of awareness is also the underlying cause of much human anxiety, stress, and other emotional disturbance. That is why an entire cottage industry of meditation programs has sprung up over the past several decades. *How can you help your people gain the benefits of mindfulness in their personal and family lives in such a way that the enhanced mental peace and equanimity will result in a safer workplace?*

What *personal* values do you need to promote in order to gain optimal buy-in to your organization's valued outcomes? How can you help your people achieve their personal and professional goals in such a way as to encourage their loyalty to your organization and buy-in to values? What training is required to make sure that your management team (at all levels) is on-board with making it a priority to invest in values, and to raise their standards with regard to attitudinal and behavioral expectations?

“Values provide a framework for living. They make it possible to weigh options and make decisions you won't regret. When you make choices that are aligned with your values, you build your character and self-worth. When you compromise your values, you're living a lie. The stronger your values, the more stable and secure you'll be.”

Doug Hall: *Making the Courage Connection*

Strategy #2C: Revisit your organization's values, vision, and mission statements

In my work I have the opportunity to review the values, vision, and mission statements of a wide spectrum of organizations. While some are clear and compelling, and have obvious buy-in on the part of people who work there, it's clear to me that in other organizations not much thought has been put into making these documents current and relevant, much less deploying them in the campaign to recruit and retain great people by inspiring them with something more than just a job.

Try this: Have a group of total strangers read your values, vision, and mission statements and see if they can identify your industry, and better yet, your organization. If too many people guess that you are a sausage factory or a county health department, then it's probably time to work on them (unless, of course, you really are a sausage factory or a public health department).

Advertisement: To learn more about the Strategic Values Consulting services offered by Values Coach, including our unique ROI (Review, Observe, Implement) process, visit <http://www.joetye.com/strategic-values-consulting.html>.

Strategy #3: Recruit for fit

Take two computer engineers with the same training and qualifications, but with very different personalities. One might be a fine fit with the buttoned-down blue suit culture of IBM, and the other might feel right at home in the blue jeans and beer bash culture of Apple – but switch the two and you have a formula for unhappy people who are suboptimal performers.

There are a number of personality tests and predictive indexes that can help you get a better feel for the potential fit of a prospective employee. Another way to gauge this is by asking behavioral questions during the interview. These can be especially helpful, because instead of asking what someone *would do* in a certain situation, you are asking them to demonstrate what they *have done* in such situations in the past. Here are several examples of behavioral questions:

Tell me about a time that you broke a rule in order to better serve a customer (this is a good question for an organization that expects initiative and self-empowerment on the part of employees).

What was the most fun you've ever had on-the-job; what were you doing, and what did you enjoy about it (a good question if you're looking for someone who is enthusiastic and will bring a sense of joy and humor to the workplace).

Give me one or more specific examples of how people who have reported to you have subsequently been promoted to positions of higher responsibility (a great question to ask managerial candidates at an organization that takes leadership development seriously).

What are the characteristics that you most want to see in job candidates at your organization? What questions can you ask that would help you ascertain whether particular job candidates possess those qualities? How can you “softwire” these qualities into your recruiting, orientation, and performance appraisal processes?

“A bird might love a fish, but where would they find a home?”

Tevye, in Fiddler on the Roof

Strategy #4: Recruit to retain

How do you know when an organization might be headed for real trouble? One sure sign is that vacant positions are filled with the first available warm body (or, worse yet, with the first available cold body that happens to have a heart beat). While this might get the work done short-term, it usually plants the seeds of problems down the road.

Turnover is expensive. In the hospital field, for example, the total cost of replacing one single registered nurse has been estimated at between \$40,000 and \$60,000 (more for nurses with highly-specialized training). Putting thought and effort into how you can recruit to retain might be the best investment you could make in your organization's future productivity and profitability. An important part of recruiting to retain is convincing people that they have a great future with the organization.

I mentioned my client Auto-Owners Insurance, which has explicitly included Loyalty as one of their core values. Another of their core values is Opportunity for Associates. This is reflected in several specific practices. The company does “reverse job posting.” Rather than post open jobs, associates can enter their desires with regard to the work they want to do and their desired geographic location; when a job meeting those specifications opens up, the associate is notified. If a good person is promoted and it does not work out, rather than being terminated, the company’s leaders do everything they can to find another spot (“the right seat on the bus”) for him or her.

Try this: Ask new employees to chart out their ideal career path over the next 5-10 years, then outline the commitments you’d be willing to take in order to help them follow that path. Make it clear that you will notify that employee any time they’re not doing their part, and will welcome their comments if they think you are not supporting them. The comment that Douglas Atkin makes about how companies create cult-like customer loyalty (quoted below) applies equally to creating employee loyalty.

“Overwhelm [new employees] with welcome... Make a potential recruit feel that he or she is the only important person in the room. Their well-being is the source of yours. It’s not about you; it’s about them.”

Douglas Atkin: *The Culting of Brands: When Customers Become True Believers*

Interlude: A note on knowing the competition

As competition heats up for the best people, it pays for you to know who your future competition is likely to be, and is especially important to not underestimate how seriously they might drain your talent pool. Some of this competition will come from non-traditional sources. For example, it’s likely that as banks continue to diversify, they will increasingly compete with independent insurance agencies for both producers and customer service representatives. And high expectations of aging and affluent baby boomers are already radically transforming the long-term care industry. Whereas “nursing homes” were not a serious source of competition for hospitals, as beautiful new facilities with nice amenities are created, they will increasingly appeal to nurses and other health professionals who previously would have worked in hospitals.

Strategy #5: Make orientation special

Ask anyone to recount the highlights of their experience with a company, and it's not likely that new employee orientation will make the top 10. That's too bad, since orientation sets the tone for their subsequent experience. But it doesn't have to be that way. Here are several examples of how organizations make orientation special:

At Medtronic, new employees are given a medallion upon which is engraved company's mission statement. Is there something special (other than a policy and procedure manual) that you can give to your new people as a way of making them feel special to be a part of your team?

At several of my client organizations, members of the Spark Plug group "adopt" new employees. They make it a point to take new people out to lunch, walk them around and introduce them to their new colleagues, and generally make them feel wanted and welcome.

Employee orientation at Griffin Hospital now lasts one full week, including a retreat to learn about, and internalize, the Planetree philosophy of empowering and patient-centered healthcare.

How exciting (or boring) is your orientation program? What more can you do to send a clear message that you're glad to have these new people with you, and that you want them to stay with you? What physical items could help you reinforce that message?

"The first forty hours of on-the-job experience make an indelible cultural imprint on employees. It frames their understanding of the company and its business. For this reason, loyalty leaders devote enormous attention to the design of employees' first forty hours, including details that other leaders might consider trivial. Most senior executives in high-loyalty firms find the time to get involved personally, not only in the selection of newcomers but also in their orientation and training. When you pick employees carefully, you can afford to invest more in training and in creating the ideal initial career experience."

Frederick F. Reichheld: *Loyalty Rules! How Today's Leaders Build Lasting Relationships*

Strategy #6: Move from accountability to ownership

Accountability can be a good thing: it's important that people be held accountable for meeting the requirements of the job. The most important accountability, however, is that to which we hold ourselves. That's when you move from accountability to ownership. Accountability implies supervision by the person holding you accountable; in other words, having someone look over your shoulder, at least metaphorically speaking. In the eyes of the employee, to be "held accountable" can be perceived as being disempowering. It implies being told what to do, and then having your feet held in the fire in order to make you do it. Ownership, on the other hand, says that you hold yourself accountable because you feel an important part of the organization and its undertakings. It says that you are thinking like a partner, and not merely like a hired hand.

The obvious way to create a sense of ownership is to provide people with stock options and the like. But that's not necessary, and in many organizations (for example, nonprofit organizations or closely-held family companies) not even possible. As with monetary compensation, a real sense of ownership does not always require having a financial stake in the business. I've worked with nurses who feel like they own a piece of their hospital, and with executives for whom stock in the company is merely another form of self-enrichment.

Try this: Print up a *Certificate of Ownership* for each of your employees. The certificate should encourage them to see their job description as a floor, not a ceiling; as the platform upon which they add their own special touches, not as a limitation on what and how they may contribute to the goals of the organization (see the next action step for more suggestions on this). *After the CEO of the Veterans Administration Medical Center in Anchorage, Alaska gave every employee a Certificate of Ownership, he sent me an email saying that it was one of the most wildly popular things he'd ever done for his people!*

"Most human beings crave an explicit statement of value – a perspective on what counts as being true, beautiful, and good."

Howard Gardner: *Leading Minds*

Strategy #7: Move from hired hand thinking to partner thinking

Here is an important distinction between thinking like an employee and thinking like a partner: for the employee, the focus is on getting the work done; for the partner, the focus is on earning the right to have more work to do. Paradoxically, it's the partner's mindset that creates the greatest job security, isn't it?

One way to foster this shift in mindset is to *encourage people to see the job description as a floor, and not a ceiling*. Here's what I mean by that. Whenever you hear someone say something like "that's not my job," that person is seeing their the job description as a ceiling - a limitation on what they can and should do. The executive who does not stoop to pick up a piece of paper on the floor, or the hospital housekeeper who does not ask a patient why their call light is on, is seeing the job description as a ceiling.

On the other hand, a nurse who takes the time to write poems for her patients, because she loves poetry (and loves her patients), is seeing the job description as a floor – the platform upon which she adds her own special gifts and talents.

(Remember this nurse – I'll be mentioning her again further on.)


What can you do to convince people that the best job security is earning the right to do more (not less) work, and the best way to do that is by treating the job description as a floor, not a ceiling? Instead of (or in addition to) the usual boilerplate that begins "and all other things assigned," add this to every job description: "And anything else that in your best judgment will help you do your job and serve our customers in a way that makes you proud to be a part of the team."

"When you get right down to it, one of the most important tasks of a manager is to eliminate... excuses for failure. But if you're a paper manager, hiding in your office, they may not tell you about the problems only you can solve. So get out and ask them if there's anything you can do to help. Pretty soon they're standing right out there in the open with nobody but themselves to blame. Then they get to work, they taste success, and then they have the strength of ten."

Robert Townsend: *Further Up the Organization*

Strategy #8: Move from empowerment to self-empowerment

All across America, there are people sitting in their cubicles (at least metaphorically speaking) waiting for someone to empower them, complaining that nobody ever does empower them, and hoping that no one ever tries to empower them. The truth is that nobody can empower you but you. If your manager can give you “empowerment,” that manager can also take that power away. But once you have empowered yourself, it’s a permanent state of mind; you can give it away, but nobody can take it away. Someone might be able to take your job away, but they can never take away your power, once you’ve given it to yourself. Real empowerment is an inside job. And if you don’t see yourself as being an already-empowered individual, you are probably not going to be empowerable, even were someone to try.



THE SELF EMPOWERMENT PLEDGE

Seven Simple Promises That Will Change Your Life

Monday’s Promise: Responsibility
I will take complete responsibility for my health, my happiness, my success, and my life, and will not blame others for my problems or predicaments.

Tuesday’s Promise: Accountability
I will not allow low self-esteem, self-limiting beliefs, or the negativity of others to prevent me from achieving my authentic goals and from becoming the person I am meant to be.

Wednesday’s Promise: Determination
I will do the things I’m afraid to do, but which I know should be done. Sometimes this will mean asking for help to do that which I cannot do by myself.

Thursday’s Promise: Contribution
I will earn the help I need in advance by helping other people now, and repay the help I receive by serving others later.

Friday’s Promise: Resilience
I will face rejection and failure with courage, awareness, and perseverance, making these experiences the platform for future acceptance and success.

Saturday’s Promise: Perspective
I will have faith that, though I might not understand why adversity happens, by my conscious choice I can find strength, compassion, and grace through my trials.

Sunday’s Promise: Faith
My faith and my gratitude for all that I have been blessed with will shine through in my attitudes and in my actions.

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Take The Pledge: The surest road to self-empowerment is internalizing the seven simple promises of *The Self-Empowerment Pledge*. It will change your life – as a parent, as a professional, and as a human being. It’s quite simple (though not necessarily easy). Each day of the week, you make that day’s promise to yourself at least four times (it takes about 15 seconds to make one promise, so I’m only asking

you for about **one minute a day** – about the time you’d waste watching a single TV commercial). If you do this conscientiously, you will find a gradual and ineluctable transformation of your own attitudes and habits.

To share *The Pledge* with your team, go to www.Pledge-Power.com. You can read instructions, print out copies of the mini-poster that’s printed above, read stories about the promises, and download all seven tracks from the audio CD.

A great idea: Print out copies of *The Self-Empowerment Pledge* for everyone in your area of responsibility. Call a meeting to review this. Ask people if their lives would be different (i.e. better) if they were to truly internalize and act upon these seven simple promises. If they say yes (they will), give them that one-minute-per-day challenge. Then post *The Pledge* everywhere as a ubiquitous reminder. The daily promises make a terrific screen saver!

Important note: Self-empowerment does not mean “do your own thing.” Quite to the contrary. Truly empowered people are serious team players, because they’re more interested in results than in making themselves stand out, and they know that in today’s complex world, achieving great results requires the efforts of a whole team.

“The leader’s role is not to take responsibility so much as to invest it. Leaders must build subordinates who take responsibility for their own actions and are capable of independent action. That is the real sense of empowerment – not just a freedom to do one’s job but the freedom to define it. Empowerment is not about ‘power’ at all; it is about responsibility. It derives from a sense of responsibility without which the whole notion of empowerment is as meaningless as it is dangerous.”

Gordon R. Sullivan and Michael V. Harper: *Hope is not a Method: What Business Leaders Can Learn from America’s Army*

Strategy #9: Invest in people’s personal success and happiness

In his book *Love and Profit*, James A. Autry wrote that asking how you can *balance* your work life and your personal life is asking the wrong question; the right question is asking how you can *integrate* those two aspects of your life. When people are

struggling at home, they will almost certainly be struggling at work. Anything you can do to help people with those personal life struggles will not only help them perform more effectively on the job, it will also help to cement their loyalty to the organization.

For example, the average American family has about \$9,000 in credit card debt, and some are a car accident or medical emergency away from financial catastrophe. A small proportion of Americans have adequately saved for retirement, although almost everyone somehow finds the cash with which to pay the monthly cable bill. Chances are, it's going to get worse when taxes and interest rates go up, as they inevitably will. Anything you can do to help people be more fiscally responsible, and to do a better job of managing their finances, is likely to be rewarded with enhanced long-term loyalty.

A great idea: Select a good book on personal finance (by good book, I mean one that has a powerful tough love message) and give copies to your employees. You might, for example, decide upon *The Total Money Makeover* (which has a companion workbook) by David Ramsey. Tell people that you're concerned about their financial futures, and you want to help them control their own destinies. That's why you're giving them the book. To encourage them to use it, you might also establish a money management support group that interested employees can participate in, on their own time.

Here's another great idea: Ask the people who work in your organization what their most pressing problems are. Then organize and formally sponsor a network of support groups dealing with those topics that are completely voluntary. It's a great way to show people that you really care for them as people and not just hands on the job. And to the extent that participating in relevant support group activities helps your people more effectively deal with personal, family, financial, and health issues, they will be more productive on the job. A real win-win.

“It is not the systems, structures, and rules that really convey distrust, it is their enforcement by managers that does the damage. It's the old story of managers who fancy that their job is police work rather than missionary work... You as a manager must trust your employees to do their work. You must trust them almost beyond reason. You must take them at face value and let them know you believe what they say and you believe they will do what they say they'll do.”

Strategy #10: Re-recruit your best people on a regular basis

When the recruiting rush is on, the job candidate is made to feel like a Hollywood celebrity. Shortly after they've completed orientation, however, they may start to feel like they're being taken for granted. It begins to feel like a well-worn marriage, where years have passed since the husband sent his wife a bouquet of roses on their anniversary (if indeed he even remembers it). What if, instead, every employee felt like they were periodically being re-recruited, the way a husband may ask his wife out for "a date" on a special occasion, even though they've been married for years?

I was recently speaking with a nurse who'd worked with her hospital for almost 30 years. She was pretty upset to have learned that a newly-graduated nurse was coming onto her unit making almost the same money as the floor's veterans. She was definitely feeling taken for granted. In a metaphorical sense, she felt that the administration was falling all over itself trying to get "dates" with new graduates, but had forgotten to send roses to the loyal old hands. She emphasized that it was not really about the money – she understood the need to compete for new graduates at market rates. Rather, it was that sense of being taken for granted that bothered her.

As with many of the other ideas in this report, it does not necessarily require money. The nurse with whom I was speaking understood the marketplace dynamics of health care, and the constrictions upon her organization. She was willing to make sacrifices; she was just resentful that her sacrifices were not being recognized or appreciated. A personal visit from the CEO to tell her how much she and the other veterans were appreciated would have done a lot to assuage her anger.

"The choice of a work community defines our lives and identities more powerfully than our choice of a suburb or a senator or even a house or vacation destination. Yet many people look on a job only as a necessary evil, the unavoidable means of achieving a desired standard of living... But talk to employees of the companies we call loyalty leaders, and you will get a very different picture. Employees are proud that they and their colleagues treat customers and each other the way they themselves would like to be treated."

*Frederick F. Reichheld: *The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value**

Strategy #11: Hire for attitude, train for attitude, and evaluate for attitude

“Hire for attitude, train for skill” is the recruiting mantra of Southwest Airlines. Because they have been so successful, many other organizations are now emulating that philosophy.

You can go Southwest Airlines one better, and in the process cultivate a more positive and productive workplace environment - and incidentally, do a better job of keeping your best workers. Don't just hire for attitude; also train for attitude and evaluate for attitude. You've probably heard the saying, “Attitude Is Everything.” You might even have read one or more books of that title (including those by Jeff Keller and Keith Harrell). While every manager's dream is to be blessed with people who have uniformly and consistently positive attitudes, the reality is that most of us must continuously work on being positive.

An important part of your responsibility as a manager (and one that is often neglected by managers) is to create expectations regarding people's attitude (for their work, toward customers, and toward coworkers). You can do this with greater affect and credibility if you also provide people with training, tools, and techniques that can help them cultivate a more positive attitude in themselves, and a more positive workplace environment in which to work (*The Pickle Pledge* in the next strategy, is one such technique).

One of my client organizations incorporated *The Twelve Core Action Values* into every job description to reinforce the message that these are expectations, and that the associated attitudes and behaviors would be subject to the performance appraisal process.

Side bar: When you become a manager, you give up certain freedoms. You give up the freedom to second-guess leadership – it is wrong for a manager to approach change by saying something like this: “Well, I think it's stupid, but ‘the suits’ are making us do this.” And you give up the freedom to moan and complain – about anything. Because when you do that, you are contributing to toxic emotional negativity in the workplace environment. And that would be management malpractice (see the next idea).

Strategy #12: Eradicate emotional toxicity in the workplace

The most frequent question I'm asked in my speaking engagements is some variation of this: *How do I deal with the negative people around me who suck the energy and enthusiasm right out of me?* Whenever I hear that question, it strikes me that the very fact it's being asked reflects a lack of leadership in that person's organization. People should be able to come to work without having the life drained out of them by negative, bitter, cynical, sarcastic **Pickle-Suckers** .

This is a serious and pervasive problem. To gain a feel for the magnitude, just start listening to the conversations that you hear around you in the company cafeteria. Chances are you will NOT hear people talking about how lucky they are to actually be getting paid for the privilege of doing such important and meaningful work. Quite to the contrary, our observational studies suggest that **between 10% and 15% of all paid hours in the typical organization are wasted on the 3-Cs of Negativity: Criticizing, Complaining, and Commiserating!!**

If you tolerate a workplace environment that is characterized by toxic emotional negativity, you will attract and retain toxically negative people. Over time, these Pickle-Suckers will inevitably drive away your most enthusiastic, optimistic, and capable people. On the other hand, if you create a high level of intolerance for toxic emotional negativity that's reflected in complaining, rumor-mongering, and finger-pointing, you will eventually drive the Pickle-Suckers to work for the competition, since they won't be able to tolerate all the positive people around them – people who refuse to wallow around in the emotional swamp of victimhood and self-pity.

Here is an analogy I often use when selling the idea that *you can* create a "Pickle-Free" organization: at one time, cigarette smoking was tolerated almost everywhere. You couldn't go to a restaurant without coming out smelling like you'd had dinner in an ashtray. And as soon as the seatbelt light went off on the airplane, all the smokers lit up. Almost instantly, the cabin was full of toxic cigarette smoke. Today, of course, anyone who lit a cigarette on an airplane would immediately be on intimate terms with an air marshal. There has been a sea change in our attitudes about what constitutes acceptable behavior (i.e. not fouling the air with toxic smoke).

It's the same with toxic promotional negativity in the workplace. Once people appreciate how wonderful life can be when you're not being suffocated by toxic emotional negativity, they simply won't tolerate it. In the worst case, all the good people will relocate to organizations where they don't have to put up with it, leaving you stuck with a den of Pickle-Suckers to serve your customers and care for your patients. I was recently speaking with the senior human resources executive at an organization that is facing a multi-million dollar financial shortfall. "How long would it take for you to wipe out that deficit if we could simply eliminate complaining and increase enthusiasm?" I asked. His answer: "About six weeks." **Six weeks!!!!**

Two great questions: 1) Is it possible for someone to be a negative, bitter, cynical, sarcastic Pickle-Sucker in the break room and then become a genuinely enthusiastic customer servant or compassionate caregiver, or is one of the two personae a fake (and do customers and patients see right through the fraud)? 2) Is it possible for someone to be a negative, bitter, cynical, sarcastic Pickle-Sucker at work and then go home and become a genuinely nurturing and empowering parent, or is that person more likely to be going home to raise a brood of Junior Dilberts who grow into their own self-sabotaging attitudes about work?

Take *The Pickle Pledge*: Imagine how much more pleasant your place of work would be if everyone were to truly internalize *The Pickle Pledge* and replace moaning and whining with gratitude and contribution. If you don't live in Iraq, Bangladesh, or the Sudan you have nothing to complain about and everything to be thankful for. (At one of my Spark Plug organizations, they've posted *The Pickle Pledge* in every employee restroom. They call it "potty training ☺")



Extra Credit: For a free download of my article *Get that Pickle Out of Your Mouth: 9 Steps to a More Positive Attitude*, visit <http://www.joetye.com/pickle-challenge.html>.

"Nourishing relationships have a beneficial impact on our health, while toxic ones can act like slow poison in our bodies."

Daniel Goleman: *Social Intelligence: The New Science of Human Relationships*

Strategy #13A: Encourage people to be (genuinely) authentic

Herb Kelleher is chairman of Southwest Airlines; he was once featured on the cover of *Fortune* magazine as the best CEO in America. When he was asked in an interview what he would tell a young person just coming into the world of four, he replied with these two simple words: "be yourself." He said that too many people lose their own identities in their quest to become "corporate clones."

Does this advice work?

The results speak for themselves: Southwest Airlines has been America's most successful and profitable airline since the day it opened its doors, and one of the company's key distinguishing characteristics has been encouraging people to be genuine and authentic. Southwest is recognized as being one of the best companies to work for in America, and has about 400 people apply for every single job opening. And they've managed to turn the unique character that each employee brings to work into a decisive source of marketing advantage in a very competitive industry.

Question: Do you not only tolerate but encourage your people in their personal strengths and talents, and even in their own little idiosyncrasies? Corporate culture is like a patchwork quilt: the most interesting ones are variegated. It's the same with an organization. How can you, within the overall values and philosophy of your organization, encourage people to bring their own authentic selves to work every day?

"Being in business is not about money. It's a way to become who you are."

Paul Hawken: *Growing a Business*

Strategy #13B: Have a “Bring a Strength to Work” day

Remember the nurse I mentioned above who writes poems for her patients? Writing poetry is not in that nurse’s job description. She does not get paid extra for doing it, and I doubt that her poems get mentioned in the annual performance appraisal. But it’s one of the most personally rewarding activities she does in her work. In fact, she considers writing these poems to be more a part of her “nursing” profession than many of the other routine activities that she’s expected to undertake as part of her job description. Not only that, her patients will still have those poems long after the clinical notes, discharge summary, and other “quality indicators” have been filed away. In their eyes, the poem might have been the highlight of their hospital stay, the one thing they are most likely to tell the neighbors about.

We all have strengths and talents, but in most cases these are not called for in our job descriptions. According to a poll conducted by the Gallup opinion research organization, 80% of us believe that our greatest strengths are not used on the job.

Eighty percent!! This is, of course, a significant opportunity cost for the organizations we work for. But the greatest tragedy, by far, is the person who retires with a gold watch after 40 years on the job, and was never asked (and never offered) to share such an important part of themselves. But what if we could tap into all of those hidden strengths, building a stronger and more diverse organization – and in the process helping our people shine. Wouldn’t that be the ultimate triple-win? Management gets better ideas and new talents, customers get better service, and employees are recognized for their work.

Here’s a great idea: Many organizations have a “bring a child to work” day. What if, in a similar fashion, you had a “bring a strength to work” day? What a great opportunity for people to shine!!! They’d feel better about their work and themselves, and (who knows) you might discover some incredible assets that up until now have been hidden deep within your organization.

“When shaping and building an organization or your own personal future, unearthing your own strengths, and those of others, is one of the most valuable discoveries any leader can make.”

Strategy #14: Give people a worthy challenge

Habitat for Humanity is famous for recruiting volunteers to help build houses for the needy. All over the world, people are donating their time to pound nails and haul wood who would never even think of doing the same work for construction company without being paid. Why do they do it? Because they see building that house as a worthy challenge for a worthwhile cause. The most successful organizations are those which have an important mission, a mission that people can connect with at an emotional and spiritual level.

The mission of Southwest Airlines isn't just flying airplanes; it's also making it possible for people who otherwise couldn't afford to fly be able to attend weddings, funerals, and graduation ceremonies.

During its critical start-up period, MCI wasn't just trying to sell telephones; it was working to break the AT&T phone monopoly that had strangled innovation and imposed artificially high prices on phone customers everywhere.

In its early days, Apple Computer wasn't just selling personal computers; it was changing the way we work and the way we learn. Do you remember the line Steve Jobs used to convince John Sculley to leave Pepsi and join Apple? "Do you want to sell sugar water to kids, or do you want to change the world?"

People don't get "burned-out" when they have a worthy challenge; they get burned-out when their work is boring. Frankly, many organizational mission statements are (from the perspective of employees) **boring**. I haven't met very many people who can honestly say that they get up every morning with a burning desire to satisfy customers or make more money for boss and the shareholders. It is the genius of leadership that helps people find a deeper sense of *personal* meaning and purpose in the activities that help the organization satisfy customers.

West Central is one of the nation's most progressive agricultural cooperatives, and the world's largest producer of environmentally-friendly biodiesel fuel. When I challenged a group there to come up with a purpose statement that would motivate me to get out

of bed on a cold night so that I could help load a grain train, one person came up with this: ***We power the world with food and fuel.***

That is brilliant!! What are two of the most pressing problems in the world today? Hunger and energy!! I'm not just loading a grain train – I'm helping to feed the hungry and keep our economy humming along with power.

Whatever the *mission statement* that's hanging on the wall of your organization happens to say, think of an overarching *purpose statement* that will inspire your people to get out of bed on those cold days and come to work fired-up (not burned-out). Better yet, ask individuals (or departments as a group exercise) to tell you what they think that purpose statement should be.

“The best-kept secret in America today is that people would rather work hard for something they believe in than enjoy a pampered idleness.”

John W. Gardner: *Excellence*

Interlude: A reflection on the work ethic of the younger generation

You often hear people complain about the work ethic (or lack thereof) and the self-centeredness of the younger generation. That lament has been going on for thousands of years (hieroglyphs discovered in the Egyptian pyramids bemoan the laziness of children). The truth is much more complicated. Guess who is the single-largest recruiter of graduating college seniors in America, including many top-of-class graduates from some of the nation's most prestigious colleges. It's the nonprofit organization Teach for America.

The brainchild of Wendy Kopp, Teach for America sends recent college grads into socioeconomically disadvantaged school districts to be teachers. These young people make a two-year commitment and typically work 80-90 hours a week (and are not always welcomed with open arms by the other teachers). They make a whole lot less money than the salaries they could command on Wall Street or in Corporate America. They've been inspired by Kopp's vision of sharing their knowledge and their enthusiasm with children, and in the process resparking a commitment to excellence in the educational system. So the right question is not what's wrong with the younger generation – it's what can you do to tap into what's right with the younger generation.

Strategy #15: Keep raising the bar, but do it gradually

Something we know from the science of motivation is that goals lose their power to galvanize action once they are achieved. That's why brilliant leaders begin raising the bar *before* the goal has been achieved, but do so gradually so as to not discourage those who are working toward the goal. One of the principles outlined in my book *Your Dreams Are Too Small* is the power of "dreaming the dream beyond the dream," which was my way of saying the same thing.

Most people are not operating at their full capacity (and in some cases not even close), and we all know it. It takes great courage for you as a manager to raise your expectations – to expect *more* friendly customer service, *more* cooperative teamwork, *more* productive performance, *more and better of everything*. Paradoxically, raising your expectations will enhance, not diminish, your ability to recruit and retain good people. **The most capable workers want to be challenged because they know is the only way they can grow.**

When I was chief operating officer for Baystate Medical Center in Springfield, Massachusetts, one of my fellow executives earned an A-plus in bar-raising. Thom Greenlaw was then Director of Environmental Service (he has since become Business Manager of the Buckingham, Brown & Nichols School). In response to a hospital-wide initiative to enhance patient satisfaction, Thom had his people conduct a survey of patients and staff regarding perceived facility cleanliness. The overall score was 70% (a C-minus at best). Thom set out a challenge to his department. He would host an ice cream party for every team that achieved a score of at least 90%.

A departmental training program was instituted, quality discussion groups established, and the process for patient room cleaning reorganized to give one person ownership for the outcome. Within a month the first team hit the target, and within several months, ice cream parties were a regular occurrence. The stakes were raised to a pizza party for 92%, and then to a steak dinner for 95%.

At the annual Housekeepers' Week celebration that year, the audience literally went wild when the winner of the departmental quality award was announced. Of course, people weren't working so hard and getting so emotionally involved for an ice cream

cone and a few slices of pizza, or even for a steak and baked potato. Rather, it was being made part of a team that was pursuing a clear and important goal, that was given considerable voice in determining how that goal was to be achieved, and then was honored by a victory celebration once it was.

Try this: Gather a group of your most effective, highest performing people (the people that I refer to as Spark Plugs). Ask them to comment on what they perceive as the general performance level of everyone else in the organization (beginning with the senior management team; yes, this does take courage and humility). Then ask them for their thoughts on how you can raise the bar for one and all.

And this: Give your people a menu-driven challenge to raise the bar in their personal lives – for example, increasing their retirement savings by a certain percentage, or spending a certain number of additional hours each week with their children, or losing a certain amount of weight or shedding a certain bad habit. You know the old saying that if you want something done, you should give it to a busy person? I’m confident that you’ll find something analogous happening here. As people raise the bar in their personal lives, it will reflect in improved productivity and performance on the job.

“A muscle only becomes stronger and more effective if it is stretched and exercised. It’s the last repetition we do, after we can’t do any more, that causes the most growth. The muscle’s growth stops when it is given too much rest. Real motivation is impossible unless the person is steadily and consistently reaching for goals that require stretch and effort.”

Mark Victor Hansen and Joe Batten: *The Master Motivator*

Strategy #16: Celebrate good faith “failures”

When asked to comment on the secret of success, Soichiro Honda (the man whose name is on the car) said that it was 90% failure and 10% introspection (understanding cause of the failure and fixing it). When people are afraid of failure, you will not have an innovative organization; that’s why Dr. W. Edwards Deming made “drive fear out of the workplace” one of his 14 points for total quality management. Creating a culture that honors good faith failure is also a key factor in fostering a loyal workforce. If people are afraid of being punished for failure, you will eventually lose your most

creative and talented people. On the other hand, when you have a reputation for standing behind the people even if they have failed spectacularly, you will attract more creative and daring people, and keep the ones you have.

There's a well-known story from the early days of IBM. A young IBM executive made a five million dollar blunder, and was called into the office of CEO Thomas Watson. "I suppose you'll be wanting my resignation," the young man said, hat in hand. "Your resignation!" Watson thundered. "I just spent five million dollars on your education. Now I want to see a return on that investment." Is it any wonder that IBM, for decades, was able to attract and retain the best engineers in the country?

Mayo Medical Ventures is the for-profit venture arm of the Mayo Medical Clinic. Every year, they give the "Queasy Eagle" award to the individual who most spectacularly lost money on an investment. It cannot have been a stupid decision, and it's unlikely that people get repeat awards, but I'm told that having a Queasy Eagle trophy on your bookshelf is a high honor within that company – even better than having one of those cliché eagles that adorn all of the other trophies and posters extolling us to greatness.

What more can you do to encourage your Eagles to fly, and to honor their good faith failures should they crash?

"Nothing undermines innovation more effectively than fear. By the same token, nothing encourages innovation better than finding ways to cope with fear. Real innovation is most likely to take place among those who aren't hamstrung by anxiety."

Richard Farson: *Whoever Makes the Most Mistakes Wins*

Strategy #17: Foster contrarian toughness

When people quit a job, they often cite stress, burnout, fatigue, and discouragement as factors in their decision. In his book *The War of Art: Winning the Inner Creative Battle*, Steven Pressfield (a former Marine) writes that what makes the Marines so proud is their infinite capacity to be miserable! Put a Marine in a wet, freezing foxhole without enough food or water and he's happy, because he knows that he's one of the

few and the proud who can still function at a high level under such circumstances. That is contrarian toughness.

Think about the leaders who historically have inspired the most intense loyalty. I'll bet that you can't recall a single one who inspired that loyalty by making life easy for followers. In fact, I'll bet that every single one of them was responsible for leading people through times of incredible difficulty. We think of George Washington at Valley Forge, or Martin Luther King leading marchers through cities in the segregated South; we think of Florence Nightingale leading her small band of nurses through the incredible hardships of those horrid hospitals during the Crimean War, or of FDR reminding us that the only thing we had to fear was fear itself.

Spend much time in any organization's cafeteria and it won't be long before you hear somebody complaining about (fill in the blank: the work is too hard, the pay is inadequate, they couldn't find a parking space right up front, whatever). What if, instead of whining about these little problems (problems that most people in most of the rest of the world would love to have!), people would express their gratitude for the privilege of having meaningful work to do (and actually being paid to do it – and having a car to drive to work to boot).

Raymond Aaron is a very successful entrepreneur in Canada. He likes to say that life is problems: a good life is new and challenging problems; a bad life is the same old problems repeated over and over. We should be thankful for our problems, since problems mean we're alive!

One of the most important things loyalty leaders do is help people take pride in their toughness, in their ability to tackle difficult problems and knock them off, so that they can graduate to new and more interesting problems – that essence of good life. How can *you* instill this sort of mental toughness where you work?

“What is it going to be for you: a positive attitude or a negative attitude? The choice seems fairly simple, doesn't it? The problem is that we often forget that we have a choice... You should choose your attitude thoughtfully because it determines how you respond to the many challenges you will encounter.”

Keith Harrell: *Attitude is Everything*

Strategy #18: Minimize status consciousness

When I work with hospital audiences, I'll often draw a blank organizational chart on the board. I ask who goes in the box at the top, and everybody knows: the CEO. Then I ask who goes in the boxes at the bottom, and again everyone knows: housekeepers and foodservice aides. Then I'll point out that if the CEO takes a week off, hardly anyone notices his or her absence. But if the housekeeping and foodservice staff don't show up in the morning, the hospital will have ground to a dead halt by noon.

Unfortunately, this reality is not often reflected in the way people treat each other. In my previous life, I was the chief operating officer for a large community teaching hospital. Every several months, I would don a housekeeper's uniform and do that job for half a day. Although I was the same human being, because I was wearing a different work costume, people treated me and a totally different way than when I was wearing my executive suit. I felt very fortunate that when I came in the next day, I would be back in that costume.

If you want to create an organization that is characterized by loyalty from top to bottom, it is important that you do everything possible to minimize this sort of status consciousness. We are accustomed to seeing periodic shortages of skilled professionals such as nurses and computer technicians. In the years to come, if current demographic projections are anywhere close to being accurate (and they are), we will see similar shortages across the board. Including "bottom of the chart" positions such as housekeeping and foodservice workers. So anything you can do now to enhance the status of people in these positions.

Several pages ago I mentioned Thom Greenlaw, who was Director of Environmental Services at Baystate Medical Center, and how he boosted quality in that department. Something else he did was give his people sharp new uniforms. You could feel the change in their pride and self-esteem from the time they turned in their old costumes.

Try it yourself. Put on the costume of a lower status job and do that work for a day – see how other people make you feel. Then take immediate and sustained action to make sure that the people who do those jobs day-in and day-out are treated the way that you would want to be treated were you in their shoes.

Strategy #19: Teach people a better way to answer the universal icebreaker question, “What do you do?”

This is probably one of (drums and bugles here!!!)...

the most powerful, most cost-effective, and most seriously-neglected marketing strategies available...

to any organization, no matter what business it is in. Simply giving people a great way to answer the universal icebreaker question: *What do you do?* This is, of course, not an innocent question – far from it. In fact, it’s really two questions: 1) “what can you do for me,” and 2) “what is your social status and how much money do you make?” The way that someone answers that question will create an immediate and indelible impression in the mind of the person who’s asked it.

When I work with people who are in classic sales professions such as insurance and real estate, I’ll sometimes walk around the room tapping people on the shoulder and asking them, “What do you do?” I’m constantly astonished by **what a terrible job** these sales professionals do in answering that question. “I sell real estate” or “I’m in the insurance business” are responses guaranteed to have the questioner immediately looking for someone else to talk to. Yet those are the answers I hear almost every time from people whose livelihoods depend upon getting people to want to talk with them.

Even worse, responding with “I’m a housekeeper at Mercy Hospital” will create a whole range of negative, though almost always inaccurate, assumptions on the part of the person who asked the question. The questioner will assume someone with a low level of education and ambition, who probably is not much of a conversationalist, and certainly not someone they would want to meet after work for cocktails and dinner.

Over time, people tend to grow into their job titles, and the baggage that comes with those titles, the way a turtle grows into its shell. Teaching people a better way to answer that universal icebreaker question can help them break out of the shell. **It is also a great marketing strategy. Wouldn’t you like to have every person in your organization give a mini-sales pitch every time they were asked what they did? To be able to crow about their organization and what they do in it (more on this when we get to Strategy #45).**

I once gave a talk for a group of hospital CEOs. I commented on the fact that (unlike many private sector companies) most hospitals do not have a dedicated field sales force. Given that we all need to somehow sell our services, including patient care, I asked who carried out that essential sales function for hospitals. Not surprisingly, the predominant response was “our nurses.” Then I asked them how effective their “sales forces” were, on a scale of one to five. We averaged the responses: the average score was just a hair above 2. I got a smile when I pointed out that a score like that would be grounds for terminating the CEO in a private sector company.

No matter what business you’re in, this might well be the most cost-effective promotional strategy available to you – both for recruiting customers and for recruiting new employees. Consider the following alternative ways that people in various occupations could answer the question “what do you do?” and which would be a better sales pitch for the organization that they work for:

“I’m a nurse at Mercy Hospital,” versus “Thanks for asking. I work at Mercy Hospital, where we make miracles happen every single day.”

“I sell insurance,” versus “I work at Stellar Insurance, where we teach humans how to do what comes to squirrels naturally.”

“I’m just a housekeeper,” versus “Have you ever visited University Center and seen how the floors shine and the smiles on people’s faces shine? That’s what I do, I make things shine!”

(Have you ever considered that the word “just” might be the most unjust word in the English language – as in, “I’m just a housekeeper” or “I’m just a stay-at-home Mom.”)

Business coaches call this the “elevator speech,” the way you would answer the question “what do you do?” on a quick elevator ride. Put some thought into the “elevator speech” that you wish everyone in your organization would deliver when given the opportunity to brag about their jobs and about your organization. Then give everyone (yes, everyone) in your organization a business card with the usual stuff on the front, and that ideal elevator speech on the back.

Strategy #20: Cultivate your leadership charisma

Mary Kay Ash, founder of the cosmetics company bearing her name, used to tell her beauty consultants that whenever they met somebody, they should envision the letters **MMFI** stenciled on that person's forehead, standing for: **Make Me Feel Important**. That is, I believe, the secret to developing real leadership charisma. And that's important to loyalty – people do not desert charismatic leaders nearly as readily as they do boring leaders. Here is my own personal definition of charisma:

Charisma (noun): The ability to make other people feel special by being part of something important.

Two of the most charismatic political leaders in our recent history were Ronald Reagan and Bill Clinton. Whatever your politics, you can learn a lot by watching how these two men worked a crowd. Like all charismatic people, Reagan and Clinton shared two qualities. First, they were able to touch people (metaphorically speaking), either in large groups or one-on-one, in such a way as to create the perception of a personal connection. Anyone I've ever spoken with who happened to have been in the same room with either Reagan or Clinton has remarked on their ability to create the perception of sincere interest in the other person with a simple smile and handshake, and by making what at least felt like genuine eye contact.

Second, people with charisma are able to use a tiny fragment of time to create an event that makes the other person walk away feeling like something special has just happened, and they were at the center of it. When Richard Branson (that's *Sir* Richard Branson to us common folk) is speaking with one of the employees of Virgin Airlines or one of the 350 other companies in the Virgin Empire, he is in the habit of writing down their ideas on the palm of his hand (the original Palm Pilot). The man is a multi-billionaire who could certainly have an assistant following him around taking notes, but he knows that writing an employee's suggestion on his hand will create an indelible memory – an event they will share with everyone they meet.

I begin my *Spark Your Success* workshop by talking about The Power of the Pen. One of the simplest and most effective ways to make someone feel special and important is to listen to what they say, then pull out your pen and ask, "That's a great point/idea.

Do you mind if I write that down?” Try it. They’ll stand up a bit straighter and say something like this: “Sure. I’ve got more – you want to hear it?” **Special note for parents:** Try this with your kids. When they come home after school and you ask what they learned today and they reply “nothing,” press them on it. Pull out a pen and write down their response. At first they might wonder what you’ve been smoking, but eventually they will realize that you are taking them seriously, and it will make them feel more special.

Charisma is not a genetic gift, it is a skill that can be consciously cultivated. If you are charisma-challenged, do something about it. Take a Dale Carnegie course or join Toastmasters. Work with a coach. Pick up Richard Greene’s book (quoted below) and learn how masters of the art perfected their skills. Listen to the companion CDs included with the book and ask yourself how you can emulate these best-of-the-best speakers (a.k.a. masters of charisma).

“When a speaker taps into his or her emotional depths and gives 100 percent of him-or herself authentically from that place, everyone feels it, everyone is touched, and a peak experience is created that will never be forgotten. And, perhaps more importantly, when a speaker taps into his or her emotional depths, a tremendous gift is given.”

Richard Greene: *Words that Shook the World: 100 Years of Unforgettable Speeches and Events*

Strategy #21: Be a cheerleader and a story-teller

In his book *Leadership A to Z*, James O’Toole comments that the most important role an executive can play in an organization is to be a cheerleader. He goes on to wonder why so many executives feel uncomfortable in that role, seeming to think that they must be *serious* and *buttoned-down*, exhibiting all the symptoms of what the humorist and speaker C. W. Metcalf calls “terminal professionalism.” If you’re a boss and your excuse for not being more enthusiastic about the organization’s mission, and for not being more of a cheerleader, is that you’re basically shy and introverted, then I just have one thing to say to you: Get over it! Push yourself out of your comfort zone and let your enthusiasm shine. You’ll be a lot more effective, and have a lot more fun.

Leaders who practice “management by walking around,” who are visibly enthusiastic about their mission and their people, and who make the time to connect with people in a meaningful way, promote incredible loyalty.

One of the most effective ways to connect with people, and to be comfortable in social settings, is to **become a good story-teller**. I never cease to be amazed at how many senior leaders have not made the investment in themselves to become effective speakers and story-tellers. It’s really not all that difficult. You begin by finding stories that reinforce the key points you wish to make. There are stories everywhere, you just need to keep your eyes open. Here are several examples from my own work:

When I’m speaking about courage (as the author of *Never Fear, Never Quit*, I do this fairly often), I sometimes describe a scene from the movie *U-571* in which a young Navy skipper is unexpectedly thrust into a leadership role. One of the first lessons he learns is that he must never infect his men with his own anxiety.

My favorite story about vision is one that I “borrowed” from another speaker (the great poet T.S. Eliot said that good poets borrow, but great poets steal), and then (through many retellings) adapted to my own purposes. It bombed the first time I told it, but over the years I’ve perfected it to the point where it’s guaranteed to get a laugh.

When I’m talking about creating a high-performance team in a dysfunctional organization, I’ll sometimes act out the scene from the book *One Flew Over the Cuckoo’s Nest* in which Randall Patrick McMurphy takes his fellow inmates deep sea fishing. It always gets a laugh (possibly of recognition), and makes the point that if these “crazy” people can work together as a team in a difficult setting, then we can too.

Every leader should become adept at crafting and telling stories. And the most important story for you to tell is the story of your organization. You need to tell the story in his many different ways as you can, but do it in a way that reaches people emotionally and spiritually. That is what achieves their buy-in. And anyone can do it.

To paraphrase something that is sometimes said about the process of creative writing, there are no boring stories, there are only boring storytellers. I've heard CEOs of large organizations tell their stories in a way that would put a hyperactive two-year-old to sleep. On the other hand, I've heard housekeeping directors tell their department stories in a way that could bring tears your eyes.

Once you've selected your stories, then it's just a matter of practicing until you get it right. Hint: your audiences will be far more accepting and enthusiastic than you fear will be the case before you've started. Another hint: If you tell the same jokes and stories over and over again to employees and customers, you might begin to worry that you'll bore people, or look ridiculous, by repeating yourself. Don't. In my experience, most people won't remember having heard it, and if they do, they won't mind.

Interlude: On having sex with your audience, and the collection and sharing of legacy stories

I was once having lunch with the CEO of the nation's largest producer of corporate training videos. We were discussing the most effective communication techniques when he said, "Joe, if you really want to reach an audience, you have to have sex with them." I almost choked on my noodles! "All of them?" He went on to explain that effective communication begins by creating a Significant Emotional eXperience.

The single-most powerful way of creating a significant emotional experience is by telling a story. When I was an MBA student at the Stanford Graduate School of Business, I also worked at Hewlett-Packard. Back then (this would have been 1984), the company's culture was defined by The HP Way, which was routinely reinforced by the telling of "Bill and Dave" stories. Like when Bill (Hewlett) cut the lock off a cabinet door and left a note saying that HP people trusted one another, so did not need to lock up their instruments. The danger of forgetting those stories is reflected by the fact that the last chairman of the HP board was indicted for spying on fellow board members (Bill and Dave would be rolling over in their graves).

Try this: I am currently working with Auto-Owners Insurance (the company I've mentioned above) on a project to collect "legacy stories" that reflect their core values, operating principles, and business philosophy. We believe that sharing real stories

will be more effective than just putting these things into a policy manual. That's something any company can do, because everyone has stories. At Sentara Obici Hospital in Virginia, for example, nurses have shared their stories in a book called *The Heart of Obici Nursing*. Can you hire a college student to collect and edit *your* stories?

“Optimistic, enthusiastic leaders more easily retain their people, compared with those bosses who tend toward negative moods... Of all the factors in a company's control, tuned-out, dissonant leaders are one of the main reasons that talented people leave – and take the company's knowledge with them.”

Daniel Goleman, Richard Boyatzis, and Annie McKee: *Primal Leadership: Realizing the Power of Emotional Intelligence*

Strategy #22: Lighten up and have more fun (the man in the Gray flannel suit is dead!)

Seymour Cray is the founder of the Cray Supercomputer company. As you might imagine, this company is full of brilliant people. One day, Cray walked into the engineering department and saw that everyone was stressed out over a seemingly insoluble technical problem.

Now, a good manager would have rolled up his sleeves and helped solve the problem (perhaps ordering pizza as a not-so-subtle way of telling everyone not to expect to go home for dinner that evening). But Cray was a brilliant leader. Instead of turning up the pressure, he shouted “Let's go tubing!” The entire department took off, piled inner tubes and refreshments into their cars, and headed for the river. After a day of sun and play, they came back to the office and the problem was quickly solved.

Southwest Airlines has more parties and celebrations than every other airline put together. They are also the most productive airline in the industry. As counterintuitive as this may seem, those two facts are related. People who are having fun at work are a lot more productive. They are also a lot more loyal.

At one of my hospital clients, the foodservice director truly believed that having fun was essential to quality, productivity, and longevity. They had gingerbread house making contests, jello eating contests (yes, with green hospital jello), and

all sorts of other outrageously great activities. They also had one of the most outrageously great foodservice operations I've ever seen. What can *you* do to cultivate a culture where people love to come to work (and serve your customers) because they know they're going to have so much fun?

“Having a positive attitude is the foundation for successful relationships with your organization and coworkers. When people come to work complaining, avoiding coworkers, and making it apparent they can't wait to get home, it hurts them and everyone around them.”

Mike Veek: *Fun Is Good: How to Create Joy & Passion in Your Workplace & Career*

Strategy #23: Surprise people

Everybody loves surprises (well, at least everyone loves pleasant surprises). What are some simple things that you can do to surprise people. It doesn't have to cost a lot of money. In fact, it probably shouldn't. Here are some examples with which I'm personally familiar:

Leigh Cox, CEO of Navapache Regional Medical Center in Show Low, Arizona rented the local movie theater so that everyone on his staff could go to a private showing of *Patch Adams* (family members welcome), as a way of reinforcing his goal of cultivating a more compassionate and light-hearted workplace.

When Patrick Charmel, CEO of Griffin Hospital, introduced *The Twelve Core Action Values*, he called it “a gift” from the hospital to the people whose work made their mission possible. Seven years later, the training is still ongoing, and more than a quarter of the hospital's staff have participated. As one of the first organizations to adopt what was then a relatively new and still-evolving curriculum, Pat had the courage to take a risk that there could be more than one type of surprise along the way.

Phil Feisal, CEO of Allen Bennett Memorial Hospital (part of Greenville Hospital System in South Carolina) gave each member of his management team a copy of my book *The Healing Tree* and companion study guide *Healing the Hospital* as a

way of encouraging their focus on patient-centered healthcare (you can read book excerpts and download the entire study guide at www.Healing-Story.com).

Among many other special activities they perform on behalf of their coworkers, the Spark Plug group at West Central sent Sugar Daddies with paychecks on Fathers' Day as a way of recognizing the special contributions of all the Dads.

I recently happened to see part of a television special on notable boxing matches. In one, when the bell sounded to end the round, a fighter returned to his corner only to find that the trainer was sitting on his stool. The trainer told his boxer that since he'd been loafing out there in the ring, he couldn't possibly be tired enough to need to sit down. The shocked fighter's jaw dropped and his tooth guard fell to the canvas. When he was later interviewed, the trainer said that he needed to surprise his fighter, to literally shock him awake. That's a great metaphor – when you surprise people (hopefully not by taking their chairs away) you keep them awake – and none of us should go through life half asleep.

Try it yourself. What is some fun little thing you can do this week to surprise the people in your organization? One thing's for sure – if you surprise them, they'll tell others about it (including people you would like to have come work for your organization).

Strategy #24: Foster a support group environment

I do a lot with support groups, and one thing I've noticed is that nobody ever leaves a support group meeting in a worse frame of mind than when they arrived. They always leave with a bit more hope and inspiration, and perhaps with a new idea and a new friend, or both.

What if the same thing was true in the workplace? What if, upon leaving at the end of their workday, people were *more* energized and *more* enthused than they were when they arrived in the morning?

There's a real paradox involved here, isn't there? People who are in a support group, by definition, have something serious to complain about (cancer, bereavement, addiction, whatever). And yet, in these meetings you rarely hear people complain;

rather, they tell stories, they share ideas, and they encourage each other. **You'll hear more complaining in the company cafeteria than you will in a cancer support group meeting!!!**

Now clearly, by definition the workplace is a place where work is to be done. Its primary function cannot be to “support” the people who work there through all of the trials and tribulations of life. It is, however, in your best interest as a leader to do whatever you can to help your people feel supported.

So here's a question: what could you possibly do to help people go home with more energy and more joy at the end of the day? Before you reach the end of this special report, you'll read about two of my favorites: root beer float parties and personal-finance support groups.

“Remember, if you have a problem, it's your problem. Solve it. Don't blame other people. Don't burden people with your complaints. Ninety percent of the people you meet don't care about your troubles. The other 10 percent are glad you have them.”

Lou Holtz: *Winning Every Day*

Strategy #25: Develop and promote rituals

In his books on spirituality in the workplace, Matthew Fox comments that one of the most important things we can do is restore a sense of purpose and meaning in the work we do is through the practice of rituals. In earlier cultures, he said, people had rituals for everything. Today, instead of rituals, we have meetings and we send memos. As Fox says, though, rituals can be an important way of helping people connect with, and find meaning through, their work.

At the Texas Roadhouse restaurant chain, they have a ritual called *Alley Rallies*. The alley is the space between the kitchen and the serving area. Once a shift, everyone – cooks, dishwashers, bartenders, servers, and managers – gathers in the alley and they have a two-minute pep rally. Then the manager tells everyone to *go out and have fun*. He or she does not tell people to go out and serve the customer, because they know that if their servers are having fun, then customers will as well (I've spoken with many

Texas Roadhouse customers, and they always tell me that they had fun; not coincidentally, they almost always add that they went back again).

Whatever you think of Wal-Mart and its labor practices today, one of the key rituals that helped Sam Walton build the company in its early days was the early morning pep rallies where they all jumped up and down doing the Wal-Mart Cheer. It sounds (really and truly!!) corny now, but in its time it was a great way of creating a sense of teamwork and solidarity. Likewise, although Tom Watson, Sr. required IBM salesman (back then, they were all men) to wear blue suits and starched white shirts, he also had them sing the IBM Fight Song. Likewise corny, likewise powerfully effective.

A great idea: bring together a group of people from within your organization who are known to be caring and fun-loving souls and ask them to brainstorm ideas for rituals that can help you reinforce the qualities that you wish to see in your organization. At Texas Roadhouse, the server staff will periodically do a line dance around the restaurant, encouraging diners to join in. If you were a fun-loving young person looking for a job as a waiter or waitress, wouldn't that make you want to apply at the local Texas Roadhouse?

Strategy #26: Preach to the choir – then grow the choir

When I work with organizations on long-term culture-enhancing initiatives based on *The Twelve Core Action Values*, we train a group of people we call “Spark Plugs.” It’s a wonderful metaphor. Give a spark plug a bit of energy, and it catalyzes that energy into a flash of power; put a handful of spark plugs into a car, and they will power that car down the highway (or up a mountain road). Without spark plugs, the car is dead in the driveway; without spark plug people, an organization is dead in the marketplace. But a handful of “spark plug” people can have a hugely disproportionate impact. That’s why we always start with the most positive people, those you would think are least in need of values training. To mix a metaphor, we start by preaching to the Spark Plug choir, then the Spark Plugs themselves help us grow that choir.

Do you know who the spark plugs are in your organization? They are often well-hidden (we’ve had some wonderful surprises in seeing people previously unsuspected

of having leadership potential blossom as Spark Plugs). What can you do to bring those folks together as more of a group (the choir)? How can you give them a voice within your organization, help them feel a sense of ownership and empowerment for their activities, and share with them tools to help them grow that choir?

The Spark Plug group at West Central engages in public service ventures, and its members contribute to a weekly column on values for the employee newsletter. The Spark Plug group at Central Peninsula General Hospital started a “secret buddy” campaign to spread the Spark, and created a beautiful calendar with each month devoted to one of *The Twelve Core Action Values*. The Spark Plugs at Page Hospital launched an organization-wide Pickle Challenge.

When we conduct Spark Plug training on *The Twelve Core Action Values*, participating Spark Plugs are self-selected; they must apply to be accepted into the course, and agree to the terms of the Spark Plug “job description.” What can you do to identify and encourage the hidden “spark plugs” in your organization, and to bring them together so that they are all singing in harmony? (If you would like to see a typical Spark Plug job description and application form, send me an email – joe@joetye.com – and I’ll send them right out.)

“One of the most sacred relationships among teams of people is that between leaders and followers. This relationship, so central and crucial, depends to an extraordinary degree on the clearly expressed and consistently demonstrated values of the leader as seen through the special lens of followers. That is why leadership and ethics are inextricably woven together.”

Max DePree: *Leadership Jazz*

Strategy #27: Spend most of your time with your best people

The natural tendency for most managers is to work with people who most need the help, or who most need extra supervision, assuming that the most highly effective and productive people are already doing pretty well on their own. But everyone loves attention, even the best people (perhaps *especially* the best people).

One of the best loyalty strategies is to spend most of your time with your best people. This is where you will find the greatest leverage for each hour that you invest. But don't just take my word for it. That's also the advice of Jack Welch, former CEO of General Electric, and also of Andrew Grove, chairman of Intel. They both state that the highest leverage activity for any manager is encouraging their top performers to even higher levels of performance and accomplishment, not in trying to bring the laggards up to marginally acceptable levels.

Try this: For the next month, track every minute that you spend with your people. How much of that time is spent encouraging your top performers, and how much of it is spent coaching (or nagging) your laggards? How can you move laggard time into top performer time?

“In my years of research on human achievement and accomplishment, one of the most striking things I've learned is that a high expectation of success is the single most valuable quality you can bring into any challenging situation. A high expectation of success is more important than natural ability or the lack thereof. It's more important than practice or preparation. This has been proven in any number of controlled experiments.”

Denis Waitley: *The New Dynamics of Winning*

Strategy #28: Be visible

When Judy Rich became Chief Operating Officer of the Tucson Medical Center, she instituted a practice that she called “feet on the street.” She said that she wanted her managers to be out and about in the organization. Therefore, there were to be no management meetings before ten in the morning. Managers were to have their feet on the street, making rounds, managing by walking around, speaking and listening.

Being visible is a great way to promote loyalty – perhaps the greatest strategy of all. Whether you are talking about employee loyalty or customer loyalty, there is simply no substitute for speaking with somebody face-to-face, on their own turf. Especially in today's high-tech world, when we have so many electronic substitutes for in-person

communication, the discipline of getting out of the office and wandering around can be a great source of competitive differentiation in the job market.

A great idea: Every night before you leave work, take out your calendar and block out a chunk of time for getting your feet out there on the street. Write down where you plan to go, who you most want to see, and the message that you want to convey.

Strategy #29: Be a Dionarap

Dionarap is the word paranoid spelled backwards (don't try to find this word in the dictionary – I made it up). If you can be a Dionarap, a “backwards paranoid,” it will give you a completely different outlook on the world and on other people. As a Dionarap, you will automatically assume the best of others. You will assume that they like you, that they want to help you, and that they are working hard and doing their best. You will assume that your customers want to buy from you, and thus it will be a lot easier to ask for the sale.

Since you tend to get what you expect out of other people, and out of life, by being a Dionarap you will create positive self-fulfilling prophecies. And one of those self-fulfilling prophecies will be that you will look for, attract, sign-up, and retain the very best people for your organization.

By definition, effective delegation requires that the person doing the delegating have faith in the ability of the person to which the job is being delegated. For many people, this willingness to replace the need for personal control with faith in someone else does not come easily. Your effectiveness as a leader, though, will be greatly enhanced by the extent to which you are able to set aside your own control needs, and have faith that your people can and will rise to the occasion when given important responsibilities. In his book *Up the Organization*, William Townsend said that true delegation means telling someone what needs to be done without telling them how to do it, and then refraining from looking over their shoulder while they do it. You might call that “Management by Dionarap.”

There is an important side benefit to promoting a culture of Dionarap: it will help you bring down the silo walls that now divide your organization. If everyone had the

Dionarap mindset, there would be a lot less finger-pointing and blame-gaming. People would be much more likely to take a walk to another department and deal with a problem rather than make negative assumptions about the people in that other department who they perceive to be the source of the problem. And wouldn't this be the type of organization the people you want to recruit would be proud to work for?

“When you look at your people, do you see them as the fundamental resources on which your success rests and the primary means of differentiating yourself from the competition? Perhaps even more importantly, would someone observing how your organization manages its people recognize your point of view in what you do as opposed to what you talk about doing?”

Jeffrey Pfeffer: *The Human Equation: Building Profits by Putting People First*

Strategy #30: Open the books

Sometimes it takes courage to address employee concerns in an open and honest way. Especially when delivering bad news, it can be easier to waffle and obfuscate. But taking this easy road can cost you your best people. “The talent” wants to be as treated adults who can be trusted with sensitive information and who can handle bad news. “The talent” wants to feel like part of the inner circle, not someone who's been stranded on the outermost loop.

When Jack Stack and his colleagues took over the Springfield Remanufacturing Corporation in a leveraged buyout, the company was deep in debt and deep in trouble. It was a rust belt business in a highly cyclical industry with a blue collar workforce substantially lacking in higher education. Yet Stack's team engineered one of the most remarkable business turn-arounds in business history by openly sharing information with his people – all of his people, at all levels – and then by teaching them how to use that information.

This point is reiterated by Jim Harris and Joan Brannick in their book *Finding and Keeping Great Employees* as follows: “The fastest way to transform a top-performing

staff into a group of disgruntled, discouraged, job-seeking workers is to shut them out of the loop of corporate information.”

The ultimate paradox is this – the manager who tries to keep secrets by not sharing information with employees does little more than assure that competitors know what’s going on within the company sooner than the company’s own people know what’s going on within the company. If you want to keep your best people, you’d best not be in the habit of trying to keep secrets.

“The more people know about a company, the better that company will perform. This is an iron-clad rule. You will *always* be more successful in business by sharing information with the people you work with than by keeping them in the dark... Don’t use information to intimidate, control, or manipulate people. Use it to teach people how to work together to achieve common goals and thereby gain control over their lives.” (emphasis in original)

Jack Stack: *The Great Game of Business*

Strategy #31: Tear down the silo walls

When Jack Welch was CEO of General Electric, one of his top corporate goals was to create a “boundaryless” organization. By bringing down the “silo walls” that separated departments, he knew he could cultivate an organization that was more efficient and more innovative. He also knew that this would foster teamwork, and hence loyalty.

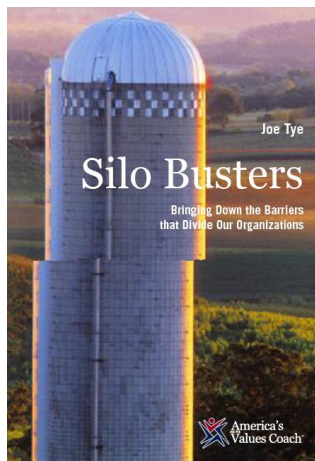
I was recently giving a talk for a hospital audience, encouraging them to cultivate more of a support group environment. As a hypothetical example, I asked them to imagine that the director of the intensive care unit, at the end of a long and stressful shift, called down to foodservice and placed an emergency order for 18 root beer floats to give to her staff before they went home to dump all that stress on their families.

The director for one of the intensive care units at that hospital happened to be in the audience that morning. She raised her hand and said that she wouldn’t waste her time on such a phone call, because she’d only be told that it wasn’t in the foodservice budget. (Have you ever seen a balloon run into the business end of a safety pin? That’s sort of what happened to the punch line of my story.) After the session ended, I

tracked down the director of foodservice at that hospital and asked him what he would do were he to receive a STAT request for root beer floats in the ICU because they'd had a bad day. He told me that (even though root beer floats in fact were not in his budget) *he would move heaven and earth to honor that request*. So I asked him to go ahead and act as if the request had been made.

At shift change that afternoon, a round of root beer floats was delivered for all of the nurses on the intensive care unit, to the astonishment of the director. By choosing to say no for the foodservice director without even asking, she had missed an incredible opportunity to bring down the silo walls, and to promote teamwork and fellowship. She'd also missed the opportunity to allow the foodservice director to be a hero. She later told me that she'd never miss those opportunities again.

Think about your organization. What can you do to bring down the silo walls, and to enhance a spirit of cooperation and teamwork between the various divisions (that very word connotates something divided, doesn't it?).



I'll say more about tearing down silo walls in Silo Busters, which will be one of the tools included in the Values Coach Cultural Transformation Toolkit due out in Spring of 2007.

“The best team leaders are able to get everyone to buy into a common sense of mission, goals, and agenda. The ability to articulate a compelling vision that serves as the guiding force for the group may be the single most important contribution of a good team leader.”

Daniel Goleman: *Working With Emotional Intelligence*

Strategy #32A: Don't waste people's time

Scott Adams' cartoon strip *Dilbert* is one of the most popular in America, which is a sad commentary on the attitudes that many people have about their work. But every now and then, Adams hits a bull's-eye. I once read an interview in which he was asked for his opinion about what it takes to be a great manager. His response surprised me, because it was right on target. He said that great managers don't waste people's time. It's a great point!

People know that time is their most precious resource, and they appreciate leaders who help them use that resource to best advantage, personally as well as professionally. As a manager, you will build a loyal and high performing work team to the extent that you are able to keep people focused on what is essential, and not allow them (or require them) to get distracted (or worse yet, bored) by being sucked into the quicksand of trivia.

How many people go home at the end of their workday day feeling like they've had a life sucked out of them by sitting in boring meetings where nothing gets done? Or feel like their day has been wasted by having to write an "urgent" report for the boss (probably under an unreasonable deadline), a report they know will sit unread on a pile of papers on the boss's desk for who knows how long?

Some managers probably feel like their job as a manager is to make sure everyone keeps busy, but that's not a very good loyalty-building strategy. Far more effective is to give people a meaningful challenge and to define the desired outcomes, then to get out of their way and let them go to work. And if they finish the work early, to give them the gift of time (see next strategy).

Try this: On your own report card, give yourself a "D" for every hour that you subject people to a boring and unproductive meeting; give yourself an "A+" for every hour people are focused on dealing with real concerns that generate customer satisfaction, patient care excellence, productive and profitable organizational performance, or whatever key measures you look at. Give yourself a bonus point for every time you sent someone home early so that he or she could attend a child's soccer game or play a round of golf. Don't wing it; actually track your time for a month. Peter Drucker

once wrote that even the most highly-placed executives were surprised at what they found when they actually tracked how they spent their time – and chances are that you will as well.

“There is an old saying in the United States Navy, “Loyalty up and loyalty down.” The same principle applies to all the steps to success, including the ability to be the master of time and not its slave. There are people who will make a point of being prompt with their bosses but keep their own assistants waiting. But promptness with everyone, regardless of rank, and on all occasions, is a prerequisite of success.”

John Marks Templeton: *The Templeton Plan*

Strategy #32B: Give people the gift of time

What could be even better than not wasting peoples time? About giving them the gift of more time?

You might not have it within your authority, or within your budget even if you did have the authority, to give people a pay raise. But you probably do have it within your power to give them something that many will value even more highly – the gift of time. Everyone is struggling to find a greater sense of balance in their lives – and most of the time that means finding more time. Yep, the one and only way that people can achieve a greater sense of balance is having more time – either by doing the work that must be done more efficiently, or by simply not doing it (and as Peter Drucker famously pointed out, there is nothing more useless than doing efficiently that which should not be done at all). And you as a manager can help on both counts.

As one example, the Marriott corporation is working to change its culture of “face time,” whereby a manager’s performance was at least in part based on the number of hours that he or she physically put in on the job. Instead, managers are now encouraging people to take time off for family and personal development, and are trying to set a personal example themselves (sometimes easier said than done). Marriott’s new message to employees is: Put in long hours when it’s needed, but take

off early if your kid has a soccer game – and don't be shy about doing so, because that's the example we want to set for the rest of the crew.

As a result of the program, managers are working five fewer hours per week with *no drop-off* in customer service levels; they report less stress and burnout; and they perceive a definite change in the culture, with less attention paid to hours worked and a greater emphasis placed on tasks accomplished (*Harvard Business Review*, November 2001).

“Face time” turns out to not be very closely correlated with productivity. Hotels, like every other organization, have certain things that must be done, and they are round-the-clock operations. But with the carrot of a little personal time dangling in front of them, it's amazing how productive managers can be – and how much more willing they are to effectively delegate responsibility to others. And if you dangle that carrot in front of everyone, imagine how much faster people would move in your organization!

“Individuals committed to a vision beyond their self-interest find they have energy not available when pursuing narrower goals, as will organizations that tap this level of commitment.”

Peter Senge: *The Fifth Discipline*

Strategy #33: Make strategic use of performance appraisals

For both managers and subordinates, the annual performance appraisal can be an uncomfortable, even painful, little ritual. Sometimes the process is little more than going through the motions, with no real impact on either behaviors or expectations on either side of the desk. That's too bad, because the performance appraisal process can be instrumental not only in enhancing your organization performance, but also in creating a more highly loyal workforce.

My client Auto-Owners Insurance does a great job on this. First of all, they take the performance appraisal process *very* seriously. Performance evaluations are used as an opportunity to recognize and encourage people who are doing great work, and to put them on track to do even more great work in the future.

But if there are problems in performance, the evaluating manager doesn't act as if everything is just hunky-dory (as is so often the case in other organizations). They confront the issues head-on. Of course, it takes courage to confront an employee with performance problems, but this is essential if you want to build a high-caliber organization. It's also an invaluable loyalty technique, since good people will leave if they don't feel like they have a chance to stand out from the non-performers.

Auto-Owners does something else that is probably unique. Members of their senior executive team meet every single day for lunch to review operations. One of the things they do over the course of the year is, as a group, go over the performance appraisal of every single manager in the company (more than 250 of them). By doing this, they are in a better position to help their managers get ahead in their careers, and to recognize their accomplishments.

Furthermore, since Auto-Owners has a policy of only promoting from within (every one of their senior officers started in entry-level positions with the company), this group review of performance appraisals helps the senior team identify rising stars within the organization – the people who will eventually replace them in the executive office suite. Even if you don't have a promotion-from-within policy, cross-departmental sharing of performance reviews can help you foster leadership development, and enhance retention of your up-and-coming leadership stars.

Another plus that comes from taking the performance appraisal process seriously is that it helps you identify those people who are most vital to the success of the organization, and who therefore merit the most intensive loyalty-earning efforts on your part.

Important: If you take the performance appraisal process more seriously, especially if you incorporate an assessment of such right brain factors as attitude, enthusiasm, commitment, and creativity, then you really owe it to new job applicants to let them know about these expectations ahead of time. A number of organizations actually spell out their values and expectations in writing, and ask job applicants to read and sign the statement as a condition of being allowed to apply. It's a great idea because it conveys a sense of selectivity that makes people feel special.

Try this: Whatever amount of time you are now spending on performance appraisal, double it (or more). Make a point of spending some time every single day thinking about how your top people are doing, what they could be doing better, and what else you can do to help them do better. Then discuss your thoughts with them.

“Giving performance reviews is a very complicated and difficult business and... we, managers, don't do an especially good job at it. The fact is that giving such reviews is the *single most important form of task-relevant feedback* we as supervisors can provide.” (emphasis in original)

Andrew Grove: *High Output Management*

Strategy #34: Stand by people when they are struggling

In their book *Nuts! Southwest Airlines' Crazy Recipe for Business and Personal Success*, Kevin and Jackie Freiberg tell the story of an employee whose performance was deteriorating badly. Colleen Barrett, (then) Vice President for People (at Southwest Airlines, they say that they have *people*, not *human resources*), scheduled a meeting and asked her what the problem was. The employee explained that she had just been through a nasty divorce, had a big lawyer bill that she could not pay, and acknowledged that this was, indeed, affecting her performance at work.

Barrett told her not to worry; she said that the employee had stood with the company when it was struggling through its hard times, and now the company would stand behind her in her hard times. You would hope that any good manager would do the same. But Colleen Barrett is not just a good manager, she is a brilliant leader. Later that day, she sent the employee a personal check for the amount of the lawyer bill, with a note of encouragement. She did not need to say, because they both understood, that she was also telling this individual to pay her bills and get back to work. And you can well imagine that wild horses would not drag that person away from the company (much less the offer of a few more pennies per hour).

In marketing circles, it's been well-established that the most loyal customer is the one who was dissatisfied, and had someone at the company go above and beyond to solve the problem. Well, something analogous happens when you stand by your people. At

some time or another, everyone runs into a brick wall of troubles (yes indeed, bad things do happen to good people!). Once they get back on their feet, they will become your most effective goodwill ambassadors, salespeople, and recruiters.

Important Note: This does *not* mean looking the other way at attitude or performance problems. As mentioned above in the discussion of performance appraisals, these should be confronted in an open, honest, and constructive manner.

Two good questions: How can you balance spending most of your time with your best people, as suggested above, with the advice of standing by people when they are struggling, and of rehabilitating those who are struggling before terminating them? How do you inculcate this philosophy of helping people when they are down throughout your organization?

“I wish I could tell you that the way we humans most often connect with one another is through joy and celebration. Those things are important connectors, to be sure, but it is through our loss, our sadness, and our disappointments that we most often feel the deepest connections.”

James A. Autry: *The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance*

Strategy #35: Establish a leadership, self-help, and career library

One way to show your people that you care about them is to set up a Personal Success Library. It's a great way of saying that you want people to be successful in every dimension of their lives, not just in what they do for you on the job. Here are some of the topic categories I suggest, including several recommended book titles for each:

Success and Motivation: *The Success Principles* by Jack Canfield; *All You Can Do Is All You Can Do, But All You Can Do Is Enough* by A. L. Williams; *Attitude Is Everything* by Keith Harrell; *What Makes the Great Great* by Dennis Kimbro; *Unstoppable* by Cynthia Kersey; *Million Dollar Habits* by Robert J. Ringer; *Live Your Dreams* by Les Brown; *You Can Have It All* by Mary Kay Ash; *The Power of Positive Thinking* by Norman Vincent Peale; *Awaken the Giant Within* by Anthony Robbins; *The Road Less*

Traveled by M. Scott Peck; *Life Strategies* by Phillip C. McGraw; *What's Holding You Back?* by Sam Horn; and *The Highest Goal* by Michael Ray.

Leadership: *Learning to Lead* by Warren Bennis and Joan Goldsmith; *Leadership A-to-Z* by James O'Toole; *Leadership Is an Art* and *Leadership Jazz* by Max DePree; *The Servant Leader* by James A. Autry; *On Leadership* by John W. Gardner; *Leadership and the New Science* by Margaret Wheatley; *Working with Emotional Intelligence* by Daniel Goleman; *Servant Leadership* by Robert Greenleaf; *The 21 Irrefutable Laws of Leadership* by John Maxwell; *Resonant Leadership* by Richard Boyatzis and Annie McKee; *Management of the Absurd* by Richard Farson; and *Why Smart Executives Fail* by Sydney Finkelstein.

Personal Finance: *The Total Money Makeover* by David Ramsey (there is also a companion workbook); *Your Money or Your Life* by Joe Dominguez and Vicki Robin; *How to Get Out Of Debt, Stay Out Of Debt, and Live Prosperously* by Jerrold Mundis; *Debt-Proof Living* by Mary Hunt; *Money and the Meaning of Life* by Jacob Needleman; *Credit Card Nation* by Robert D. Manning; *The Seven Stages of Money Maturity* by George Kinder; and *The Millionaire Mind* by Thomas J. Stanley.

Time Management: *No B.S. Time Management for Entrepreneurs* by Dan Kennedy; *First Things First* by Stephen Covey; *The Time Trap* by Alec MacKenzie; *How to Get Control of Your Time and Your Life* by Alan Lakein; *Time Tactics of Very Successful People* by Eugene Griessman; *The Power of Focus* by Jack Canfield (et al); *Never Check Email in the Morning* by Julie Morgenstern; *Time and the Art of Living* by Robert Grudin; and *Timeshifting* by Stephan Rechtschaffen.

Spirituality: *The Heart of Christianity* by Marcus J. Borg; *A Path with Heart* by Jack Kornfield; *The Spirituality of Imperfection* by Ernest Kurtz and Catherine Ketcham; *Essential Spirituality* by Roger Walsh; *Care of the Soul* by Thomas Moore; *When All You Ever Wanted Isn't Enough* by Harold Kushner; *The Man Who Walked Through Time* by Colin Fletcher; *Gifts of the Spirit* by Philip Zaleski and Paul Kaufman; *Peace is Every Step* by Thich Nhat Hanh; *Velvet Elvis* by Rob Bell; and *Stand Like Mountain, Flow Like Water* by Brian Luke Seaward.

Creativity: *The War of Art* by Steven Pressfield; *Creativity in Business* by Michael Ray; *Innovation and Entrepreneurship* by Peter Drucker; *A Whack on the Side of the Head* by Roger von Oech; *The Circle of Innovation* by Tom Peters; *The Answer to How is Yes* by Peter Block; *Whoever Makes the Most Mistakes Wins* by Richard Farson; *Jump Start Your Business Brain* by Doug Hall; and *The Artist's Way* by Julia Cameron.

“As strange as it sounds, all learning... stems from values... That’s because the first step in creating an atmosphere for learning is to enlist the hearts and minds of employees and tie them to the company’s purpose.”

Richard Tanner Pascale: *Managing on the Edge*

Strategy #36: Offer people personal or executive coaching

The movie *Chariots of Fire* chronicles the story of a group of young men who are pursuing Olympic gold and glory in track and field in the years after the first World War. American sprinter Harold Abrahams (played by Ben Cross) had a strategy which at the time was considered downright loony – he hired a personal coach. Though common today, at the time the practice was frowned upon by authorities in the world of amateur athletics. Abrahams, however, was committed to his out-of-the-box strategy, and it paid off with a gold medal in the 100 meter dash.

Several years ago, the of hiring a personal coach to help an individual be more effective at work and in life seemed just about as wacky as Abrahams’ decision to hire a track coach appeared to his compatriots. Today, however, the idea is catching on. Many individuals have retained the services of a personal coach, and thousands of people are promoting their coaching businesses. And a growing number of organizations are appreciating the value of providing coaching services for the members of their leadership teams. For example, as part of a larger strategic initiative, Henry Ford Health System retained a professional firm to provide coaching services for many of its top executives. After all, if Michael Jordan, Joe Montana and Sarah Hughes needed coaches, couldn’t you and I benefit from having one?

Coach University (www.coachinc.com) pioneered training services for personal coaches. They also have a Corporate Coach University that you can find on their

website. You can learn a lot about personal coaching, and do a search for a coach who meets your own needs, at the website www.coachville.com. Before you make a commitment, spend an hour or so perusing this site. You can also learn a lot by doing a Google search. For example, you might do a search on “success coach, Detroit” to find someone in the motor city, if that’s where you live. Spending some time studying the websites of personal coaches will also give you a feel for the services that are typically offered.

Caution: Make sure you do your homework. There are people involved in “personal coaching” who have had no training or experience other than that they weren’t successful at whatever it was they were doing before they decided to hang up the coaching shingle.

For a list of good questions to ask a coach before retaining his or her services, send me an email at joe@joetye.com and I’ll send it right out.

“You can orient your life around a lot of things: wants, needs, shoulds, coulds, etc. But if you are clear on your values, and you orient your life around them, your chances of experiencing fulfillment are enhanced to the extreme... Orienting around your values, then, offers a perfect pathway to unity, wholeness, centeredness.”

Thomas J. Leonard: *The Portable Coach*

Strategy #37: Give everyone the job title of CRO (Chief Retention Officer), beginning with yourself

One of the best retention strategies an organization can implement is a recovery program to salvage employees who are considering leaving. At Cypress Semiconductor, a high tech Silicon Valley company, CEO T.J. Rodgers insists that any time a key employee submits a resignation, he is to be interrupted from whatever he is doing (even if it’s a board meeting). He wants to meet with that employee *immediately* and see what can be done to turn the situation around (as reported in his book *No Excuses Management*).

This sends a powerful message throughout the organization that people *really are* the most important resource. People often leave for non-monetary reasons that can be addressed immediately and satisfactorily. Treating potential defections with a great sense of urgency can help you keep your best people (but the strategy will backfire if you do not religiously keep any promises made in the process).

Why don't you give everyone in the organization a new job title: Chief Retention Officer. If everyone took this upon themselves, whatever their official job title happens to be, your recruiting and retention challenges would be easier to manage. As a chief retention officer, you can play a role analogous to the manager in a boxer's corner during a prize fight. If your fighter has taken a pounding in the round just ended, he doesn't need you hovering over his stool at the break telling him what an idiot he is, which is the approach all too many managers take in dealing with subordinate failure in their organizations. A good boxing manager does two things in the brief time he has before the fight resumes. First, he gives his fighter technical advice on how to avoid getting beat up again, and hopefully to turn the tables on the opponent. Second, he gives him the confidence that he can do it. In a caring organization, many people play this role – helping to pick people up when they fall down, supporting them when they are struggling.

The Gallup organization has conducted extensive research on the factors that foster high employee satisfaction and thus engender loyalty. One of the most important variables (and to many managers who hear this for the first time, one of the most surprising) is the feeling that they have “a best friend” at work. Isn't that one of the key roles of a best friend? To pick you up when you feel like you've been knocked down? And if a best friend is not around, then a CRO can fill in!

A Great Idea: If you are going to deputize people to serve as Chief Retention Officers, you should also provide them with supporting resources. One hospital that I worked with was in a highly competitive marketplace, and was spending way too much money on temporary nursing staff. One of the actions we took was that I recorded an audio CD entitled *Before You Leave* (B4U Leave). The idea was that any time we learned that someone was contemplating leaving, or that they had already submitted their resignation, they were given a copy of the CD.

On the recording, I did not ask them to stay, but merely to evaluate whether they were making a decision that was truly founded on values, using *The Twelve Core Action Values* as a template, by asking them to think about a series of tough questions. For example, I asked if they were running away from problems because it was easier than facing up to them (Courage is Core Action Value #2). You can do the same thing. Create appropriate resources to help people make sure that they are not making a mistake that they'll come to regret.

As part of their “customer service” programs, some organizations have instituted service recovery teams – which are tasked with turning around unfortunate experiences so that disgruntled customers are transformed into raving fans. But how much more important is it to “recover” good people who are about to leave for another organization – perhaps even the competition? What tools can you develop for your CRO employee recovery team?

“Leaders of successful organizations make sure their followers are proud to be part of the company. For this to happen, the followers as individuals, and the organization as a whole, must have values in common.”

Larry R. Donnithorne: *The West Point Way of Leadership*

Strategy #38: Don't just recruit for employees, recruit for missionaries

In their book *Radical Marketing* about organizations that “broke the rules and made it big,” Sam Hill and Glenn Rifkin say that “radical marketers tend to hire passionate missionaries who perpetuate the brand with their loyalty and deep belief in the product.” They describe how organizations like Virgin Atlantic Airlines, Harley-Davidson, the National Basketball Association and (are you ready for this?) the Grateful Dead built incredible brand recognition and loyalty by recruiting zealous missionaries. If you are uncomfortable with that word – missionary – let me remind you that your organization does (or should) already have a “mission” statement.

While preparing for a workshop on executive speaking skills, I found an online video of Steve Jobs' presentation at Apple's 2005 software developers conference. I'd intended

to watch just the first few minutes; 45 minutes later, I was ready to trade in my Windows PC for a Mac and invest my next paycheck in Apple stock. Several months later, I did in fact buy an iMac, because in 2007 I'll be adding a video component to the *Spark Plug* publication services of Values Coach, and Apple seems to be the best solution for that application. The Apple Store where I bought the computer was staffed by true believers, Mac Missionaries who lived and breathed Apple. When I asked the salesman (who is not, incidentally, paid on commission) why I should invest in an Apple rather than a Windows-based product, he smiled and replied, "Have you ever heard of anyone switching from Mac to Windows?" It was a perfect sales pitch.

This strategy has incredible leveraging power. Missionary employees tend to create missionary customers. What is the single-most heavily-advertised product you are likely to see on an airplane? I've been keeping track in my travels. It's Harley-Davidson motorcycles. Harley riders proudly pay for the privilege of being walking billboards for their favorite product. I suspect that underneath those Harley leather vests more than a few are also sporting Harley tattoos – they're billboards even in the locker room.

Are you a missionary for your organization? Is the leadership team setting an example of missionary commitment through their visibility, cheerleading and story-telling? What actions can you take yourself to become more of a missionary, and to inspire your coworkers to do the same?

"A big part of a leader's job is to inspire workers to care deeply about the mission of the company and to connect their jobs to its execution."

David Batstone: *Saving the Corporate Soul & (Who Knows) Maybe Your Own*

Strategy #39: Give your people worthy heroes

If you were to designate America's most admired "hero" on the basis of how many offices and cubicles were festooned with this individual's image, chances are the winner would be Dilbert. **Dilbert!** Don't you think we deserve better heroes?

We all need heroes that we can look up to and emulate. When I was an MBA student at the Stanford Graduate School of Business, I worked one summer at Hewlett-Packard (the summer of 1984). Even though they were both retired from the company, Bill Hewlett and Dave Packard still had an amazing spiritual presence, and what was widely known as “The HP Way” still guided philosophy, decision-making, and actions at the company. “Bill and Dave” were the heroes people looked up to, in much the same way that Mary Kay Ash is still a hero at Mary Kay Cosmetics or Ray Kroc is still a hero at McDonald’s.

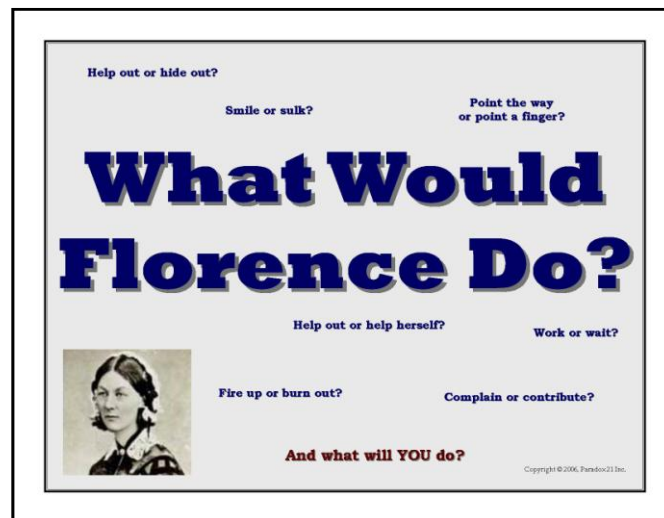
In a previous strategy, I mentioned that leaders should become adept storytellers. One type of story they can tell is the story of their heroes. I know several CEOs who love Ben Franklin and his everyday common sense. One, in fact, has read so much about Old Ben that she relies on him for advice; in just about any situation, she knows what he would tell her to do, and she does it. She rarely regrets her actions later. It’s a natural for these leaders to tell “Ben” stories to reinforce their key message.

There have been hundreds of “so-and-so on leadership” books written that can help you identify (and tell stories about) great leaders of the past, from Jesus and Attila the Hun to Queen Elizabeth I and Winston Churchill to Abraham Lincoln and Colin Powell. This even includes fictional leaders such as Winnie the Pooh, the Simpsons, and Tony Soprano (and my own book *Leadership Lessons from The Hobbit and The Lord of the Rings*, available as an e-book through our online bookstore at www.SparkStore.com). How can you “adopt” one or more of these heroes (well, Attila the Hun was a butcher, not a hero, but you get the point) to reinforce key themes in your desired organizational culture?

I recently developed a new training program for hospitals, entitled *What Would Florence Do?* With all the problems in healthcare today, we need genuine heroes. And the more I learn about Florence Nightingale, the more I appreciate what a hero she was, and how much the answer to that question – *What Would Florence Do?* – is the solution to many (perhaps most) of the serious problems in healthcare today.

In my travels, I have the chance to speak with people from across the spectrum of the healthcare delivery system. One common theme in today’s healthcare world is that

people say they are stressed and burned out. I think I know what Florence Nightingale would say to that. When she was working 20-hour days in those horrid hospitals of Scutari during the Crimean War, caring for the thousands of soldiers that she considered “her children,” and standing toe-to-toe with the British military doctors who wanted no part of her and her tiny corps of dedicated nurses, Florence Nightingale never asked about pay and benefits, never complained about the working conditions. And I’m pretty sure that if she were to come back to pay a visit to America’s hospitals today, she would tell us to remember why we chose the healing professions in the first place (hint: it was not to have an easy and comfortable lifestyle, or to get rich).



Who are the heroes in your organization, your industry, or your world whose example could help you spark a renaissance of commitment to the values, vision, mission for which you stand? What can you do to help people internalize those heroes in their everyday thoughts, attitudes, and actions?

“One of the traits [great and famous people] have in common is a sense of expectation and destiny. They always believed that they were destined for greatness... Our society creates heroes in every endeavor of life. We all want people to look up to and emulate... In [these heroes], you’ll not see a different species of human being, but you will see the same doubts and fears that you face, and you will see their greatness and potential in yourself.”

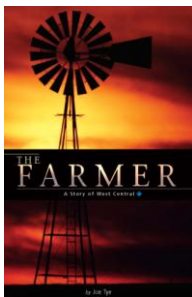
Jim Stovall: *Success Secrets of Super Achievers*

Strategy #40: Write your own story

At some point five or six thousand years ago, people began telling stories, and they have been a staple of human communication ever since. Down unto this day, we are still influenced by some of these ancient stories, as told in the Bible, the Iliad and the Odyssey, and the Bhagavad-Gita. Story-telling touches people heart and soul, and is often the requisite to being able to reach them at an intellectual level.

If you want to cultivate a high-loyalty organization, you must appreciate that it is first and foremost an endeavor that requires emotional involvement. And what is the best way to create a significant emotional experience? First, let me tell you what it is not: you do not create significant emotional experiences by reading a speech from a script, by sharing a spreadsheet full of numbers, or by calling a staff meeting. You create significant emotional experiences by telling stories.

Try this: My client West Central commissioned me to write their story in the form of a short book featuring a fictionalized history of the company, and their commitment to values-based life and leadership skills exemplified in *The Twelve Core Action Values*. *The Farmer* has been shared with every employee (and all new employees) at West Central Cooperative, as well as their shareholders, suppliers, and others. It's also a great recruiting tool; how many companies have their story told in an easy-to-read book? (It's also been a wonderful resource for me to share with other prospective clients what it would be like to inculcate *The Twelve Core Action Values* into an organization's corporate culture and operating philosophy.)



How can you most effectively tell your story – do it in a way that engages people at an emotional and spiritual level, and makes them proud to be a part of that ongoing story? What are the key elements of that story? What supplemental talent do you need, and where can you find it?

Strategy #41: Be a FILO leader

First In, Last Out (FILO) is an approach to inventory management. It also happens to be a great leadership technique for promoting a high-loyalty organization. One of the cultural values that has made the Israeli army such an effective fighting force is the Palmach Doctrine, which states that in battle officers are to be at the forefront in the attack and last out in the event of retreat (First In, Last Out – FILO). This has several benefits for combat effectiveness. First, officers are less likely to order suicidal “Charge of the Light Brigade” assaults if they know they will be up front on the point, and they are less likely to order a premature retreat knowing they will be leading the rear guard protecting the back door for everyone else to escape. Second, knowing that their officers will be in front of them on attack and behind them during retreat inspires a high degree of respect and trust among the ranks.

If you want to create a high-loyalty organization, be a FILO leader. That doesn’t necessarily mean being first in the office every morning and last one out in the evening. In fact, it might actually mean the reverse – setting an example of putting family first (since it really is true that people will pay more attention to what you do than what you say). No, what it means is that people know that they can trust you to always be out there in front of them, leading the charge, in times of change; that you will be there in the trenches, sleeves rolled up getting the work done during the day; and that when times get tough, you will be there protecting their interests and sharing in the sacrifices. In his book *Gates of Fire* (one of the finest works of historical fiction I’ve ever read), Steven Pressfield wrote a passage about Spartan King Leonidas that describes the FILO leader as well as anything I’ve ever seen. Here it is:

“A king does not abide within his tent while his men bleed and die upon the field. A king does not dine while his men go hungry, nor sleep when they stand at watch upon the wall. A king does not command his men’s loyalty through fear nor purchase it with gold; he earns their love by the sweat of his own back and the pains he endures for their sake. That which comprises the harshest burden, a king lifts first and sets down last. A king does not require service of those he leads but provides it to them. He serves them, not they him.”

Steven Pressfield: *Gates of Fire*

Strategy #42: Promote “world-class buddy thanking”

In my presentations, I sometimes ask for show of hands by people who have back trouble because they get patted on the back so often. Lots of people laugh, but very few raise their hands. People who wait for attaboy recognition from the boss often end up waiting a very long time. So how do we cultivate an organization where people feel appreciated for their work? One way is to promote what professional speaker Brian Biro calls “world-class buddy thanking.” This means that we all get into the habit of thanking people who help us get our work done.

At Central Peninsula General Hospital the Spark Plug group purchased a supply of lapel pins that look like light bulbs, upon which are inscribed the words, “Way to Glow.” When they see somebody doing something right, they give that person a *Way to Glow* pat on the back and a pin. The idea is that people should not hang onto their pins, but rather find somebody else deserving of one, and pass it along. Eventually, I expect that everyone who works at CPGH will have a pin.

There are lots of other ways that you can recognize your people. John Rossfeld, CEO of Gila Regional Medical Center in Silver City, New Mexico put his entire management team on a bus for the 11-hour ride to San Diego to attend the annual conference of the Planetree Alliance. He was recognizing them for the accomplishments featured in David Dibble’s book *The New Agreements in the Workplace*. As another example, Auto-Owners Insurance uses photographs taken by associates as the artwork in their buildings across the country. Literally hundreds of associates have experienced the pride of recognition in seeing their artwork displayed as if on a museum wall. **What can you do to promote “world-class buddy thanking” in your organization?**

“People do not work *for* the Auto-Owners insurance company. They are *a part of* the company. For our company is a team. You don't hear people say ‘I work for a team,’ but rather they say, ‘I'm part of the team.’ It's the same with our company. Like any great organization, Auto-Owners is nothing more than a group of people working together as a team to serve their customers, and to support each other.”

Roger Looyenga (with Joe Tye): *Take the Stairs: A Lifetime of Lessons in Learning to Lead*

Strategy #43: Make the job description a floor, not a ceiling

I often ask people who are in a state of career transition this question: “What would you do if every job paid the same and had the same social status?” That’s a pretty good question, isn’t it? If you were to ask a variation of that question to each of your employees, do you think everyone would be in the same job that they are in right now? If the answer is no (hint: the answer will be no), can you see how their answers might open opportunities for you to do a better job of capitalizing upon people’s innate strengths and talents, as well as giving them a greater sense of hope and ambition that they can actually bring those strengths and talents to work?

Try this: Most job descriptions have a blanket statement to the effect that employees covered by that job description are also responsible “for all other things delegated” by anyone who happens to have a position higher than theirs on the organization chart. What if, in addition to that necessary postscript, there was a space left for the employee him or herself to enter the work that they would like to do, work that is over and above the standard job description? Here’s how I presented this idea in *Healing the Hospital*, a study guide for my book *The Healing Tree*:

Imagine this: An open job description entitled *Fill-In-the-Blank Therapist*. Any hospital worker would be eligible to apply and be added to a roster of people who donated their talent to patients. A housekeeper who enjoyed woodworking might offer to make over-bed reading tables that patients can take home with them. An amateur gardener might request a small grant for growing roses to decorate patient care units. And, of course, anyone with a knack for it could volunteer to write poems for patients.

I mentioned above the Gallup research suggesting that 80% of workers feel that they have a core strength that is not being utilized on their job. Allowing people to design some element of their job description is a great way of telling people that you value those hidden strengths. And what a wonderful recruiting tool, to be able to tell prospective employees that at least a part of their job duties will be activities that they can designate, with the concurrence of their manager. By the way, if you would like to review *Healing the Hospital* in its entirety, go to www.Healing-Story.com and click on the “Hospital Study Guide” tab.

Strategy #44: Watch for subtle signs of trouble (and remind your managers to do likewise)

Research shows that people decide to quit a job well before actually submitting their resignation, and that this decision is typically just the end-point of a longer process of growing dissatisfaction. You can avoid losing good people by watching for small signs of trouble brewing – changes in attitude, indifferent body language, unhappy facial expressions, all can be early warning signs that action is needed to prevent loss of a valued team member.

What do you do when you see such signs? It would be hard to beat simply asking the person if anything is wrong, and then addressing those concerns that they identify.

“The greatest chance for success lies in reminding people or organizations of an existing strength, and getting them back on track while instituting a management strategy for the weakness.”

Donald O. Clifton and Paula Nelson: *Soar with Your Strengths*

Strategy #45: Give people something to crow about

What would you guess is one of the most boring business entities someone could go to work for? How about a company that makes high volume, low speed industrial fans? Remember the strategy from above of giving your people a great way to answer the universal icebreaker question “What do you do?” What would you do with that? “I work for HVLS Corporation making industrial fans.” I don’t know about you, but I would find it pretty hard to crow about that. But how about this:

I work at Big Ass Fans Corporation making Big Ass Fans. We also have our own apparel line for our the fans of Big Ass Fans. Oh, and the money we make selling Big Ass Fans stuff we use to rescue stray donkeys.

Several years ago, the CEO of the HVLS Corporation of Lexington, Kentucky decided to change the name of the company to reflect what people actually called their products – big ass fans (as Dave Barry might say, I swear I’m not making this up – see for yourself

at www.bigassfans.com). When they painted an oversized jackass on the side of the plant, some neighbors got upset and started to picket. Knowing that nothing attracts the media like a crowd, the folks from Big Ass Fans gave the picketers coffee and donuts in the mornings and soda in the afternoons. The company's business doubled the next year and doubled again the year after. To this day, they encourage a lively debate on the "kudos and complaints" section of their website (for a good time, check it out, and as long as you're there, spend a moment or two at the "geniuses not at work" section). And they really do have their own line of apparel, not to mention dinnerware.

Okay, you might say, so changing the name was good for sales. But what about recruiting and retention. You might be thinking that having a name like Big Ass Fans, a website that features lots of donkeys, and generating that sort of controversy must make it tough to find and keep great people. Well, I checked out the "careers" section of their website (December 7, 2006), and here's what it said:

We're on the move & looking for revolutionaries! Working at Big Ass fans is serious fun! If you're hard working, intelligent and driven, enlist now! Join our ranks in the following areas...

There are no job openings at this time.

Now, if the folks at (formerly) HVLS industrial fan company can change their name to Big Ass Fans and give their employees something to crow about (there I go again, mixing my metaphors), why can't you lighten up, step out of the box, take off the grey flannel suit, and if necessary take medication to treat your terminal professionalism – and then give your people something to crow about, something to laugh about, and something to brag about.

"Business (and public service in the public sector) ought to be about... service... growth... innovation. I.E., THAT DAMN DAY JOB SHOULD MATTER! IT S-H-O-U-L-D BE AIMED AT CARING AND ATTENTIVENESS AND INCREASING HUMAN POTENTIAL (yours, mine, our colleagues', our customers)... It is JOB NO. 1 for ALL bosses to... make sure that the day job is something that ALL of their employees can BRAG ABOUT to kids, spouses, neighbors, significant others." (emphasis – ALL of it – in the original)

Strategy #46: Talk the talk

Do not assume that just because they work for you, people understand or buy into the mission, or that they will pick it up through your example alone. You must not only walk the talk, but also talk the talk. Talk to people every day about values, vision, and mission of your organization. Use stories and specific examples of patient care or customer service excellence to reinforce key aspects of your organization's mission.

"In leadership," said GE chief executive Jack Welch, "you have to exaggerate every statement you make. You've got to repeat it a thousand times and exaggerate it." For over twenty years, Welch hammered away on a small number of key themes – being number one or two in every market GE serves, creating an empowered and boundaryless organization, and instilling a shared set of values and vision. In the process, he became widely recognized as one of the greatest business leaders in the latter half of the twentieth century.

In the book *Primal Leadership*, Daniel Goleman and his colleagues describe the president of a research-based consulting firm which had been very successful, but which now faced the challenge of how to sustain its growth and move into new areas. This provoked a leadership crisis, during which the president was forced to reassess his own leadership style, and to make changes more in keeping with the company's new directions. One simple but highly effective step that he took was reiterating the corporate mission statement at the beginning of every meeting, and inviting a discussion of ideas for pursuing that mission. The authors report that, "Although at first he felt a bit self-conscious, even awkward, as he persisted in cultivating new habits [and] it soon felt less gushy and more natural."

Try this: On an 11x17 inch page (tabloid size) create a matrix with *The Twelve Core Action Values* arrayed down the left-hand side and your organization's stated values arrayed across the top. Then have meetings across the organization to discuss specific ways that encouraging your people to live their personal values (and *The Twelve Core Action Values* are their personal values) can help your organization more effectively achieve its valued outcomes. You have my permission to use *The Twelve Core Action Values* for this purpose – I'll be happy to send you an example or two of how this has worked in other organizations if you send me an email at joe@joetye.com. Of course,

one of the Strategic Values consultants from Values Coach would also be happy to help you make the most of this process.

“An evangelistic leader believes that the cause will succeed and then sets an inspiring example by withstanding long and difficult battles, fostering collaborative efforts, showing composure in difficult times, and remaining humble in victory. He plants his feet firmly on the ground yet keeps his dreams in the clouds.”

Guy Kawasaki: *Selling the Dream*

Strategy #47: Protect positive new people from negative old people

New people can be the source of incredible enthusiasm, yet all too often their passion is quickly quenched by the cynicism of pickle-sucking old-timers seeking to inject them with their own negative bias against the organization and/or to exert control over the newcomers. This is often a factor in organizations where attrition is highest among people in their first year on the job. In a world where talented people have many options, they simply will not put up with being thrown into a negative, cynical, and sarcastic work environment.

A few pages back I mentioned having worked with a hospital that had a serious turnover and vacancy problem. At that same hospital, I spent an hour counseling with a nursing student who had gone up to the unit where she was to receive her first clinical experience. She took the elevator up all bright-eyed, but came down in tears after the way she had been emotionally abused by the negative, bitter, cynical, and sarcastic pickle-suckers on that unit. In her book *Where Have All the Nurses Gone?*, Faye Satterly writes: “At least a significant minority of nurses neither view themselves as an empowered group nor trust others in the profession. And that attitude is creating an unpleasant work environment for those around them.”

That is a problem not just in healthcare, but in any organization where the leadership tolerates toxic emotional negativity. Unfortunately, such negative attitudes are profoundly self-sabotaging. While in the short term the pickle-suckers might “benefit” from ego-gratification, to the extent that their negativity drives away good people (like

this nursing student), it makes it more difficult for their organization to cost-effectively compete – and thus to offer any semblance of job security.

It is the manager's responsibility to create an environment that is welcoming and nurturing for new employees. It is profoundly counterproductive to tolerate a culture where new people are hazed or otherwise made to "pay their dues" before being allowed to fit in, and where they are called Pollyanna or over-achiever (as if there is something wrong with looking for the best in other people and seeking to accomplish a great deal in one's own work) if they refuse to wallow around in the pickle swamp.

Remember: Corporate culture is defined by what you expect and by what you tolerate, and over time what you tolerate will outweigh what you say you expect. To permit is to promote.

"The severest test of work today is not of our strategies but of our imagination and identities. For a human being, finding good work and doing good work is one of the ultimate ways of making a break for freedom."

David Whyte, *Crossing the Unknown Sea: Work as a Pilgrimage of Identity*

Strategy #48: Give people work that is real

If you want to find and keep great people, you have to challenge them with work that gives them a true sense of purpose and meaning. And that often comes less from the work itself than from the way you frame that work. A carpenter working on a Habitat for Humanity house is not merely a carpenter. That is actually a pretty good metaphor for the dilemma facing our organizations today – everyone is a volunteer.

I mean that in the most real sense of the word. In years past, men went to work in the factory or the mine because that's what their fathers had done. In years past, women became nurses or teacher or clerks because that was usually all that was open to them. Today, however, people have many more options. They do not have to work in the mines or become nurses; they can start their own businesses. In that sense, everyone who works at your organization is really a volunteer who happens to be paid for having volunteered. And the best way to keep a volunteer on the job is to give

them work that has meaning, work that makes them proud, work that they can go home and crow about.

The acid test of leadership is the ability to imbue the work, whatever it is, with the spirit of the quest (Quest is the Fourth Cornerstone of Core Action Value #12, Leadership). Consider these self-explanatory lines from the poem “To Be of Use” by Marge Piercy (included in Bill Moyers’ book *Fooling with Words: A Celebration of Poets and Their Craft*):

***The people I love the best
jump into work head first
without dallying in the shallows
and swim off with sure strokes almost out of sight...
The pitcher cries for water to carry
and a person for work that is real.***

Interlude: Make sure you’ve got the right bus and that it’s going to the right place

I’m sure that by now you have noticed a glaring omission in this special report. It has said almost nothing about using classified advertising, web-based recruiting sites, executive search firms, temporary help agencies, or any of the other conventional recruiting methods. Nor has it mentioned pay and benefits, working conditions, and the other traditional factors that are supposed to keep employees satisfied on the job. That does not mean these things aren’t important or that you shouldn’t use them. Just recognize that everyone else is doing the same thing, so their deployment creates no cultural differentiation, no competitive advantage, when it comes to finding and keeping great people.

If you have read the book *Good to Great* by Jim Collins (or even if you haven’t actually read the book but have heard other people talking about it) you probably know that Collins says the starting point on the road to Great is getting the right people on the bus. That’s well and good, but insufficient. If you want to attract those people onto

your bus in the first place, and then make sure that they keep their seats on your bus, you must make sure that:

- Your bus stands out in the parking lot, and the custom interior promises an exhilarating ride with little boredom en route.
- People are not only on the right bus, they're also sitting in the right seat on that bus, a seat that allows them to express their individuality, utilize their strengths, and follow their passions.
- Your bus will take riders to exciting locations – and even to some places they didn't know they wanted to go to when they boarded. (One of my favorite definitions of a leader is that it's someone who takes you to a place to which you didn't know you wanted to go – that implies both the vision, and the drive to pursue the vision.)

Most of the strategies included in this special report have to do with these three things: customizing your bus so it stands out in the parking lot, equipping it with lots of different seats to accommodate the needs and desires of individual riders, and then making sure that the driver has some exciting, and surprising, destinations in mind.

Someone with a job...

is never secure.

Someone with a calling...

is never unemployed.

McZen (for more of McZen's little nuggets of wisdom, go to www.McZenpoems.com)

Strategy #49: Commit yourself for the long haul

The 3 Ps of Perseverance (Core Action Value #3) are Purpose, Passion, and Patience. When your people share your big dream, and know that you are in it for the long haul, they are most likely to stay with you, even through the tough times that are part and parcel of pursuing any worthwhile goal. When John Wooden joined UCLA as head

basketball coach in 1948, the school did not even have a proper basketball facility. It would be sixteen years – all if them housed in what was known as “the B.O. Barn” – before Wooden’s UCLA team won the first of ten national titles between 1964 and 1975, an accomplishment that may well never be equaled.

What would have happened if the UCLA administration had given up on Wooden, or if he had given up on himself, in 1963? After all, isn’t fifteen years enough time to see whether a coach has it in him to take a team all the way to the top? In his book *Wooden* (with Steve Jamison) Coach Wooden said that character is more important to sustained success than athletic ability or coaching talent: “Character creates longevity... When you read about an athlete or team that wins over and over and over, remind yourself, ‘More than ability, they have character.’”

And what builds character? Adversity and time. When you decide to go after something, make it a total commitment. Work through every setback and adversity. Love what you do and do it with love. Then, be in it for the long haul. Your example will have a profound influence on your co-workers.

“A person’s who’s trying to achieve the pleasure of success without ever experiencing the pain of rejection will never succeed long-term. In fact, this person will sabotage himself before he ever truly succeeds on a major scale.”

Anthony Robbins: *Awaken the Giant Within*

Strategy #50: Move from 2P2C management to 2V2E leadership

In the century just ended, the dominant management style was 2P2C – Predict and Plan, Command and Control. Managers would try to predict the future, plan for opportunities and contingencies, send out commands for subordinates to follow in pursuit of those plans, and then establish controls to make sure that these commands were being carried out. Naturally, some elements of this model still are and always will be essential to the effective operation of any business, but in the current environment using this as a leadership style is a formula for mediocrity and failure.

Rather, today’s most effective leaders adopt a 2V2E leadership style. They recognize that the four chief responsibilities of contemporary leaders are to: 1) establish *values*

that drive decision-making, 2) cultivate a sense of shared *vision*, 3) *educate* people with the skills and knowledge they need to do the best job possible, and 4) *enable* people with the tools and the authority they need to do their jobs. In today's world where the talent has won the war for talent, 2P2C managers will create mediocre teams; 2V2E leaders will create high performance teams.

2P2C → 2V2E

In his Pulitzer Prize winning book *Leadership*, James MacGregor Burns distinguished between transactional and transforming leadership. Transactional leadership is management – getting the bills paid, bringing customers in the door, accounting for all the transactions. Transforming leadership, on the other hand, is changing people – raising them to higher levels of moral values and personal expectation. This is not, Burns emphasizes, a one way street. It is a relationship, in which both leader and follower are transformed.

The dominant factor in 20th century management was left brain, transactional leadership. That will always be an imperative. The bills must be paid, customers must come through the door. But in the years to come, those organizations that are committed to transforming leadership (right brain), or to what I call 2V2E Leadership, will seriously outdistance those where leadership ends at getting customers in the door and getting the bills paid.

Remember: The left brain counts but the right brain matters!

“From working with eight hundred executives over the past twenty-five years, we make a prediction: Successful corporate leaders of the twenty-first century will be spiritual leaders. They will be comfortable with their own spirituality, and they will know how to nurture spiritual development in others. The most successful leaders of today have already learned this secret... Those who think spirituality has no place in business are selling themselves and those around them short.”

Gay Hendricks and Kate Ludeman: *The Corporate Mystic:
A Guidebook for Visionaries with their Feet on the Ground*

Conclusion: The greatest strategy for today

Very few leaders have ever earned the type of loyalty of that commanded by Queen Elizabeth I, who ruled England for over forty years. At the time she ascended to the throne, England was nearly bankrupt, and was seen as a bit player on the stage of Europe. By the time Elizabeth died in 1603, Britannia ruled the waves and England was one of the world's great powers. And all this in a world where women were almost universally regarded as being innately inferior to men when it came to managing worldly affairs. What was her secret?

In *The Life of Elizabeth I*, Alison Weir includes excerpts from Elizabeth's "golden speech," her final address to the English Parliament. In it, Elizabeth lays out the one factor that did most to establish her success. She said this: "I do assure you, there is no prince that loves his subjects better... To be a king and wear a crown is more glorious to them that see it than it is a pleasure to them that bear it... And though you have had and may have many mightier and wiser princes sitting on this seat, yet you never had nor shall have any that will love you better."

Were The Beatles right when they sang that there's nothing you can do that can't be done, that all you need is love? Several years ago *Fast Company*, the self-proclaimed magazine for fast-track entrepreneurs and executives, ran a cover story with the title: *Love is the Killer Ap: Why Faith Beats Fear, Greed Isn't Good, and Nice Guys Finish First. Really.* Do you want to recruit great people, and then earn their loyalty for the long haul? All you need is love – love the people, love the work. Have faith in yourself, in your mission, and in the future. Be generous, including with your time. Be nice. Really. It's just that simple.

"[In] organizations that display a strong commitment to their values... it doesn't matter where you go, whom you talk with, or what that person's role is. By observing the behavior of a production floor employee or a senior executive, you can tell what the organization values and how it chooses to do its work. You hear the values referred to even in casual conversation. You feel the values are real and alive."