

The Joy of Leadership

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The divide between flourishing and floundering is abysmally vast- in the quality of experience, the level of engagement and the quantity of production.. We call these people 10 x leaders.

10 x leaders make everything look effortless. working with them feels easy. They bring out the best in people for the benefit of the organization.

If you have an organization full of flourishing or on fire people, then you have a leadership organization ready to confront today's world.

The rate at which business environment changes today is a key reason why there's such a wide gap between those who flourish and those who flounder.

There are two crucial questions for anyone wanting to develop a more meaningful leadership role :

- 1. how can my role as a leader help the organization achieve our shared goals and**
- 2. how can my role as a leader bring me and those around me joy?**

As you read the book, you will recognize its embrace of what Collins and Porras call the 'genius of the AND', the ability to embrace two contrasting points.

The AND s

- Theory and practice
- Scientific evidence and case studies and personal stories
- Individual and society
- Breadth and depth
- Leadership and well being

**We have an acronym:
SHARP**

Strengths

Health

Absorption

Relationships

Purpose

The model of the company man – the full time permanent employee working his whole life for a company to collect his gold watch as a retirement gift is archaic. This view reached its peak at the end of world war 2, since then things are changing.

**In the 90 s legendary management guru
Peter Drucker had coined the term
'outsourcing' and businesses adopted that.**

Another expression globalization came to signify the shrinkage of time and space.

More and more people are not looking for patronage , they are looking for opportunities to learn, to grow and be happier versions of themselves.

In the world of work, there is a boundarylessness, we have seen this boundarylessness evolve and emerge in three areas : fluidity of people, fluidity of roles and fluidity of information.

Roles aren't as clear or as narrowly defined as in the past. Nor are they that stable. As a result, employees have to be more fluid, flexible and broad minded about roles and work.

In the industrial world, a person's authority was institutional derived from his/her position.

It is counterproductive to focus on eliminating your weaknesses. To do so is to put yourself in a hole that you may have trouble climbing out of.

Only when you operate from strengths can you achieve true excellence said Peter Drucker

Hans Selye said that stress was a 'non specific' response of the body 'to any demand placed on it'

Stress is simply a body's response to a challenge

Short lived bursts of moderate stress can have a salutary effect on mind and body, repeated stress could be harmful

Maslow introduced the term ' peak experience' for the best moments of a human being, the happiest moments.

**‘When we act freely for the sake of the
action itself rather than for ulterior motives
we achieve peak experience ‘ -
Csikszentmihalyi**

**A person who uses power and control to
manipulate underlings is pushing people,
not leading them**

**If you want great people to stay with you
and contribute, then you have to be run by
ideas and not hierarchy**

If you are waiting for an employer to design a dream job that will supply you with meaning and purpose, then you will wait a long time.

About a job , you should ask, ‘why am I getting out of bed to do this’?

**There is a huge difference in seeing a job as
work, and as a calling**

Success does not lead to happiness, in reality happiness leads to success.

**'it takes far more effort to go from
incompetence to mediocrity than first rate
performance to excellence' Peter Drucker**

‘The real tragedy of life is not that each of us does not have enough strengths, its that we fail to use the ones we have’- Clifton and Buckingham

**You have two things to manage –
performance strength and passion strength**

You don't build self confidence by patting people on the back. Confidence is a much more complex phenomenon that comes from experiencing one's strengths in action-
Rosabeth Moss Kanter

We should manage our weaknesses to the point where they do not prevent us from exercising our strengths

‘criticism has the power to do good when something needs to be destroyed, dissolved or reduced. It is capable of only harm when there is something to be built’ Carl Jung

Leading with strength means understanding the difference between a well rounded individual and a well rounded multi faceted team.

‘managing energy, not time is the key to high performance and peak potential’ Loehr and Schwartz

The US industry loses \$ 300 billion annually to stress. In UK, 45 % of all sick leave in 2015 and 2016 were due to stress.

The 10 x leader apart from working on his/her strengths is also full of energy and vitality, this is not from a dynamo but from managed by attentive, disciplined people with self awareness.

National geographic has been around since 1888. its third best selling issue was published in November 2005. It was about Blue Zones

Blue zones are countries, places where people live longer, much longer than other places.

**The author Buettner found four blue zones :
Okanaya, Sardinia, Nicoya peninsula, town
of Loma Linda in California.**

He found three things common to blue zones – A healthy diet, Regular physical activity and lots of rest !!!

An increase in positive emotions is a key determinant of the amount of energy we bring to work

Fostering positivity does not mean living in denial, it means you and your team members will be able to see, and work together to pursue a good outcome to a difficult situation.

The modern workplace where the expression multitasking was born seems perfectly designed to disrupt flow

**A person in flow is completely focused,
there is no space for distracting thoughts
and irrelevant feelings**

Flow increases in an organization that practices mindfulness

**Mindfulness is about cultivating our ability
to pay attention in the present moment**

Increasing mindfulness increases charisma and productivity, decreases burnout and accidents, increases creativity, memory and attention

Most of the distractions we have can be controlled and mindfulness and flow can be cultivated

It is important to create goals that hit the sweet spot between boredom and anxiety

Surviving in today's world requires a more refined set of attention skills

Charisma can be learned because it is so closely linked to mindfulness and focus.

Robert Greenleaf from ATT studied the authoritarian American leadership model and concluded that it wasn't working. He then studied Moses, Jesus, Gandhi, Martin Luther King and came to the conclusion that leadership is about being a 'servant leader'

In teams, employees who listen well to each other are more productive and better at problem solving

Listening build deep positive relationships and tends to constructively alter the attitudes of the listener.

Having a best friend at work correlates to a higher level of satisfaction

Brigham University professors observed that a lack of social ties led to depression, late life cognitive decline and earlier death in society.

There is much research showing that people whose primary objective is to make money are unhappy.

Social relationships are a powerful predictor of happiness., much more than money.

Despite being the richest country in the world, the US has never been high on happiness rankings. Richard Easterlin, a professor at University of southern California studied this. This led to the ‘Easterlin paradox’ simply stated – a nation cannot become rich without improving the overall well being of its people.

Sadly modern life imposes too many hurdles to building good relationships. The most cited is lack of time.

Our relationships are becoming less real and more virtual. Having 1000 virtual friends is no substitute for having one intimate friend.

Warren Bennis said ‘ becoming a leader is becoming yourself’” it’s precisely that simple and its also that difficult’

Positivity, kindness and concern for the well being of the other is critical for enjoying healthy relationships.

US companies spend \$46 billion on reward programs and only 17 % of the employees feel they have been recognized!!

**Mark twain said, ' I can live on a good
compliment for two months'
Compliments are only valuable, when they
are specific and work related.**

Successful teams enjoy psychologically safe environments, they know no team member is going to be embarrassed if she/he asks for help or admits failure.

Learning cannot take place if mistakes are concealed. In such cases errors will be repeated.

In the 1980s the Israeli Air force instituted a no blame policy encouraging pilots to reports errors and near misses. Five years into the program, the reporting of errors had increased, however, the accident rate was down by 50 %.

A 2011 study by Professor Jim Stengel showed that the fastest growing brands, B2B or B2C were organized around the ideals of improving people's lives and activated those business ideals through the business eco systems.

Anita Roddick understood that there could be nothing meaningful in manufacturing and selling beauty products, she was one of the earliest to embrace a higher purpose for her business.

Purpose according to Damon is “ a stable and generalized intention to accomplish something that is at the same time meaningful to the self and consequential for the world beyond self”

Meaningfulness is about the connection we feel towards an activity, whether it is aligned to our ideals.

Commitment is the motivation or energy we bring to the activity.

A goal is a means and the experience is the end

Four things a leader must do to get commitment to a shared vision

- 1. The leader must help others see the connection between their work and the greater purpose**
- 2. For a purpose to inspire others to action, it must provide the right amount of challenge**
- 3. A purpose or vision must be communicate to others in a way that's positive.**
- 4. Communicating a vision effectively is to live it – walk the talk.**

Southwest Airlines purpose was to democratize the skies, i.e. to get every American to fly.

The development of a talented person into a joyful leader involves two symbiotic agents – the organization and the individual

People have a fixed mindset or a growth mindset. A fixed mindset is the belief that our personality, interpersonal skills , competencies are set in stone.

The growth mind set is the belief that our abilities are not fixed and they can and do change through our lives.

Knowing what's good for you doesn't necessarily mean you will do it. It's only a first step.

