

LEADERSHIP QUALITY- BUILDING THE BEST ORGANIZATION

Good To Great

- Getting the right people on the bus, and then placing the right people in the right seats.
- Confront the Brutal Facts (Yet Never Lose Faith): You must maintain unwavering faith that you can and will prevail in the end, regardless of the difficulties, AND at the same time have the discipline to confront the most brutal facts of your current reality, whatever they might be.
- **Hedgehog Concept**- Being the best at something and doing it. You may have been doing it for years or perhaps even decades- does not necessarily mean you can be the best in the world at it. And if you cannot be the best in the world at your core business, then your core business absolutely cannot form the basis of a great organization.
- Disciplined people, disciplined thought, and disciplined action- Simply put, if you have disciplined people with disciplined thought and disciplined action there is no such thing as a boss, just a team working as a team.
- The Flywheel- The process is relentlessly pushing a giant heavy flywheel in one direction, turn upon turn, building momentum until the point of breakthrough, and beyond.
- Never stop trying to become qualified for the job!
- Level 5 leaders are fanatically driven, infected with an incurable need to produce results. They will sell the mills or fire their brother, if that's what it takes to make the company great.
- Don't stand for mediocrity in any form. Good is not good enough.
- Leaders look out the window to attribute success to facts other than themselves. When things go poorly, however, they look in the mirror and blame themselves, taking full responsibility. The comparison CEO's often did just the opposite-they looked in the mirror to take credit for success, but out the window to assign blame for disappointing results.
- **Stockdale Paradox**- Life is unfair- sometimes to our advantage, sometimes to our disadvantage. We will all experience disappointments and crushing events somewhere along the way, setbacks for which there is no "reason," no one to blame. It might be disease; it might be injury; it might be an accident; it might be losing a loved one; it might be getting swept away in a political shake-up; it might be getting shot down over Vietnam and thrown in to a POW camp for eight years. What separates people, John Stockdale taught me, is not the presence or absence of difficulty, but how they deal with the inevitable difficulties of life. In wrestling with life's challenges, the Stockdale Paradox (you must retain faith that you will prevail in the end and you must also confront the most brutal facts of your current reality) has proved powerful for coming back from difficulties not weakened, but

stronger- not just for me, but for all those who've learned the lesson and tried to apply it.

GUNG HO!

- **The spirit of the Squirrel**- worthwhile work- knowing we make the world a better place- Values guide all plans, decisions and actions.
 - Goal sharing means buy-in! Trust and putting team members first lead to support for goals. The manager sets critical goals. The team can set the rest. (People support best that which they help create.) Goals are marker posts you drive into the future landscape between where you are and where you want to be.
 - Goals are for the future. Values are now. Goals are set. Values are lived. Goals change. Values are rocks you can count on. Goals get people going. Values sustain the effort. Values become real only when you demonstrate them in the way you act and the way you insist other behave.
- **The way of the Beaver**- A playing field with clearly marked territory- thoughts, feelings, needs, and dreams are respected, listened to, and acted upon- able to challenge.
 - Goals and values define the playing field and rules of the game. Leaders decided what position team members play but then have to get off the field and let the players move the ball.
 - Freedom to take charge comes from knowing exactly what territory is yours.
 - You can't be in control unless the rest of the organization supports you and doesn't rip you, or your work, apart.
 - Golden Rule of Management: Value individuals as persons.
 - Information is the gatekeeper to power. Everybody needs full open access to information. Managers must be willing to give up the levers of control they've worked a lifetime to get hold of. It's tough to be boss with out being bossy.
 - Production expectations should be within capacity and skills, but I you undershoot you'll insult.
 - Nothing drains self-esteem faster than knowing you're ripping off the system, not contributing. If people can't do a fair day's work for a fair day's pay, you demean them.
- **The Gift of the Goose**- Active or passive, congratulations must be true- No score, no game, and cheer the progress- $E=mc^2$ (mc- squared).
 - Congratulations are affirmations that who people are and what they do matter, and that they are making a valuable contribution toward achieving the shared mission.
 - Telling people what a great job they've done or presenting an awarded is an active congratulation. Passive congratulations are such things as stepping aside and letting a team member go forward with a trick,

complicated, and important project, without exercising some sort of control or even offering advice.

- You cannot overdo TRUE congratulations: Timely, Responsive, Unconditional, Enthusiastic
- **T= Timely**
- **R= Responsive**
- **U= Unconditional**
- **E=Enthusiastic**
- At a football games fans don't sit mute as the ball is moved down the field, waiting for the touchdown before cheering. Cheer the progress, not just the results. Measurement (score) shared with everyone generates excitement.
- The farther congratulations are to the right on the scale below, the better (more effective) they are
 - Programmed → Spontaneous
 - Blanket → Individual
 - General → Specific
 - Traditional → Unique
 - **STOP FOCUSING ON PROBLEMS AND THE GUILTY PARTY (POLICY BEHAVIOR) AND START LOOKING FOR THOSE RESPONSIBLE FOR THINGS GONE RIGHT (COACH BEHAVIOR).**
- **Enthusiasm equals mission times cash and congratulations- $E=mc^2$ (squared)**
 - Worthwhile work and being in control of achieving the goal- that's a mission
 - Cheering each other on brings enthusiasm to work.
 - Cash comes first- you need to fee material needs, before you can feed the spirit with congratulations.

The Carolina Way

- "I won't spend time coaching effort"
- Play Hard; play smart; play together.
- When individuals sacrifice for the team, everybody wins.
- The vision involved our coming together as a team, putting team ahead of self, first and foremost, and being smart and hardworking.
- When your goal is to put your players in the best position possible for them to be successful, there's a time to be stubborn and a time to be flexible.
- Building a team takes patience and planning.
- We taught the players not to dwell on the consequences of failure.
- We went to great lengths to reward unselfish behavior, and we profusely praised those acts that we wanted to see repeated.
- I want our players to be quietly confident. Controlled intensity.
- We've done this in practice. Let's go out and repeat it now.
- Hard work that results in success equals confidence.

- A leader should take credit for losses and give the players the credit for victories.
- Whether we won or lost, he taught us that we should embrace the process of testing ourselves and have fun doing it.
- When I make a mistake, I know I should “recognize it, admit it, learn from it, and then forget it.
- Don’t fear change. Sometimes change can refresh a stale team; sometimes it’s mandated by changing personnel; sometimes the rules of the game change.
- Never let another player play harder than you.
- “Work harder” isn’t necessarily to work longer hours but to keep your focus during the hours you work and to manage your time and priorities effectively while you work.
- Managers must work until they finish a project.
- Concern yourself with the process, not the result. It’s extremely important to handle success, or winning, correctly. After all, when things are going well and the team is winning, it’s easy to overlook mistakes. Some say winning cures all ills. Maybe so, but winning can also make us fall into the trap of overlooking mistakes.
- Don’t let winning overshadow weaknesses or sloppy play.
- It’s not just the players who need to keep striving; that goes for coaches too.
- Teaching players to focus on the process is the most effective way to produce victory.
- A leader can be tough and still show respect.
- Frontier players earned playing time in practice by working hard, improving, and showing me that they deserved to be on the field in the games.
- Excellent performance is a result of excellent practice.
- There is a real strength derived from depending on one another.
- Play unselfishly; depend on one another; watch your teammate’s back; don’t worry about who scores as long as it is a Frontier Titan player.
- If the team as a unit played unselfishly, it would usually succeed, and the individuals on the team would also prosper.
- If you give up something individually, we would get something much greater in return in the form of team success.
- Blaming others for mistakes not only doesn’t correct them but compounds them.
- If a player doesn’t understand his roles, their specific areas of responsibility, it’s almost impossible for the company to work well as a team.
- The team is winning because it finally learned that this particular teammate does better coming off the bench than he does as a starter.
- In a team sport such as baseball, it’s particularly satisfying to see teammates rejoice in the successes of their buddies.
- During the season, everything for the team; out of season, everything for the individual.
- Praise behavior you want to see repeated.
- Self- and group control is 100 percent more powerful than manager control.
- Catch people doing things right

- Making each team member count (and be accountable) should be a foundation of an organization's work- smart efforts.
- Just as teams reject those who don't contribute, so they embrace those that do.
- Practice is a privilege. If you're not here to work, then leave.