Leadership Portfolio

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Abstract

This portfolio is organized into 3 sections. The first section consists of my work on the development of leadership and its attributes. This work incorporates my philosophy and definition of leadership and those attributes of a leader (principals, process skills, and behaviors) that I feel are critical. At the end of this section, I have defined a model of leadership in a living system based on a closed loop system and my reflections on how my leadership in my current organization reflects the philosophy, definition, and attributes that I have defined. In section 2, I have provided a self-assessment of my performance against the attributes I have defined and an improvement plan structured as a table for easy reference. In section 3, I have included the two book reviews upon which some of my work has been based.

Section 1: Defining Leadership and its Attributes

Leadership Philosophy and Definition

An important component of my work has been to clarify for myself, the philosophy upon which I have founded my definition of leadership. This exploration has helped me through the difficult task of combining leading in a living human system, servant leadership, and conversation.

Leadership Philosophy

"There is nowhere to go and nothing to do except be of service"(Salz, 1999, in speech). I found the foundation for my definition of leadership in this quote by a Patagonian Gaucho originally quoted by Jeff Salz, a nationally syndicated speaker. A leader that serves is one who truly gains influence through service to others. Her/his strength is a function of the strength and sustenance of those around her/him. The retired AT&T executive Robert K. Greenleaf developed the concept of servant-leadership in *Servant As Leader* originally published in 1970. He wrote, "The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: do those served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect of the least privileged in society; will they benefit, or, at least, not be further deprived?"(Spears, 2002, Servant-Leadership and Character)

This is not the picture of a weak and cowering leader, far

from it. A servant leader must have far more courage and a sense of self than a typical command and control leader. "Leadership in service of others requires a great deal of courage. It was far easier to be the old top-down kind of boss…"(Autry, 2001, p. xv). He further states "Leadership is not about holding on to territory; it's about letting go of ego, bringing your spirit to work, being your best and most authentic self"(p. 21).

It takes courage to serve. One must give oneself up to a cause, one in which conversations founded on "questions that matter"(Brown & Isaacs, 1996, p. 4) help transform our world into one that is sustainable and honors our humanity. These leaders are not usually those you would find glorified in business magazines, but come from all walks of life and from all communities. The following words from Wangari Maathai embody the leadership spirit that seems to be devoid in so much of our world today. "I know that I am doing this work for all who cherish freedom and justice and without such ideals, we can't save this planet"(Goldman 1991, 1st Picture caption). Maathai, a woman and a Ph.D. in Kenya has emerged as a major threat to the male dominated culture in this African country. In a country impoverished by the greed and abuse by the men that run the country, Maathai, as a woman that stands up for the rights of the ecology and the people of the country, has shaken the very foundation of the status quo in Kenya. Maathai serves our world, humanity, and the greater good and is an excellent example of a servant leader.

A focus on conversation can spur a transformation in the

way people work together. Conversation provides the foundation
for merging servant-leadership with leading in a living human
system, one that is dynamic, chaotic, fully networked, and
sustainable. It is the core of my definition of leadership,
"helping people move in new and dynamic directions through
conversation." Networks of conversational relationships are the
foundation of a living human system and support self-
organization leading to a vibrant and sustainable community. In
the work by (Brown & Isaacs, 2002, p. 1) creating The World
Café, leading in a living human system is based on conversations
that lead to self-organization and through self-organization
emerges transformation.

> Definition of Self-organized Learning written by John Inman
> as part of course requirement (8/2002):
>
> Learning in a non-linear living human system on the edge of
> chaos far from equilibrium characterized by internal
> feedback loops and based on a diverse network of
> interdependent conversational relationships that recognize
> shared interests, leading to the spontaneous emergence of
> order and communities of interest.

> Several capabilities will prove essential for leaders
interested in fostering living human systems; systems
characterized by collaboration and networks of conversational
relationships. These capabilities include the ability to frame
questions that matter, convene learning conversations, support
Appreciative Inquiry, foster shared meaning, nurture communities
of practice, and use collaborative technologies (Brown & Isaacs,

1996. p. 4). These are the core capabilities that I believe to be essential to a servant leader with a living systems perspective. They define how a leader leads in a living human system. I provide an expanded exploration of the role of the leader in a living system in my paper *Con versare: To Dance Together* (Inman, 2002).

Definition of Leadership

"What leaders really do is prepare organizations for change and help them cope as they struggle through it"(Kotter, 2001, p. 85) and they do this by helping people move in new and dynamic directions through conversation. As the leader helps people through the continuous process of change, he/she has the courage to serve others by giving away power, love, authorship of work, and significance in work (Bolman & Deal, 2001, pp. 225-233) in order to tap into the potential of a community's team members. The leader works within a living human systems framework and has the curiosity and passion to seek new directions. The leader does so by framing questions that matter, convening learning conversations, supporting Appreciative Inquiry, fostering shared meaning, nurturing communities of practice, and using collaborative technologies (Brown & Isaacs, 1996, p. 4). And finally, the leader seeks to expand her/his influence through work that makes this world more just, healthy, and sustainable.

Leadership Attributes

The attributes defined are gleaned from a variety of sources and all contribute to my model of an effective leader. Some characteristics from my philosophy are included in my first

principle of having a living systems perspective and are not
explicitly addressed in these attributes.

Principles

I have selected four principles critical to an effective
leader working within the framework I have defined. There are
many other important principles that I might have selected but
settled on these after substantial reflection.

  living systems perspective.

Seeing the world and all of its systems from a living human
systems perspective creates the context for a leaders work and
is the foundation for unleashing the power of the people within
the community, regardless of whether the community is an
organization, civic group, or a world movement.

> As we let go of the machine model of organizations, and
> workers as replaceable cogs in the machinery of production,
> we begin to see ourselves in much richer dimensions, to
> appreciate our wholeness, and, hopefully, to design
> organizations that honor and make use of the great gift of
> who we humans are. (Wheatley, 1999, p. 14)

Holding a living human systems perspective also insures
that when trying to understand issues within a community,
observations are not taken out of context but always viewed as a
part of the whole; not only within the community but within our
world. This is critical to prevent the all to often action of
fixing locally and damaging globally.

  transparency.

Transparency is essential to insure full participation in

the community by all community members. Transparency, the creation of open and honest governance, is also the foundation of democracy. Without transparency, ownership and participation in a community is limited and ineffective. The practical application is to open up conversations to all stakeholders on all facets of the community. As soon as secrecy creeps into a system, mistrust, misunderstanding, greed, wealth accumulation, and power grabbing closely follow. "Accountability and transparency are the foundation of good governance. Local and national leaders need to be transparent and accountable for their actions if they are to successfully promote participatory governance"(UNDP, 2002, ¶ 1). Healthy communities do not exist in the cloak of secrecy and an effective leader actively creates transparency.

vision.

If a leader is unable to paint a picture of the destination, it is very difficult for others to get there.

> The leader's role is not to make sure that people know exactly what to do and when to do it. Instead, leaders need to ensure that there is strong and evolving clarity about who the organization is. When this clear identity is available, it serves every member of the organization. Even in chaotic circumstances, individuals can make congruent decisions. (Wheatley, 1999, p. 131)

One of the most powerful methods of painting a picture for people is through storytelling. Storytelling helps us learn together and is a critical part of conversation. Giving

instructions pales in comparison to telling a compelling story. Leaders that are able to paint pictures through stories are able to capture the spirits of those around them. "Storytelling is how we pass along lessons from generation to generation, culture to culture. The past is a parable; the future is a fable. Storytelling is the most basic form of communication – more prevalent and more powerful than facts and figures" (Kouzes & Posner, 1999, p. 101).

Of equal importance, if a leader cannot see beyond what is now experienced, there is very little hope of transformation. The ability to see beyond "what is" is not leader-centric however. A leader must be able to have the vision to guide the community through uncharted territory and does so in service to her/his community.

integrity.

"The time is always ripe to do right"(King, 1963, ¶ 26), Dr. Martin Luther King Jr. wrote in his famous letter penned in a Birmingham jail. Regardless of the difficulty or the personal pain that my leadership may create for me, I always remember Martin Luther King's words. A true leader will always do the right thing. If it is hard for me to see clearly what this right choice is, I go inside of myself to my heart and listen to what it says. Heart is our spiritual center, our soul, or our "heartsong"(Bolman & Deal, 2001, p. 57).

"Written in Emerson's Essays" (1849)

The will is free:

Strong is the Soul, and wise, and beautiful:

The seeds of godlike power are in us still:

Gods are we, Bards, Saints, Heroes, if we will. -

(Seldes, 1985, p. 21)

It is critical for a leader to live her/his vision,
mission, and values and this foundation of integrity provides
the freedom to live one's dreams, to fulfill one's destiny.

> When it comes to deciding whether a leader is believable,
> people first listen to the words and then watch the
> actions. They listen to the talk, and watch the walk; then
> they measure the congruence. A judgment of credible is
> handed down if the two are consonant. If people don't see
> consistency, they conclude that the leader is at best not
> really serious about the words, and at worst is an outright
> hypocrite. (Kouzes & Posner, 1999, p. 133)

Wheatley clearly states, "In organizations where leaders do
not practice what they preach, there are terrible disabling
consequences"(Wheatley, 1999, p. 130).

Process Skills

My selection of process skills was based on skill in
creating replicatable processes that support leadership. This is
a reflection of how a leader does what he/she does.

   asking questions that matter.

Self-organization in human systems is founded on
conversation and that conversation is based on questions that
matter. Leaders must be able to ask questions that disturb the
system and generate conversation. Conversation around questions
that matter is critical for people to feel authorship of the

ideas and the work to be done and is necessary for people to feel that they are doing work of importance.

> (Brown, Isaacs, & Margulies, 1999) write that …asking questions that matter is one of the primary ways that people have, starting in childhood, to engage their natural, self-organizing capacities for collaborative conversation, exploration, inquiry, and learning. Asking questions is essential for co-evolving the 'futures we want' rather than being forced to live with the 'futures we get'. (pp. 506-510)

  create conversations.

Closely linked to asking questions is the need to insure that the context for conversation is created throughout the community. A leader must not simply let this happen by chance even though it is much easier to sit in the office and attend to operations and send memos. The creation of meeting places, forums, coffeehouses, and other places and times where people can meet and create conversations is critical. "It takes courage to start a conversation. But if we don't start talking to one another, nothing will change. Conversation is the way we discover how to transform our world, together"(Wheatley, 2002, p. 27). Gone is the focus on communication, a term that creates nothing more than a continuous stream of e-mails, memos, and directives. Conversation, people simply talking together, is the foundation for self-organization and emergence in human systems.

  creating feedback loops.

Without feedback, a leader has no way of knowing what is

happening or if what is happening is creating positive changes.
Leaders must be connected in a real-time framework so that they
are keeping in touch with their community and the systems within
which the community exists. This is not a passive effort. One
must actively pursue feedback and create the processes to
support the feedback needed. Isolation can lull a leader into
believing that he/she is in control. Leaders are part of and
lead a community and "…a community that maintains an active
network of communication will learn from its mistakes, because
the consequences of a mistake will spread through the network
and return to the source along feedback loops. Thus the
community can correct its mistakes, regulate itself, and
organize itself"(Capra, 1997, p. 82).

   tapping into the potential of the team.

      Before a leader can tap into the potential of a team, the
leader must be reverent.

         Reverence is the capacity to feel respect in the right way
         toward the right people, and to feel awe towards an object
         that transcends particular human interests. When leaders
         are reverent, they are reverent along with their followers,
         and their common reverence unites them in feelings that
         overcome personal interests, feelings such as mutual
         respect. (Woodruff, 2001, p. 175)
         Woodruff further writes, If leaders do not show reverence,
         then their followers will need to act crudely in order to
         be heard. A boss who is arrogant will come to a bad end,
         because he will hot hear the opinions of other people, and

so he will have no check on his natural human tendency to err – unless someone breaks through his barriers of contempt. Breaking barriers leads to bad habits that are fatal to reverence. But around a good leader there are not thick walls to crash through, and habits of mutual respect, rising on reverence, can flourish. (Woodruff, 2001, p. 78)

A reverent leader taps into the potential of a team by giving power, love, authorship, and significance to the members of her/his community (Bolman & Deal, 2001, pp. 221-233). This is as much a process as it is a principle. Tapping into the power of the community must be actively nurtured and the focus must be on serving rather than control and power. In many organizations, low moral is common and this may be so because the team members have not been asked to participate, they are simply directed.

Behaviors

A behavior is a reflection of what a leader does. What do others see?

   curiosity.

Curiosity leads to emergence and innovation. Without curiosity, there is no reason to explore whether there is a better way. Curiosity is necessary for learning and growth in human systems. Curiosity drives the desire to learn and one cannot lead without this desire.

When you really pay attention – when you're curious, when you look for the best, when you put others first, when you listen with eyes and heart, when you hang out, when you open up to and with others – then you find what you're

seeking. You notice all kinds of examples of people living

up to and exceeding the standards that have been set. You

find lots of opportunities to recognize individuals for

their contributions. (Kouzes & Posner, 1999, p. 86)

passion.

If a leader has no passion, he/she will not pursue issues

of importance. "Passion comes from the core of what leaders

value and believe. Passion keeps leaders moving toward a goal

even when everything seems to go wrong. Passion keeps them

committed to what they believe is important when others choose

to move on"(Apps, 1994, p. 112). Without passion, there will

probably be no risks taken. One does not need to be an

evangelist to have passion; a quiet passion can drive someone

just as strongly as a loud passion. Passion is necessary for a

leader to stand up for justice and humanity. "Leading is giving.

Leadership is an ethic, a gift of oneself to a common cause, a

higher calling. It is easy to miss the depth and power of that

message"(Bolman & Deal, 2001, p. 106).

courage.

Without courage, one cannot lead. To lead is to forge

trails that others have not pursued and to do so is courageous.

Going against the norm and against common knowledge is what

leaders do. Leaders do not give up when faced with adversity.

They simply become more determined. If one does not follow the

road that others are following, invariably, adversity will

present itself. Leaders take this in stride and simply move

forward, committed to their work and service to their community.

Pain and setbacks are common and the courage to persist in the face of adversity is the mark of a leader.

Courage is closely aligned with integrity and a service ethic. Without courage, a leader will not adhere to convictions and values.

Confidence for leaders comes from knowing what is the right thing to do, and taking the risk to do it. It is learned in the day-to-day decisions that require us to be courageous on a small scale. It is the heroism of doing the right thing in daily, unexpected challenges that prepares leaders for the courageous risk-taking that extraordinary circumstances sometimes demand. This is the lesson that successful leaders learn and practice everyday. (Brenegar, 2001, ¶ 8)

A Living Systems Model of Leadership

In the simplest form, leadership can be based in a living human systems context. In a continuous loop where this loop is inclusive of the attributes presented above, vision leading to action leading to feedback leading to vision and so on and so forth can explain the necessary context for leadership. Leadership is non-liner and understanding that leading in a living human system is based on a continuous loop helps us recognize that everything we do is connected through a complex network of conversational relationships that lead to innovation and emergence.

Personal Work Leadership Experience

In my specific work community, Spirit Mountain Casino, I

have introduced new language to reflect my philosophy of leadership. We now use *conversation* not *communication*. We now use *self-organization* not *direction*. We now use *coach* not *boss*. And most importantly we now *use treat people with dignity and respect* rather than *unmotivated team members*. I view my organization as a living system and based on my interest in leadership in living systems, my focus has been on fostering self-organization through the creation of conversations at the grass roots of the organization. So as not to cloud understanding with terminology that confuses, I have focused on fostering conversations, people talking together, and have left out living systems language. Self-organization is, however, language that I have found useful. We, like so many organizations, had a communication crisis. Understanding and learning leading to self-organization, was non-existent. A focus on conversation has spurred a transformation in the way people work together.

Low moral has been common and this may be so because the team has not been asked to participate but simply directed. Fostering self-organization at the team member level is a crucial effort in my work and summarizes much of what I am doing to tap the potential of my team.

Courage is necessary for my work as I am introducing new concepts in everything that I do. I am a life long learner and naturally curios, which drives me to question and explore new opportunities on a continuous basis. It can be a bit unnerving being so visible all of the time. Some times it would be nice to

simply do what is expected. However, my passion for learning and growing drives me forward and helps me develop innovation for the good of the community. My passion to serve is the foundation for the rest of my behaviors.

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Section 2: Leadership Self-Assessment and Improvement Plan

Attribute	Assess-ment Scale 1-5	Method and Improvement	Improvement Plan 1 Yr. and 3-5 Yr.
		Process Skills	
Asking Questions that Matter	3	The 3 is a self-assessment. When I asked 3 others how I do on this, they rate me a 4-5. Their rating is based on the behavior they see from me but not based on my definition of my capabilities. My performance I believe is not robust in this area but only sufficient. I have a lot of room to grow and develop my capabilities.

I am creating a rubric to gather more broad based and | 1 Yr. During training's, during meetings, during coaching, and during conversations of any type, I am posing questions and gauging whether they generate ongoing conversations. Those that continue, I am noting, and those that do not, I am noting as well to see if I can discover which questions or types of questions have a life. I will keep a journal for collection of data. |

		consistent feedback on my performance around all of these skills and behaviors. I will be doing periodic 360-degree assessments using this tool and will also be using the tool as part of my action research project.	3-5 Yr. I will continue the above activities to continue to inform my practice and I would like to participate in workshops and training where this skill is modeled which will help me improve my own skills in this area.
Create Conversa-tions	2	As in the last skill, the 3 others in my organization when asked rate this a 4-5 for me. However, this is based on the fact that I am creating conversation circles and actively asking people to start to talk with one another. I on the other hand understand	1 Yr. I am facilitating and participating in conversation circles that I am creating at work and this is the my vehicle for me to learn to participate in conversation. I am also reading and studying everything I can get my hands on to help me further

		that I am new to creating conversations and I am just beginning to understand the complexities involved in this skill. I have a long way to go.	understand conversation. 3-5 Yr. I will continue the above activities to continue to inform my practice and I would like to participate in workshops and training where this skill is modeled which will help me improve my own skills in this area.
Creating Feedback Loops	2	My self-assessment and the 3 others that I asked are similar. Others give me a 3 and I give myself a 2. I tend to bury myself on my computer and do not get out with the team very much. I do participate in meetings but not all of them. My best	1 Yr. I am going to schedule far more time out with my team so that I can improve my sense of what is going on. I will continue to implement strategies that improve the way people talk together, which will improve information flow in

		feedback comes from being out with the team and asking questions, listening, and observing. I need to be out far more to improve this score.	the team. 3-5 Yr. I will continue the strategies above and will also explore learning opportunities to improve my ability to formalize feedback loops. I am not detail oriented and this is a stretch for me.
Tapping into the Potential of the Team	4	When asked, the 3 others feel that I deserve a 4-5 for my work to move our culture from bossing to coaching. I would give myself a 4 on this based on my strong work in this area. I am driving this change in the way we relate with our team. I still am learning and growing	1 Yr. I am continuing to test ideas on how to tap into my teams potential. We are asking the team members to participate in decision making and we are watching their ability and willingness to participate. We are tracking absences and

		and will probably be at a 4 for a while.	call outs as a key indicator to see if the programs we have implemented are improving the way our team members feel about being at work. 3-5 Yr. I will continue to learn from the above activities and continue to study and research this area to improve my understanding and performance. I will participate in educational opportunities when available.
		Behaviors	
Curiosity	5	I received a 5 on curiosity. I have a passion for learning and have an undying curiosity that drives	1 Yr. And 3-5 Yr. I am a life long learner and will continue to seek opportunities to

		my desire to learn about others and other ways of doing things. I am always on the lookout for ways to improve and actively help others do the same.	learn and grow. I will continue to read, study, and challenge what is.
Passion	5	I received a 5 across the board on passion. I am passionate about my mission, vision, and values and I live what I believe. My definition of leadership, self-organization, and my learning philosophy are an integral part of my personal statement of who I am and I passionately work to implement these aspects of my life.	1 Yr. And 3-5 Yr. More than anything else, I am working to learn to channel my passion so that I am able to gain more positive outcomes. Keeping the passion while working to channel it is quite difficult for me.
Courage	3	This was assessed consistently at a 4-	1 Yr. 3-5 Yr. Of all the attributes

		5. I gave myself a 3 on courage. Yes I have guts but not always at the right time. I have a lot to learn about courage and how to develop courage. I am fearful many times and this causes poor decisions that others may not see or understand. If calm under pressure was in this scale, I would rate a 5 but calm is not courage.	that I defined for a great leader, this is the most difficult for me and the one where my limitations definitely have held me back in my career. My limitations here are internal and a reflection of self. I will continue to work on developing my self-confidence so that I will be able to develop courage.

Section 3: Book Reviews

Bolman, L., & Deal, T. (2001). *Leading with soul: An uncommon journey of spirit* (2nd ed., Rev.). San Francisco: Jossey-Bass Publishers. 258 pp.

When I first read the introduction to *Leading with Soul*, I was struck with the parable of Steve, a corporate executive whose focus on the bottom line has left him ineffective and demoralized. This story seemed to reach out and address the growing lack of humanity in our organizations.

As we read this parable, we learn that as a result of our journey, as in Steve's, the losses we suffer, the gifts we gain, the friends we develop, the meaning we discover, and the new life we experience emerge only if we are willing to risk opening up our hearts and souls.

The book is organized into seven sections based on the stages that Steve experiences as he transforms into a leader with soul. The "Prelude" provides a clear picture of how the authors organized the book and why they embarked on this journey. In each of the next five sections (The Search, Conviction, Gifts, Sharing, and A New Life) we are introduced to the journey through a series of chapters and then are provided with an INTERLUDE in each section where we have an opportunity to explore the concepts we just experienced. At the end of the book and new to the new and revised edition, is the "Postlude" a section devoted to stories of journeys experienced by others.

As the parable unfolds, Steve has found the traits that have helped make him successful in his career are no longer working to his benefit. Steve, like many of us, feels that he is

loosing a grip on the power and control he believes is necessary
to lead his organization. John, his mentor and the retired
founder of his organization, has recommended that Steve speak
with a wise sage, Maria, who may be able to help him find what
he is missing in his life.

Through an ongoing conversation between Steve and Maria,
both Steve and we as readers explore soul, spirit, and faith and
why they are at the heart of leadership. Through his
conversations with Maria, Steve is introduced to heart as the
foundation of leadership and to the journey to rediscover his
soul. During his journey, he opens his heart and begins to
confront feelings that he has kept buried for years and begins
to understand the role of prayer to discover his heartsong.

Steve learns that gifts are dualities in our lives and that
through authorship people are able to put their signatures on
their work. He learns about love and its role in an
organization, giving power to gain power, and the importance
bringing meaning to ones work by being involved in significant
work. We then explore with Steve the magic of stories, the power
of song, and how celebration in our history and our icons plays
a crucial role in our development as leaders. Steve then looses
Maria to death and through this loss, learns to honor her legacy
through the lessons she taught him. Developing other spiritual
leaders, becomes his primary role as a leader.

This is an important book for me. I have woven the concepts
presented by the authors into my own leadership practice based
on heart and soul. Giving love, power, authorship, and

significance in work are critical to my work in developing the capabilities and capacity of the teams I lead. Leading with soul is at the core of my work, and this book helped me articulate and define my work in a way that I was unable to do before experiencing this parable with Steve, Maria, and the authors.

This is not a book for those who simply want a recipe for leadership. This book requires reflection and self-exploration. The strength is in the road map developed by the authors, which clearly takes us on a powerful journey to heart and soul. This book does not offer the reader an easy research source, as it is not indexed, and finding concepts requires rereading the text. I would give this book five out of five stars.

I would encourage any reader to introduce this extraordinary journey to others. This is a story that has the power to transform. Please pick this book up and join me on the same journey which so many others are traveling, all working together to create a world filled with heart and soul.

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Kouzes, J., & Posner, B. (1999). *Encouraging the heart: A leader's guide to rewarding and recognizing others* (1st ed.). San Francisco: Jossey-Bass Publishers. 175 pp.

Encouraging the Heart addresses the most important attribute of a leader and that is about the principles and practices that support the basic human need to be appreciated. The other four leadership attributes (challenge the process, inspire a shared vision, enable others to act, and model the way) are only effective if you encourage the heart.

This is not a soft approach to leading. It is not for those in leadership who are afraid to give power away. Leading with heart helps tap into the power of humans fully engaged in their lives and work. This power comes from encouraging the heart.

The authors have organized the book into three parts. In part one, they discuss how we as humans are starved for recognition and how so much of our leadership training has been based on the lone leader that solves all problems. Their own research of thousands of leaders in all walks of life confirms the importance of heart in leadership. Their research is compelling! They introduce the seven essentials of encouraging (set clear standards, expect the best, pay attention, personalize recognition, tell the story, celebrate together, and set the example) and provide stories about leaders that have practiced encouraging the heart and the results of that work. The essentials are fully discussed in part two of the book. To help leaders understand their current ability to encourage the heart, the authors also introduce the encouragement index. This is a quick and easy tool to assess current abilities.

In part three we learn that leadership is personal and we must develop a personal voice. Connect your voice with touch and you will encourage the heart. The last chapter provides an excellent selection of ideas to help the reader along with encouraging the heart. The ideas are collected into the seven essentials and provide more than enough information to help move directly into the journey of becoming a truly powerful leader.

We learn some critical leadership lessons in part two of the book. We learn that commitment flows from personal values. If the work is not significant and does not support personal values, there will be little heart behind the effort. Leaders need to make sure people understand why they are doing something through goals and feedback. The authors discuss the Pygmalion effect – people perform to the expectations set. Leaders that understand this, believe in the abilities of their teams to do great work. A leader that is not curious simply will not notice his/her team doing good work. Curiosity prevents the development of a distorted view of reality, production declines, and the destruction of a manager's personal credibility. Great leaders make recognition personal so that they do not make the costly mistake of under appreciating valuable team members and they use stories to put a human face on success. Stories tell us that someone just like us can make it happen.

Creating a culture of celebration provides a powerful foundation for a fun and fulfilling work experience. Leaders must model a fun place, a culture of celebration and recognition. The authors propose that we live "DWWSWWD", do what

we say we will do. Leaders must take the first step and go first so as not to let opportunities for creating fun and encouragement pass. If people do not believe in the messenger, they won't believe the message.

I found this to be one of the most compelling leadership books I have read. The book clearly outlines the critical characteristics of leaders that build organizations through the development and inclusion of others. Even though I felt that I knew a lot about developing powerful teams, I found that I still am learning and particularly need to practice celebration and fun! I have integrated these characteristics into my own definition of leadership.

The strength of this book is in the organization and the clear concepts presented. The book is referenced which makes it easier to use for research. The authors present a compelling argument for rewarding and recognizing others based on research. Those looking for a linear approach to leadership, or those who believe power is to be accumulated will find this book lacking. I would give this book five out of five stars.

If you are a leader hoping to truly make a difference. If you are a leader that has the courage to love, give power away, provide people with authorship, and significant work, you have chosen the right book to study. Read this excellent book and you will be on the way to encouraging the heart.

<div align="right">
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