

Love Works

Book Summary

TeamStrength – October 2014

Leading with Love

- HFE Values-Based Approach
- Sacrificing values for profits is a flawed choice
- Achieving financial goals is critical
- 7-year history – grow profit 50%, 14% annual return for owners
- AND leading with love to be a ‘great place to work for great people’

Love is a Verb

- Founding principle – treat someone with love no matter what
- When we think of love, we think romantic love – not that kind of love
- Ancient Greeks offered four types of love
 - Eros – desire and attraction
 - Philos – brotherly affection and friendship
 - Storge – affection between family members
 - Agape – unconditional love – about behavior, not emotion

The Seven Principles

- Patient
- Kind
- Trusting
- Unselfish
- Truthful
- Forgiving
- Dedicated

Patient – Self-Control in Difficult Situations

- Don't be patient with poor performance, be patient with your response
- Praise patiently – use specifics and be legitimate
- Admonish in private
 - Protect dignity
 - Get to the point and be specifics
 - Reaffirm their value
 - Get them back on the horse
- Praise more than admonish – think in terms of 3 to 1 ratio

Kind – Show Encouragement & Enthusiasm

- Make their day better (every contact offers a choice)
- The enthusiasm of the guest can never rise higher than the enthusiasm of your employees – starts at the top
- Write ‘em up
 - Use handwritten notes for thanks
 - Start each day reflecting on what you want to reinforce
 - Consider notes to spouses and families as well
- Be the CEO – Chief Encouragement Officer

Trusting – Place Confidence in Someone

- Not listening and interrupting shows distrust
- RACI – identify the following at the beginning of the decision making process
 - **R**esponsible – who owns the recommendation – the doer
 - **A**pprove – who owns approval of the decision
 - **C**onsult – who should be consulted and kept in the loop (directly affected)
 - **I**nform – who should be informed
- Autocratic decision-making is faster but usually less effective
- Let others make decisions they are responsible for; don't overrule decisions

Unselfish – Think of Yourself Less

- Be unselfish with your personal income – fixed percentage to gift; wealth cap
- Create an unselfish organization
 - A system to share profits to help those at the company who need it
 - Devote leadership time and talent to develop other leaders
- Unselfish with decision-making – make as few as possible
- Practice Socratic leading – ask more questions; facilitate group discussions
- Best leaders (Google survey) – those who listen well and let employees make decisions attract and keep the best people

Truthful – Define Reality Corporately & Individually

- Be truthful about the organization
 - Don't shoot the messenger or confuse disagreement with conflict
 - Don't assume people see the truth – speak up
 - Leaders speak last
 - Develop decision making matrix for tough decisions
 - Non-negotiable criteria
 - Negotiable criteria – weighted and scored
- Be truthful to employees – same as/more of/less of
- Be truthful in a dismissal – no surprises, protect dignity, help them get back on track
- Seek out the truth – find accountability partners

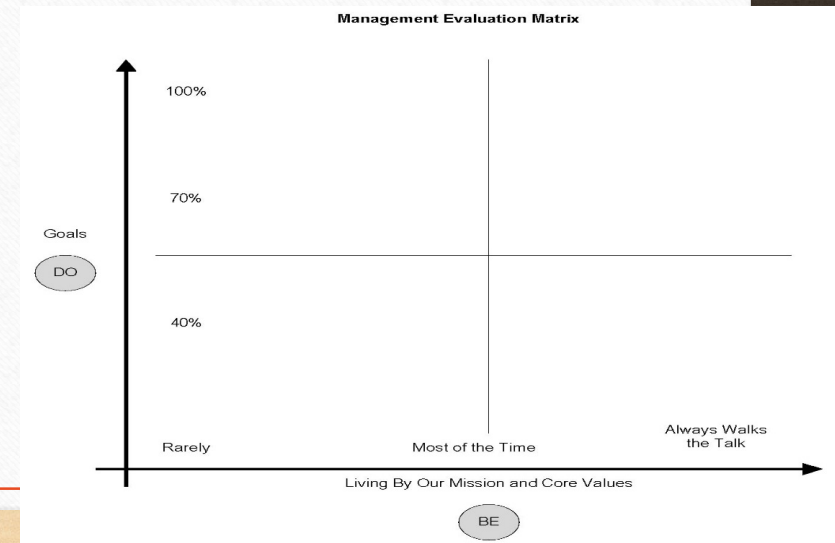
Forgiving – Release the Grip of the Grudge

- What was done to you doesn't matter – your response does
- Forgive team members – consider giving second chances when:
 - It is a one time-offense, they are aware and want to improve or if you have second thoughts
 - It doesn't always work out well – but do it anyway
- Forgive those who have wronged you – 'Resentment is like taking poison and waiting for the other person to die.'

Dedicated – Stick to your Values in all Circumstances

- Jesus final dinner – washed his disciples' feet.
- Leading with love means giving your power away
- MLK – 'Power without love is reckless and abusive; and love without power is sentimental and anemic.'

- Be versus Do goals –
Consider Matrix Evaluations



Leading with Love

- Less than 10% of companies have clearly defined values – ‘Be’ goals
- Built To Last identifies this as a trait of the higher performing companies
- Everyone can lead with love from any position in any company
- Do versus Be goals – Be goals are within your power; schedule them
- *“Leading with love is too important to be left to chance. It takes effort to lead with the principles of love – to be patient, kind, trustful, unselfish, truthful, forgiving, and dedicated. Leading with love is worth it. On every level it is more difficult, and on every level it is more rewarding, more fulfilling, more right than you can imagine.”*