

DR. TROY HALL

COHESION CULTURE

PROVEN PRINCIPLES TO

*Retain Your
Top Talent*



Cohesion Culture:
Proven Principles to
Retain Your Top Talent

by Dr. Troy Hall

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PROVEN PRINCIPLES TO
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D R . T R O Y H A L L



VIRGINIA BEACH
CAPE CHARLES

A “Best Places to Work”– Tested Leadership Approach to Talent Retention

Cohesion Culture™: Proven Principles to Retain Your Top Talent is a bold methodology that challenges leaders to create workspace environments where all employees have a sense of belonging, feel valued, and make a commitment to organizational success.

In six chapters, author Dr. Troy Hall shows readers what a Cohesion Culture looks like, how it sounds, and what actions need to happen to get it right. He explores topics like engagement, authenticity, and mindset to provide clarity to the leadership and employee base relative to coaching, performance, and development.

Each of six chapters begins with a core concept with which readers will become familiar. Introductory chapters provide readers a map of leadership patterns and protocols. In these, to delineate what’s expected of leaders before they consider cohesion and retention, Dr. Hall articulates values that encourage cohesion as well as mindsets that embolden leaders to commit to their employees’ individual success, which is the key to cohesion. Subsequent chapters center on team dynamics and workplace strategies. Dr. Hall introduces the essentials of what it means to be a learning organization and how learning directs an organization’s future success. In the final section, he provides the specifics on how to execute the talent retention model, its global impacts, and how cohesion generates employee retention.

Table of Contents

Preface

XIII

Introduction: Behold, the Cohesion Culture	1
Engagement Is Not Enough	2
The Everyday Romance of HR	8

Act 1: Be the Leader ----- 13

Chapter 1: How We Inspire Others to Do Great Things 15

Values that Encourage Cohesion	20
Why Influence Thinking Is Important	24
A Present Mindset	25
The Five Mindsets: Where Do You Stand?	27
The Voice of Others	32
Actions Are Louder Than Words	33
Transformative Principles	34
Aspiration Versus Inspiration	34
Belonging and the Importance of Trust	35
Practice Self Regard	36
Lessons Learned	37

Chapter 2: Dance Like Everyone Is Watching 38

Everyone Can Be a Leader	39
Leadership Styles	42
Two Theories of Leadership	43
Transactional Leadership	44
Transformative Leadership	46
Aspiring Vision	50
As Aspiration Leads to Vision, Motivation Leads to Performance	52

The Three Elements of Motivation	53
Lessons Learned	56
Act 2: Build the Culture-----	59
Chapter 3: People Seek to Belong	61
The Core of Cohesion	63
Defining Core Values	64
Aligning Values	66
Locus of Control	66
People Are Like Trees	68
Culture Champions	70
Lessons Learned	70
Chapter 4: The Mary Poppins Effect	72
The Five Key Practices of Learning Organizations	73
Systems and Change	77
How Learning Directs Future Success	79
Structure and Strategy	81
Three Effective Characteristics of	
Employees Who Embrace Cohesion	82
Change Thinking for the Organization	84
Lessons Learned	85
Act 3: Talent Retention Comes to Life -----	87
Chapter 5: Retain Talent	89
Talent Retention Model	91
The Four Concepts	92
Cohesion	96
Learning and Relating: A Two Pronged Approach	99
Learning	99
The Sixteen Million Dollar Lab	102
Relating	103

Component #1: Mentoring	104
The Global Impact of Mentoring	105
Employee Development	106
Component #2: Organizational Internship	108
Component #3: Executive Coaching	110
Backlight BLUE	111
The Epiphany	114
Soundcheck for Cohesion	119
The Final Scene	121
Lessons Learned	122
Chapter 6: There's No Place Like Home	123
Cohesion Generates Retention	126
The Beta Phase	129
Communication Styles in Real Life	131
Autonomy and Initiative	134
Lessons Learned	135
Epilogue	137
Louise Herring: A Pioneer in the Credit Union Space	138
Kenya: Two Men and a Sewing Machine	139
Acknowledgments	142

Preface

SINCE I HAVE BEEN PRIVILEGED to work there, South Carolina Federal Credit Union, under the leadership of CEO Scott Woods, has been recognized seven times by Best Places to Work in South Carolina; twice by Best Credit Union to Work For; nationally, by the *CU Journal*; and most recently by Glassdoor's esteemed Best Places to Work. These affirmations provide undeniable evidence that our Cohesion Culture is in place and working.

What is so fulfilling about these wonderful acknowledgments is that we received them not because management said so but because the employees recognized what management did. These three distinct evaluation groups for the state, the country, and the world stage independently surveyed our employee base, and the results were consistent.

The employees at South Carolina Federal feel a sense of belonging, are valued, and commit both to themselves and the organization. This level of commitment shows an understanding that management has aligned values and outcomes between employee development and organizational outcomes with room for everyone's success.

With this book, I make the case that creating Cohesion Cultures in workplaces has a positive impact on performance in all developing stages of a group, and that retaining talent through a culture of belonging, value, and commitment, rather than replacing old talent with new talent, is essential for an organization's survival and growth.

INTRODUCTION

Behold, The Cohesion Culture

“The strength of the team is each individual member.
The strength of each member is the team.”

—Phil Jackson, NBA Championship Coach

LET’S CONSIDER THIS INTRODUCTION A movie trailer. It is, at the very least, my attempt to offer readers a preview of the coming attractions. Throughout this book, before the credits roll, I show leaders first and foremost the kinds of transformative leadership practices that support the creation of Cohesion Cultures for the purpose of retaining talent and improving performance. As dictated by the situation, a leader plays any number of roles in any given scene on any given day. When it comes to leadership, one is both director and producer. With this in mind, it is paramount leaders recognize that each member of their organization’s talent—be it a headliner, a supporting actor, one of a dozen stunt doubles, the makeup artist, or even the caterers—brings value to the whole of the final product in who they are and the role they play—what I like to call a “parts are parts” mentality.

None of the content I share herein is overly complex. It's practical and straightforward. It's a reflection of my contributions along with those of my peers who have led South Carolina Federal to be one of the Best Places to Work. Cohesion Cultures are ones in which employees have a sense they belong, feel valued, and commit to personal and organizational goals. Any involvedness is namely that these three central elements work in tandem. When it comes to HR initiatives in the workspace, a single factor on its own has little impact. Groups must have all three elements—belonging, value, and commitment—to guarantee cohesion. When organizations achieve cohesion, success is a byproduct. Both employees and the company benefit from increased performance, which leads to engagement. Engagement leads to retention of a quality team, which is a core strength of any workplace environment.

ENGAGEMENT IS NOT ENOUGH

For the most part, *engagement* is misunderstood. Engagement is the outcome of a team working cohesively within a culture of belonging, value, and commitment. It requires more effort than catchy slogans on recruitment posters or using all caps in emails or job descriptions. Somehow, leaders—even me; I'm guilty too—are lulled into thinking that if we repeat the phrase “employment engagement” enough, it happens. Actually, it occurs when leaders support a mindset of cohesion.

Most people relate engagement to commitment when it's demonstrable and affirmed by goal achievements, but that's myopic and misses the mark on the much larger concept of employee and team performance. To consider commitment as a finite path to engagement is shortsighted.

The strength and also the weakness of engagement is that it can be individual. You can have engaged employees without having

a Cohesion Culture. An employee can be engaged in providing their individual talents in return for a paycheck, health care and 401k benefits, and educational opportunities the company offers. Engagement can be purchased by incentives such as yearly bonuses, industry recognition, or a company sponsored vacation. Certainly, these employees can be productive and valuable assets. An employee who gets to work on time, completes tasks, and is self sufficient isn't necessarily engaged, happy, or satisfied. It simply means he comes to work, does a job, and does not require the involvement of leadership to correct or encourage behavior. To have meaningful engagement, leaders must measure for cohesion and the presence of all three attributes: belonging, value, and commitment. Then and only then can a leader be assured the employee is "engaged" and actually wants to be retained. An employee who is engaged through cohesion feels a strong, often unbreakable community bond with his team and the organization. He understands his individual and collective value. This gives him and his effort meaning and purpose. Finally, he knows his supervisor is committed to his personal development with as much vim and vigor as he is expected to commit.

But what I have found over decades of business leadership, and what I made the subject of my doctoral dissertation, is that individual engagement is not enough to create a truly successful culture of cohesion. What distinguishes a Cohesion Culture is the relational aspects of the talent within the organization and how employees think about and relate to one another. When a Cohesion Culture is in place, individuals are better able to relate to those in other parts of the organization, to those who may report to them, to their colleagues and peers, to their supervisors, and to those in the senior most positions.

The most obvious result of this is efficiency. Duplicate or unnecessary work is virtually eliminated. Retention is greatly increased, reducing the expenditure of resources on scouting, interviewing, hiring, and training new talent. And all employees are able to access motivation, inspiration, and support from multiple

sources—today a manager, tomorrow a coworker or someone from a different department. Unhealthy rivalries, insecurity, and damaging interdepartmental competition become things of the past. Employees now have a big picture worldview that allows them to see not only how their individual contributions add value but also how every single person's contributions work together to create a transcendent experience: the final product of the moving picture that sweeps us up in such a way that we don't think about each scene but are moved by the story as a whole.

The other result of this is productivity. Through years of research and careful study, theorists have concluded that cohesion is a measurable, attainable phenomenon. In the 2007 *SHRM Research Quarterly*, in her study, "Leveraging Employee Engagement for Competitive Advantage," Nancy R. Lockwood found that employees with the highest level of commitment perform 20 percent better and are 87 percent less likely to leave the organization, which indicates that engagement is linked to organizational performance.

However, it is costly for an organization to constantly be "buying" engagement. To sustain the type of engagement leaders want and expect, companies should instead focus on creating an environment built upon cohesion. This is pure gold for organizations because the research already indicates a vast majority of "engaged" individuals will stay. Through cohesion, leaders have the type of "engaged" employee that will contribute to the overall health of the culture and commit to desired organizational outcomes. And leaders can do so without adding costly programs and monetary rewards that do not produce sustainable levels of engagement. To assure that individuals do not have to be bought every day, leaders should focus strategies and practices toward the intrinsic motivators surrounding the concepts of belonging, purposeful value, and commitment.

So, before going any further, before we begin to think about scouting locations, casting calls, or set design, I want to be clear: cohesion is a causal phenomenon that leads to performance. It is not

correlational; it is pivotal. This is an important distinction to explain why successful organizations create cultures of cohesion and why all organizations deserve cultures of cohesion. If you take away nothing else from this book, be convinced that your goal should be the total investment in your business of every single employee, motivated by the Cohesion Culture I will show you how to create. Only then will you have the work of art that is greater than the sum of its parts.

SPOILER ALERT: My dissertation supported the hypothesis that cohesion positively impacts performance in all developing stages of a group. The three elements of cohesion, when measured simultaneously, play a part in producing quantifiable results as cohesion directly impacts performance. Thus, if cohesion leads to performance and performance gives way to engagement, with a measured level of reliability it's true that "cohesion brings about engagement," and for organizational leaders, cut, that's a wrap. Being able to put a valuation on cohesion is principal to leaders who care less about touchy feely results and more about tangible outcomes. With cohesion, there is an opportunity to quantify the return on investment that cannot be accomplished without all three elements of belonging, value, and commitment.

MANAGING STAR TALENT

It's impossible to buy a ticket to the Cohesion Culture show without addressing leader mindset. Fundamentally, what leaders absorb influences how they think and ultimately act. A leader's mindset shapes character, specific actions, and thought process. Because leaders expect employees to be engaged and productive, they set goals and expectations to monitor achievement. This in alignment with well established "people" strategies, and how closely these structures are compatible, determines the level of success a leader will have in creating a Cohesion Culture.

Similar to how moviemakers want actors who are invested in their roles, organizational leaders want employees who fully commit. In playing the blonde bombshell in *A Week with Marilyn Monroe*, to master Marilyn's wiggle, Michelle Williams tied a belt around her knees. Jamie Foxx shed thirty pounds to play Ray Charles, and Renee Zellweger gained thirty for *Bridget Jones's Diary*. Jim Carrey, who played Andy Kaufmann in the *Man on the Moon*, stayed in character even outside filming. In these instances, engagement is a function of performance. Suffice it to say, leaders who commit and model behaviors that convey a mindset of commitment to the employee more naturally lead employees to make a full commitment, ultimately producing that Academy Award-winning performance necessary for a Best Picture nod.

And yet, many leaders don't understand what leads to this kind of employee commitment. Instead, they focus solely on employee task completion—often mislabeled as engagement—and the relationship becomes one sided. No doubt measuring employee satisfaction with accuracy is challenging. When studies are performed, however, an employee's level of engagement fails to have a direct relationship to performance, attendance, or job commitment. When people are content, they express actions of engagement, but it doesn't prove they have a level of engagement consistent with a cohesive mindset.

As it stands, 63 percent of employees are actively seeking new positions. For well over a decade, fueled by the media, business leaders have identified a war for talent. If anything, the war for talent is really a battle for retention. Organizations spend an inordinate amount of resources in the acquisition phase yet fail to invest resources that develop the stars they already have.

Gone are the days when headhunters could dangle carrots before the darlings of an industry to secure their allegiance, and this isn't necessarily a bad thing. Today's challenge is to hire with a goal to bolt and lock the ever revolving hiring door without having to promise free refills on popcorn and cola drinks.

Leaders should be more concerned with how quickly employees exit the movie theatre than how many are standing on the red carpet that ushers new recruits through the front doors. Replacing existing talent is costly.

According to Bersin by Deloitte, a digital helpmate to HR professionals, the average cost of a new hire is just shy of \$4,000. This includes, at minimum, advertising and background checks, the interview process itself, and the administrative time, effort, and paperwork. When it comes to the cost of replacing a team member, a general rule of thumb is to stretch 25 percent of the outgoing employee's salary across the time it takes to hire someone new and bring him up to the performance standards of whoever he's replacing. Compound this with a recent study that reports 64 percent of today's newly acquired workforce would rather give up a six figure salary for one that pays less as long as they love the job. Employees want a relationship that lasts, so why aren't employers measuring up?

Well, from an employer's perspective, retaining talent may seem like a chore, like holding the hand of an unruly toddler or trying to impress a hopeless romantic, and if an employee quits six months after he's hired, it's all been wasted effort. What leaders don't often realize is that whether an employee quits or is let go, ultimately company culture is to blame, either by hiring the wrong person into its environment or by not supporting him once he's there.

Take your average feel good, happily ever after rom com, for example. In the first scene, two people nearly, almost fall in love. Through a series of mishaps or misfortunes, it looks as if one or the other might choose a different path. Then, after rising action, falling action, and the montage—and there's almost always a montage—before the dénouement (which is a fancy way to say the finale), one or both come to their senses or the stars align, because, as we all know, love conquers all. Kismet is met with a desire to commit.

Now imagine if the director shouted, "That's a wrap!" midway through the first scene. Crazy, right? Imagine the unwanted aftereffect

if Cary Grant had stood Deborah Kerr up at the top of the Empire State Building or Han Solo had remained frozen in carbonite and was never reunited with Chewie and Princess Leia. But this is exactly the place where a lot of companies stop directing when it comes to their employees. Sometimes this “cut” happens even before an employee is onboarded.

Talent acquisition is something a lot of leaders get wrong. While I’ll concede that leaders should acquire “star” talent, it’s paramount they direct every employee as if she already *is* star talent. Organizationally speaking, objects of affection don’t commit based on the initial romance or the inevitable onboarding. It’s nearly impossible to make it seem as if your love is true if you stop putting forth effort as soon as the object of your affection returns it. Beyond being smitten, the relationship is about continuing the romance. It’s about listening and teaching; it’s about date nights; it’s about shared values; it’s about believing in one another’s narrative whether or not, at the end of the day, they end up together. We strive for long term love regardless of what the outcome will be.

Employees do not quit jobs; they leave supervisors. The evidence is before us. In its fourth year of collecting data, the 2019 Businessolver State of Workplace Empathy Study cited 93 percent of employees leave organizations because they do not connect with their immediate supervisor. It’s not about the money. It is about the culture and how leadership interacts with employees within the culture. If the employee does not feel valued, or part of a team, then they begin looking elsewhere for it. When supervisors fail to support a cohesive mindset and build a culture where employees love to come to work, the romance is off.

THE EVERYDAY ROMANCE OF HR

This is where HR comes in. Well considered HR tactics are the everyday romance offerings present in a Cohesion Culture. Somewhere along

the way, however, acquisition has become the primary focus of most HR departments. In today's ultracompetitive hiring landscapes, more money and resources are poured into attracting new talent than in keeping their home fires burning. Organizations all too often leave the long term relationships they already have to chance. Rather than wholeheartedly committing, it's sort of like they sign up for a string of short term affairs. This is unfortunate.

To distinguish themselves from other employers and woo talent, organizations advertise all kinds of employee perks, everything from flextime to Ping Pong tables. They want potential employees to fall in love with the job perks. These types of organizations place more value on "buying" engagement than building a work environment where employees are intrinsically satisfied. But if there is no foundation for Cohesion Culture, these benefits are only distractions. What your company stands for matters more than craft beer happy hours or bring your pet to work Fridays.

We like to say it's what's on the inside that counts. Don't get me wrong, it's only natural to want to use a wide angle lens to show off the organization as if every day is bright and shiny. There's a natural tendency to Photoshop bumps and wrinkles, making the organization look younger, smarter, and more appealing. There's an equally compelling narrative as to what makes an epic love story and what it takes to get someone to stick around for the long haul. But you can't buy love, and if that's what your organization has done in the past, it isn't what's retained talent. At best, without shared values, vision, and commitment, what you have is a loose collection of parts.

Employees often need time to know whether an organization and what it offers is right for them. The start of every romance, and this certainly holds true for a culture of cohesion, begins when two people feel as if they're made for each other. This work relationship lollapalooza is known as a "sense of belonging."

A Cohesion Culture is the perfect setting to foster belonging, as it speaks to employees' primary desires: to be wanted and needed, to

find and experience value, and to work committedly toward being successful and accomplished. There's a benefit for management too. They enjoy the lasting, long term effects of a cohesive relationship where employees want to be part of its culture. So, while you can't

buy love—or true happiness, for that matter—in this context, organizational leaders are able to create a culture where employees love what they do, how they do it, and those with whom they work.

HR strategies and practices that move beyond talent acquisition, compensation, benefits, and the onboarding experience ensure the work an individual does is purposeful. Employees must also believe they are being fairly compensated, and that the organization has focused on their wellbeing by offering a mix of programs to fully compensate them in nonmaterial terms as well. Just as a film relies on the structure of context and subplot, securing and fostering robust HR strategies contribute to the success of the organization's overall "story." Just as actors require a script to guide and hone their talents, "people" practices—all those programs an HR department offers—form a primary foundation for Cohesion Cultures to thrive.

These human resource strategies and practices and the Cohesion Cultures that can be built on top of them are distinct aspects of a successful organization; one cannot exist without the other. Real value is created when HR and a company Cohesion Culture are mutually inclusive. Think of it like cameras and actors. On its own, a recording device doesn't make a film. Cameras are only half of the equation, albeit an essential half: they simply capture what actors do in front of the lens. Therefore, it's important to keep in mind that culture exists with or without HR systems; it just may not be a supportive or effective culture in which anything lasting is created. A Cohesion Culture's fulcrum depends on an effective HR department to champion measurable, fully aligned initiatives of employee inclusion, employee purpose, and the assurance that each employee's voice matters.

Additionally, employees must have a performance process that allows for their continuous development and coaching that evaluates

what they're doing and why what they're doing matters to other team members and other parts of the organization. This process builds team performance and offers ways to sustain the culture's healthy existence. In and of itself, employee development and empowerment within a Cohesion Culture leads employees to growth opportunities and maturity—first for themselves and then for the organization. When employees feel as if they belong and that what they do matters, we get a glimpse of commitment. Therein lies retention.

Within Cohesion Cultures, commitment is the final act of a three act play. This is where the fat lady sings and keeps on singing. In the book, Act I is all about leadership and how a leader invests in the dreams and aspirations of her employees and their development; this is what it takes for employees to know they're invited to belong. Act II creates the culture that will retain employees. It moves the conversation forward to align employee goals with desired organizational outcomes. Act III brings the *talent retention model* to life and illustrates how cohesion generates talent retention. When this “tale of cohesion” goes well, it's a storybook ending for the employee and the organization.

Act 1: Be the Leader



How We Inspire Others to Do Great Things

“A boss has the title; a leader has the people.”

—Simon Sinek, *NY Times* best -selling author,
motivational speaker, and organizational consultant

KEY CONCEPTS:

- 10.1 *Leader*: A leader is someone who motivates, influences, and enables other to do something they otherwise couldn't do on their own.
- 10.2 *Leadership attributes*: Seven distinct attributes a leader exhibits to foster a culture of cohesion.
- 10.3 *Mindset*: To lead a Cohesion Culture, leaders must be aware of how they react, engage, and measure market influences, business opportunities, and complacency.
- 10.4 *Influence thinking*: This skill combines thoughts and mindset with outside counsel to produce a result.
- 10.5 *Transformative principles*: Such mindfulness is to embrace and celebrate the leader's potential for change.

As you read through Chapters 1 and 2, keep in mind that there are three important concepts that successful leaders of Cohesion Cultures overlay and integrate into all of their daily actions. First, the leader must adopt the *seven attributes of an effective leader*, understand how *influence thinking* impacts his behaviors, and practice *transformative principles*. Once the leader commits and follows this practical leadership advice, he is ready to begin shaping a culture of cohesion with the sole purpose of retaining talent and helping employees become their best selves.

In spite of the extraordinary advances in the last hundred years, the way leaders lead continues to matter. While collectively we are now able to engage and influence one another differently and on grander scales and on countless platforms, what it means to treat one another with respect and reverence hasn't changed, and how to be our own good stewards hasn't changed either.

We see this again and again in the classic examples of American leadership: our presidents. Historian David McCullough, who won a Pulitzer Prize for his biography *Truman*, shared in a 2008 *Harvard Business Review* interview that

Truman was no great charmer, but he was admirable and effective in many ways. He understood human nature. He had great common sense, and one of the lessons of history is that common sense isn't common. He wasn't afraid to have people around him who were more accomplished than he. [He] surrounded himself with people who were better educated, taller, handsomer, more cultivated, and accustomed to high powered company, but that didn't bother him. He knew who he was. He was grounded, as the Quakers would say.

McCullough quoted Truman as saying:

“Look after your men” means take care of your employees. Take a genuine interest in them. Be empathetic. Treat them well. I’m appalled when I’m taken to see a factory and it’s clear that the people running it have seldom if ever walked among the men and women who work there.

Another US president whose leadership I admire is Ronald Reagan. His decisive leadership drew from his strong communication skills and relational abilities. He did what he said; no one ever had to read between the lines. He was one to admit mistakes, and he never took himself too seriously. Soviet leader Mikhail Gorbachev described him thusly: “While adhering to his convictions, Reagan was not dogmatic; he was looking for negotiation and compromise.”

While I suspect it came naturally to him, Reagan mastered what is known as emotional intelligence (EQ), which, as I define it, is the capacity to be aware of, control, and express one’s emotions, and to handle interpersonal relationships judiciously and empathetically.

EQ dates back to a 1964 paper authored by Michael Beldoch, but the construct was made popular by a 1995 book, *Emotional Intelligence: Why It Can Matter More than IQ*. In it, author Daniel Goleman suggests that emotional intelligence is what separates good leaders from great ones. In a later book titled *Working with Emotional Intelligence*, Goleman offers a solid example of how Reagan’s stellar emotional intelligence conclusively swayed how Americans voted in the 1984 presidential election and how EQ trumps IQ.

During his presidency Ronald Reagan was known as “the Great Communicator.” A professional actor, the emotional power of Reagan’s charisma was shown in a study of how his facial expressions affected those of his listeners during an election debate with his opponent, Walter Mondale. When Reagan smiled, people who

watched him—even on videotape—tended to smile too; when he frowned, so did viewers.

Think about this. As leaders, if those we lead don't mirror or model our behavior, at the very least they are guided in their reaction and their engagement. At its core, EQ is an ability to be aware of one's emotions and those of others. Much of the power to inspire others to accomplish great things comes down to compassion and responsiveness. This approach suspends judgment. Instead, it focuses on behavior. How a leader walks into the office first thing in the morning has the potential to set the mood for the rest of the day—as does whether she walks *among* those she leads. There are no ivory towers in a Cohesion Culture.

In a January 25, 2019, article in *Forbes*, “The Top Four Choices of Emotionally Intelligent Leaders,” Chris Pearse wrote, “Emotionally intelligent leaders tend to speak less and listen more . . . or as Lao Tzu put it: ‘A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.’” EQ breeds trust, and when leaders trust their employees, they build openness and credibility.

Currently there's no validated test or scale for emotional intelligence as there is for general intelligence, but keep in mind that EQ can be honed. Some of us, like the Gipper, may have been born with a high EQ, but all of us have the ability to walk a mile in someone else's shoes. In a seminal 2004 *Harvard Business Review* article entitled “What Makes a Leader,” Goleman studied 188 companies. His conclusion: “[The] higher up one climbs in the corporate world, the more important emotional intelligence is to effective leadership.”

Beyond having a knack at EQ, my mother—known to family and close friends as Fanny—one of the greatest leaders of the twenty first century, had a superhuman ability to consider other people's perspectives and experiences. She taught me how to “excel at patience,” especially when it came to anyone who was different from me. She taught me never to dismiss anyone. She always said, “If you wait, they'll

show you.” As Harper Lee declared in *To Kill a Mockingbird*, “You never really know a man until you understand things from his point of view, until you climb into his skin and walk around in it.”

Of the lessons my mother taught me, I remember two most vividly:

1. If you speak words of affirmation, you will never have to worry about being misquoted.
2. If you have to tear someone else down to build yourself up, you aren't that good to begin with.

Good leadership involves transparency. Although I have made considerable strides in leadership, there were times when I failed miserably at following the advice of my trusted counsel.

In one of my not so shining moments when I failed to live up to my mother's advice, my son announced over breakfast that his ideal car was a souped up Camaro. He described it in detail. I was driven—pun intended—to quash his dream. It wasn't until Vickie, my high school sweetheart and wife of forty plus years, spoke to me later that afternoon that I realized what I had done. She too pointed out the obvious, but first she asked, “What happened?” Proudly, I told her how I had set the record straight. Next, she asked, “How many more years will it be before he drives?” I answered, “He's twelve, so maybe three and a half, maybe four years.” Her response: “Exactly.”

My son's proposition was absurdly unrealistic, and I became so consumed with pointing out the obvious that I failed to participate in what might very well have been his first aspirational vision that was bigger than himself. Even now, as I write this, I could kick myself.

When leaders respond in ways that fail to serve others, they miss the point. As my son's leader, in moments where he spit balls an aspiration, my job isn't to judge or be dismissive; it's to listen. It's a little like when small kids scrape their knees. It's best that the caregiver on hand remains calm. It helps a child figure out how to react, how to take it all in and move forward. How leaders cope directly affects those they lead.

VALUES THAT ENCOURAGE COHESION

Simple things are sometimes the hardest to see, and there are those among us who, with swanlike finesse, bring light—even life—to dense, distant, and complex concepts. So, even though the swan is paddling madly, her body moves smoothly across the water.

When we're thrust into leadership roles, especially when we're young, we're often consumed with a self-imposed pressure to render decisions with perfect outcomes. We find ourselves in the position to be know it alls. But instead, what if you focused on being the Mr., Mrs., or Ms. Learn It All?

As we wade further into what it means to be a leader who has the ability to inspire her employees, we see that objectivity, evenhandedness, and letting go of arrogance is the best way to serve others. That said, before leaders focus on the bigger picture of serving others, they must first know themselves. They must become increasingly self-aware. They should know their trigger points, what they believe in, and how they want to act. Only in acting in a way that is true to their individuality will they tap into the entirety of their strength as leaders.

In accomplishing this for myself, a Southern Baptist out of West Virginia, the Beatitudes have been significant. From the Sermon on the Mount in the Gospel of Matthew, Jesus's proverb-like proclamations have guided my effort in expressing what I value in leadership. The following seven attributes inspire us to be the sort of leaders who can rally others to succeed.

- 1. Being teachable.** Being teachable allows us to be open and consider others' input—especially when the idea is contrary to our inherent ideology. When something is new, when it's a perspective you're not familiar with, do you remain teachable? Far from being weak or inconsistent, being teachable enables us to have influence. When we navigate our world with a

belief system that says, “New information is important to me,” we model openness and confidence that inspires this quality in others.

- 2. Having compassion.** To have compassion is to show kindness. Compassion is the way we relate to one another. It proves emotional connection and emotional intelligence. It enables individuals and groups to have the confidence to strive forward without being hampered by the concept of flawless precision or the fear of making mistakes.
- 3. Extending grace.** Grace is the free and undeserved help we give others. Through this process, we regenerate and inspire virtuous impulses to impart strength of body, mind, and soul. Those we lead do not have to do anything or fulfill a requirement, as in a quid pro quo scenario, in order for us to offer grace. Instead, we think of how to serve those we lead as if they are the only ones who matter. As we operate with and through grace, there is an expression of gratefulness on our part.
- 4. Seeking truth.** Leaders must also seek truth. When we operate from a perspective that’s grounded in fact, not opinion, we are better equipped to navigate conflict. Conflict typically stems from opinion; resolutions stem from truth. Jack Welch, renowned past CEO of General Electric, declared it a leadership hallmark when he said, “Face reality as it is . . . not as you wish it to be.” Seeking truth means a leader faces reality, be it opportunity or within an organization’s culture. At its core, seeking truth requires a high level of accountability.

5. **Showing humility.** Humility should dictate how we interact with others. When we operate from a position of humility, we show respect for others and take their viewpoints, feelings, and contributions into consideration. This alone establishes value. Such a leader doesn't take credit for ideas that aren't hers. Such a leader shows a brand of kindness that's more reflective of compassion than modesty. Such a leader demonstrates that he thinks about and respects others.

6. **Exhibiting a pure heart.** This may sound too esoteric for the business world, but I interpret being pure in heart to mean having a pure intention. Am I genuine? Am I authentic? There is a gulf between a leader who operates authentically and one who operates synthetically. We shouldn't ask how an employee is doing if we don't intend to truly listen and potentially act on whatever information is offered. We don't say only what we think others want to hear, and we don't necessarily do what others want us to do. We say and do what's appropriate and whatever will produce the result a situation demands.

7. **Bringing peace.** Lastly, leaders are peacemakers. We create a harmonious space in which everyone gets along. We do this by bringing two opposing forces into a space that neither force previously occupied. We create compromise that is consistent and that everyone agrees to. When individual leaders polarize their followers, peace within the culture or within the group is almost always unachievable, and peace must exist. Peace eliminates dysfunction and unrest and is what establishes and solidifies cohesion so, rather than choosing sides within an organization, all sides work together.

While each aforementioned attribute on its own contributes to effective leadership, it isn't until they are steadily and routinely interwoven that we create a Cohesion Culture. Like so much we will discuss in this book, the combined merit of these attributes is greater than the sum of their individual parts. Keep in mind that these values are dynamic, and there is no linear format to follow, no chronological list that can be checked off as if once all seven values have been acknowledged, a leader's work is done.

**“You don't have to know everything,
you just need to be teachable.”**

—Dr. Troy Hall

I started with the attribute of teachability because it showcases the impact of the leader's mindset. When leaders are teachable, they are willing to explore integration of the remaining six attributes. In examining your adherence to being teachable, consider the following:

1. Are you a leader that seeks out new information before you find yourself in a position of “needing to know”?
2. How frequently do you engage with peers or subordinates to find out what they know?
3. What are the ways in which you integrate what you have learned into your everyday practices?
4. How do you use information to build upon your value system in a way that eventually supports and sustains your belief system?
5. Do you regularly stop and observe?
6. How much time do you devote to just thinking about a topic or issue before rendering an opinion or solution?

Teachable leaders have a willingness to discover and grow, and the very nature of these seven attributes is to constantly evolve to

support the living, growing Cohesion Culture made up of living, growing human beings.

WHY INFLUENCE THINKING IS IMPORTANT

Influence thinking is the practice of filling our minds with thoughts that are good and constructive, potentially bouncing these thoughts and ideas off a trusted group of advisors, and then taking action. If we have negative thoughts, what comes out in our actions and words likely won't be constructive. This is why we must examine our mindset with the help of others and make corrections as needed.

Influence thinking requires leaders to have a mindset rooted in common purpose, values, and goals. Leaders who practice and demonstrate influence thinking seek to listen to the voices of others, keeping in mind that a voice may be that of a stakeholder or that of a wise counselor the leader trusts as a "grounding board." I like to use the term *grounding board* instead of *sounding board*. A grounding board partakes in a collaborative conversation and offers advice based on fact, not opinion. These grounded individuals are not trying to impress the leader. Instead, they seek a resolution that is best for all. In contrast, a sounding board only repeats what the leader has said, or what he thinks the leader wants to hear. These individuals are commonly referred to as "yes" people.

Influence thinking motivates, influences, and enables others to accomplish their goals, dreams, and aspirations. When leaders practice this mode of thinking, they constantly gain insight from others. Knowing how others see problems and even potential solutions improves the innovation process and the outcomes derived from incorporating a blend of views into the final solution. Being aware of and seeking the voices of others allows for collaborative solutions or results to occur.

Influence thinking allows leaders to build effective teams that operate cohesively to create positive achievement and performance

and consistency of thought and action. This is not to be confused with groupthink, in which a misguided desire for agreement results in the suppression of differing voices and perspectives. According to Irving Janis, a research psychologist famous for the theory of groupthink, highly developed teams are more likely to exhibit a particular amount of dysfunction. Unlike the concept of influence thinking, groupthink suggests team members are not fully vested and rarely challenge the status quo or ask probing questions to stimulate critical thought and discourse.

So, we see that influence thinking combines a leader's mindset with outside counsel and results in a leader's action. Action is an essential result of influence thinking. Words without action are much like faith without works. Both are necessary in order for individuals or groups to be effective. Those engaged in influence thinking model behaviors that support and reflect the seven characteristics of an effective leader. Refresh yourself on these characteristics before you move on to the next section.

A PRESENT MINDSET

Mindset is extremely important in how leaders direct those who follow. The optimal mindset allows leaders to mentor employees rather than judge them; more importantly, it allows leaders to think and respond in different ways. By tapping into this mindset, leaders tap into their organization's collective genius and are better able to navigate their own biases.

As leaders breathe life into ideas, visions, and processes, followers begin to understand the expectations, opportunities, challenges, and consequences of performance and nonperformance. People want leadership that is decisive, consistent, and considerate of how others will feel about any potential decision. Instead of lukewarm, choose hot or cold. Either be the leader with confidence or get out of the way. As the keeper of the chalice from one of my favorite Indiana

Jones movies says, “Choose wisely.” It is a cautionary reminder that every leader, intentionally or not, chooses a state of being, whether it’s to be accepting of others or closed minded.

How we as leaders think is important, because the condition of our mind directly influences the actions we take. How does this happen? Our core values or guiding principles are formed from how we feel about our experiences and not from the events themselves. These values become the basis of our beliefs.

No leader should dogmatically cling to one particular mindset. Mindset is how each of us experiences and expresses our attitude; it’s our mental state as it relates to the world around us. Our mindset provides the basis by which we see life, and how we talk about life and the things we do determine what we accomplish. If we constantly doubt our own thoughts, if we constantly feel we aren’t good enough, we will live out those expectations. Therefore, it’s incumbent upon leaders to have a positive mindset as we attempt to motivate, influence, and enable others to achieve personal and organizational success.

We “speak” our existence each and every day, and our words shape the world in which we live. It’s important we claim, “I am,” not “Someday I will be.” If we say, “Someday I will be a good leader,” our actions will be wrought with hesitation. It leaves people who follow us guessing and wondering if they will be casualties along the journey of our development. But when we have an “I am” mindset—*I am a leader, I am a good leader, I am a great leader*—our actions follow suit. To claim “I am a good leader” doesn’t imply the work is done. It’s merely a vision of what is and what is to come.

We cannot rely solely on the past. The past is only a foundation. It’s a basis from which we can gain *perspective*. We can learn from the past and say, “These are the things that I want to do over again,” or “These are the actions I should never take because the result was not positive or effective.” Nor can we be so gung ho for the future that we step over and ignore the present. The only way for the leader’s mindset to get to the future is to be in the present. Into this present

mindset we incorporate lessons from the past and visions for the future, encompassing all information at our disposal to be effective.

Having a present mindset allows us to claim the “I am.” You cannot claim a future for your organization if you are stuck in a mindset that only values past performance. You will never move to that new level of culture called cohesion. When cohesion is present within a team, group, or work environment, performance is present.

THE FIVE MINDSETS: WHERE DO YOU STAND?

We as leaders prepare our minds through the process of adopting, integrating, and implementing the seven attributes of effective leadership to motivate, influence, and enable others to achieve greatness, first for the one and then the many. With these as a foundation, I offer the following five mindsets. For fun, the mindsets are based on the abilities of superheroes. These are important for leaders of a Cohesion Culture, as mindset influences action.

There’s not much point in asking which is more effective; it’s sort of like asking someone what his favorite movie is. Be it a hero’s journey, some great epic, or a terrific comedy, the answer will vary from person to person, and no answer is the wrong one. Likewise, when it comes to mindset, there’s no need to choose only one; each has its time and place. It’s often tough to choose just one, and as long as a leader doesn’t get stuck in any one mindset, each serves a purpose. When fully engaged, they even work together.

- 1. Teleportation.** Of the five mindsets, this is the quickest call to action. It says, “I will,” then it stops, assesses, and moves again. Leaders with this mindset focus on growth. They are visionaries who dream big. They put a vision into place and almost instantly create actionable items around that vision. Teleportation types are never lost and rarely, if ever, outsmarted. Ever hopeful, aggressively far reaching, even

if what's on their plate seems impossible and elusive, they know with certainty that they will get there. Once they do, it's off to the "next" future. They like to step out on a ledge and lean over the side to see just how far they and their organization can go. Elon Musk, technology entrepreneur, investor, and CEO of SpaceX and Tesla, Inc., tends toward the teleportation mindset. It is as if he's constantly asking, "Are we ready to be bold—to explore strange new lands, new cultures, new ideas, and new ways of being human?"

- 2. Immortality.** This mindset describes leaders who calculate new moves based on what they know today about yesterday. Theirs is a voice of reason based on status quo. Generally speaking, those with an immortality mindset don't seek counsel from others and rely on what they already know. They typically fear that a desired outcome won't be perfect. Leaders with a mindset focused on the past tend to seek perfection rather than a level of performance that's reasonable and acceptable. This mindset says, "I had" but falls short of asking, "Can we think differently? Are we able to work in a space of uncertainty knowing that what we knew then only got us as far as we are now?" Getting to tomorrow requires us to take a leap of faith and become teachable. Make no mistake: it's important to understand the past, as long as we aren't trapped by it. In true immortality fashion, such leaders routinely find themselves doing the same thing over and over again, even when what they're trying to accomplish is a different outcome. To be fair, while it is the most limiting of the mindsets, if you personify immortality as a leader, take heart. When there is turmoil or upheaval or when time is a factor, immortality can lead to sure fire action, and in these cases, immortality might be just the ticket.

- 3. Empath.** What would it be like to have a totally logical mind and be the go to leader? Leaders with this mindset balance what they know with emotional intelligence, saying, “I am, I have been, and I will be.” The empath mindset embodies the ability to assess a present situation and make judgments and decisions using both facts and feelings to lead a team. It uses intellect to evaluate what’s happening and to make decisions on multiple levels of thought. Every move these leaders make already includes possibilities for the next two or three, depending on how a situation plays out. Their perspective looks beyond what already exists, and yet they are also fully secure in the present moment. Rather than look myopically at a situation, they seek a broader vantage point.

Bill Gates, investor, author, philanthropist, and humanitarian, launched Microsoft based on how organizations logically interact with programs and processes necessary to conduct business. He is quoted as saying, “Success is a lousy teacher. It seduces smart people into thinking they can’t lose.” Gates understands the impact of learning and the value of bringing fact and feeling together.

- 4. Time Traveler.** The fourth mindset is the bridge that directly connects the past with the future. One cannot leap from the past to the future without first being in the present. Communication mirrors this concept. It connects what we already know with what we will learn, say, and do. Our communication styles, habits, and preferences open the door to what is possible tomorrow, and this inevitably links us to what happened before. Leaders with a time traveler mindset solve challenges and adapt to opportunities in the here and now. They have an open, growth oriented and teachable mind. While acknowledging that a new discovery, innovation or piece of knowledge might be valuable in the future, they

maintain a present view and think about how it will help them in the present. Arianna Huffington, Greek American author, syndicated columnist, and the businesswoman who established Thrive Global in 2007, is a time traveler. She believes communication should go beyond mere awareness and be accessible using today's technology.

- 5. Invulnerability.** Who doesn't like the underdog spirit? These tenacious mindset types who keep going for their goal over and over again exhibit an invulnerable "present simple" mindset. They have perseverance and possess the energy needed to create and sustain a Cohesion Culture. What's happening now, in this moment, matters more than anything else. Leaders with this present simple mindset dispel naysayers and fight for their employees' hopes, dreams, and aspirations, driving everyone to a future filled with personal and organizational success. Reddit cofounder Alexis Ohanian is of this mindset stock. While Reddit was still in its infancy, his mother was diagnosed with brain cancer. In a 2010 blog post, he summed up this mindset by describing the overall experience thus: "You'd better believe that when you come home to a mother battling cancer and a father spending every waking hour taking care of her and running his own business, you don't complain, you don't cower, and you most certainly don't quit."

Using these leadership mindsets prepares leaders for thinking and creating the ultimate Cohesion Culture. If we are tuned to just one mindset, we will likely restrict which voices we allow and which actions we take. It is unrealistic to believe that a leader will separate how he thinks from how he acts. Within the context of being teachable, the leader will not limit his thinking to just one of the mindsets. Doing so would severely limit his ability to be generative, adaptive and experimental.

In figuring out which mindset is appropriate for either personal or business situations, ask yourself three questions: What are you attempting to accomplish? What do you know about what you want to do? What is possible that you don't already know?

Once a leader evaluates these questions, she is free to choose the mindset that will help produce the best results. When it comes to influencing action, as long as you don't get stuck in one particular mindset, each can benefit the organization.

An example of how a limiting mindset works happened some years ago when my wife drove me to work. We backed out of the driveway and closed the garage door. I noticed my neighbors had their garbage cans sitting out. My wife commented, "It must be garbage day," and suggested that we should put out our garbage can so it would be ready for the trash collectors. I scoffed at this, telling her that garbage day was on Friday, and it was Thursday. I wondered why all of our neighbors had put their garbage out. Because she considered me a trusted voice, I convinced her that I was right and that everyone else on the street had made a mistake.

When I got to my office, I looked at my calendar. To my surprise, it was indeed Friday—garbage day. I had ignored all the evidence of what I saw—all my neighbors' trash cans out on the street—and my wife's trusted, wise counsel for the sake of what I thought I knew. I was convinced I knew more than what others could contribute or teach me.

To identify whether we are limiting our mindset, first we must define the mindset we are working with. We can ask questions like these:

1. What do I think?
2. How do I think?
3. How do I go about the process of thinking?
4. Am I teachable?
5. Will I accept other people's viewpoints, especially when they are contrary to my own?

6. Is there an openness in my mindset to allow for newness and dissension?

It can be hard to answer these questions about yourself, especially if you have never done so before. One of the best ways to challenge the ways in which we limit our mindset is to seek out the voice of others.

THE VOICE OF OTHERS

Voice of others = seeking out information that will help you make better and more informed decisions.

It is paramount leaders understand that in addition to mindset, *outside* factors also sway thinking. I call these factors “the voice of others.” But these aren’t just anybody’s voices. I qualify these as *trusted* voices. These are confidants. These are the people you know will have your back. These are the colleagues and coworkers and individuals who make up your wise council. Your wise council can include business professionals, accountants, lawyers, medical practitioners, social leaders, those who share a similar faith, and family—matriarchs and patriarchs who know you well and who’ve been on the planet longer.

There is no prerequisite that demands your inner circle have the same perspective as you; theirs may be different than yours, even significantly different than yours. These individuals help you challenge the status quo. They exist to call you out on your sacred cows—any and all ideas, concepts, rituals, traditions, whatever you believe can’t be changed.

The voice of others has to do with an individual’s consumption of external information. It’s important that leaders make conscious decisions as to what they read, see, hear, and say. There are things that cannot be changed, things from which you should never deviate. However, when you find yourself in a position to challenge the status quo, listen to other voices; these trusted voices suggest new concepts and principles. They introduce new ideas and ways of thinking. They

help you explore and discuss. They peel back the layers to dig deeper into a subject matter.

Through the process of listening to the voice of these trusted others, we can take a new perspective on our own observations and come up with new possibilities. This can involve visualizing a course of action from something we have seen or experienced in the past. Or we can approach our next action step based on what it could mean for the future. This enables us to, at least in some sense, predict a probable outcome. We can mentally evaluate information for clarity for its application to our final thoughts or ideas that we're looking for, and for logic. This is another opportunity for us to dig deeper, and we should integrate the voice of others into our perspectives to create our final conclusion.

Just remember:

Mindset (internal): Your own voice
 + Voice of others (external): Your trusted council
 = Actions: How you conduct yourself as a leader

ACTIONS ARE LOUDER THAN WORDS

The final element of influence thinking is concerned with action, specifically the actions of the leader and the group. As I have said before, leadership is the ability of the individual to motivate, influence, and enable others to accomplish something they may not have done on their own. It generates action to accomplish personal and organizational success.

We say actions speak louder than words, but in reality, mindset comes first; what a leader thinks sways her action. The voice of the leader and how she speaks is another form of action. If she has negative thoughts, what comes out likely won't be constructive. If the leader fails to speak words of affirmation and encouragement to others, then the individual may be left feeling that they're not important. Outward

recognition, whether it be a friendly greeting, the sound of laughter or a hearty fist bump, are the actions leaders should model to truly create that culture of cohesion. On the other hand, if the leader is fraught with indecision, the result will be indecisive.

TRANSFORMATIVE PRINCIPLES

This is the final concept the leader must be willing to adopt to bring forth the type of leadership that will be successful in leading a Cohesion Culture. Four specific principles signify the leader's thinking is ready.

Like the seven attributes of effective leaders and the elements of influence thinking, the transformative principles work in tandem. Each of these concepts are independent, yet interdependent upon one another. Let's examine these principles in greater detail:

1. Aspire to a vision and teach it
2. Be a good social architect
3. Create an environment of trust
4. Practice self regard

ASPIRATION VERSUS INSPIRATION

At its core, influence thinking requires a level of trust and collaboration. It circles the bullseye to a sense of belonging to declare: "I am accountable. I instill confidence. I want things to move forward."

The element of action as part of influence thinking includes how we as leaders present and teach vision. When we do not enable employees to gain a sense of belonging and a sense of value so that they feel they can commit to something that is important not only to them but to the organization, they fail. If we expect others to hear our vision once and follow it because we said so, then clearly we do not understand influence thinking. Rather, the vision we

communicate must cause those who hear it to *aspire* to greatness, rather than *inspiring* them to greatness. Aspirations are the hopes of achieving something grounded in the reality they can come true, while inspiration is the process of being stimulated to do something.

How do we cause others to aspire to greatness? Primarily by understanding resources and removing barriers that prohibit individuals from achieving their success or the desired outcomes of the organization. Without leaders to guide activity, individuals might not push forward far enough to figure things out. They might not understand that there is more to what they can do. They might not look for any additional information because they aren't aware there is more information to look for. These individuals may need to be challenged to recall observations and things that have been done in the past and project them into the future by asking if they see themselves accomplishing a desired but elusive outcome in another way.

The actions of a leader effectively motivate, influence, and enable others to aspire to greatness far more nobly than what was originally asked for, dreamt, or imagined. Actions that cause others to aspire to greatness do not have to be overly complicated. Outward displays of encouragement assures the team of your confidence in their abilities and promotes a sense of belonging, which is the foundation of a Cohesion Culture.

BELONGING AND THE IMPORTANCE OF TRUST

Leaders who are smart with people know how to create a trusted environment, which means they have established a safe place for discourse, healthy conflict, and debate. Remember, being a truth seeker is an important leadership attribute. And trust is impossible without a sense of belonging. In the 2019 Edelman Trust Barometer, 77 percent of employees relate how an employer treats them as the highest indicator of trust, and 81 percent of US financial services employees trust their employer to do the right thing.

Leaders of strong trusted environments speak with honesty and candor. Honesty is simply the act of telling the truth, providing all the information—no lies and no omissions. Choosing to leave out critical information is not being honest. Exaggerating information or actions in a way to position people in a better light than they have earned is not being honest.

But leaders must also possess high levels of emotional intelligence. Brutal honesty doesn't create trust either, and it is not the same thing as candor. Trusted leaders take into consideration the way individuals feel and the way they may perceive the information being shared. A major reason people fear change and may hinder cohesion lies within the realm of lack of trust. Sometimes people do not trust change. Distrust creates a disconnect between conflict, communication, accountability, and results that stalls growth. Distrust inhibits the future, as it keeps people trapped in the past, hampering our ability to learn and grow. This lack of trust leads to dysfunction and contributes to an inability to feel a sense of belonging, to see value, and ultimately to make commitments.

So, to create a trusted environment in which all members feel they belong, the transformative leader must possess high levels of emotional intelligence. The social skills that enable leaders to interact with others in a way that creates this sense of belonging easily translate to trust. In that trusted environment, leaders establish a value system of truthfulness among individuals.

PRACTICE SELF -REGARD

Leaders committed to transformation will inevitably look inward for signs of strengths and weaknesses. It is important for the leader to understand emotional intelligence and to apply it through four common thought processes that denote a specific action: perceive, understand, manage and use emotions to bring about success. Through

the art of self regard, the leader has the capacity and wherewithal to control and express his behavior in meaningful ways.

LESSONS LEARNED

- Emotional intelligence hinges on self awareness, maturity, and building rapport with others. It means being motivated by something beyond one's corporate title and, above all else, showing empathy, modeling that it is better to be kind than right.
- Seven attributes encourage cohesion: being teachable, compassionate, grateful, and truth seeking, and having humility, a pure heart, and the ability to be a peacemaker.
- Leadership is intentional, and what a leader's mind consumes influences how the leader behaves.
- Seeking counsel from wise, trusted voices and being choosy in what voices we listen to are essential in successful leadership.

Acknowledgments


I HAVE ALWAYS CONSIDERED MYSELF a work in progress, understanding from my faith that God is not done with me yet.

But He has not been in this task alone. My dad and mom played significant roles in my development. Dad, the protector and provider, and Mom, the nurturer and caregiver, provided me with many opportunities to learn and self discover. In fact, my mom was instrumental in teaching me how to think about life, listen to the respected voices of those I could trust and put forth actions that were honest and honorable.

Vickie, my high school sweetheart and wife, has supported and loved me for more than forty five years. She has contributed much “wife wisdom” and keeps me from getting too far ahead of myself.

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My heart is full to be surrounded by so many loving and caring people. My cup truly runneth over.


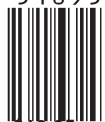


DID YOU KNOW that 63% of employees are actively searching for a new position? In today's war for talent, the focus should be on talent retention, not just talent attraction. C-Suite Executives, Chief Culture Officers, and HR Professionals need to develop an organizational culture where employees want to belong. Dr. Troy Hall helps you create a "Best Places To Work" environment, where your employees love to work, and stay to work.



Dr. Troy Hall is a speaker and talent retention expert who travels the globe teaching and motivating C-Suite Executives, Chief Culture Officers and HR Professionals on how to retain their top talent. With his Ph.D. in Global Leadership, he has been honored to present at conferences across the United States, as well as in the United Kingdom, Africa, Asia and the Middle East. He is also the Chief Strategy Officer for South Carolina for South Carolina Federal Credit Union, a multi-billion dollar financial institution that consistently wins awards as one of the "Best Places to Work."

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