

Leadership 2.0 Notes

Chapter 1: Leadership 2.0

- Even great leaders can have a hard time explaining the specifics of what they do that makes their leadership so effective.
- The leadership skills explored in this book are the product of an intensive study that set out to separate the leadership skills that get results from those that are inconsequential or harmful.
- The study pinpointed the 22 leadership skills that are critical for performance.
- When examined more closely, they found that the skills fall into one of two categories: the skills that get people into leadership positions in the first place and the skills that the greatest leaders use to rise above the rest.
- ***Leadership 2.0 presents a new way to understand great leadership and an innovative method for any leader to become great. P.g. 2***
- Core leadership will tighten your leadership game and make certain you have the building blocks in place to become an adaptive leader.
- The adaptive leadership skills will enable you to see and understand the specific actions the world's greatest leaders take every day.

Core Leadership

- Are the skills that get people promoted into leadership positions.
- Are the foundation of effective leadership
- **Strategy:** knowing how to look ahead, spot the trends, and anticipate the course of action you will follow to maximize success.
- **Action:** For most leaders, desire is not the factor that holds them back it's knowing how to execute.

Adaptive Leadership

- These skills are what set great leaders apart- these skills represent the other intangible qualities that great leaders have in common.
- **Emotional Intelligence:** a set of skills that capture our awareness of our own emotions and the emotions of others and how we use this awareness to manage ourselves effectively and form quality relationships.
- **Organizational Justice:** Great leaders don't shy away from the truth. They know how to integrate what people think, what they want to hear, and how they want to hear it with the facts. This makes people feel valued and respected.
- **Character:** Leaders who embody a sense of character are transparent and forthcoming. They aren't perfect but they earn people's respect by walking their talk.
- **Development:** ***The moment leaders think they have nothing more to learn and have no obligation to help develop those they lead is the moment they ensure they'll never know their true potential. Pg. 11***

Taking Action

- You should approach your practice of new leadership skills with the mindset of an athlete. Any day you walk into the office could be the most challenging day you've faced. Consider your workday your own personal gym that offers a variety of equipment for you to use to get your reps in. Pg. 15
- The strategy provided in this book is to first, before fully reading the book, take the 360 Refined scores and transfer them onto your Leadership 2.0 Action Plan. After doing that, pick a leadership skill to work on based on the identified areas of improvement or growth. As you continue, focus on three behaviours (provided in the book) that you will commit to practicing for that chosen skill. As you begin, choose a leadership mentor: someone who can provide insight, feedback, and guidance in regular meetings. **BIG IDEA**
- The book recommends that patience, practice and not perfection is what will lead to success in further developing your leadership ability and skills.

Section 1: Core Leadership Skills

Chapter 2: Strategy

"To be effective as a leader, you must have the vision to see beyond your competition, the acumen and planning to implement your vision, and the courage to stand your ground in the face of doubt or criticism." Pg. 24

GEM: Give Them a Purpose

- A vision that people can believe in makes it easy for them to love their jobs.
- Creating community through a shared sense of purpose.
- People will work hard for a paycheck, and even harder for a person, but they'll work the hardest for a purpose.

Courage to Lead

- Extraordinary leaders demonstrate courage in the face of adversity.
- ***Courageous leaders turn the negatives of adversity into positives as they move forward with a greater sense of purpose. Pg. 49***
- Once people see that a leader is willing to make difficult decisions, challenge status quo, rise above diversity, take responsibility for his or her actions, and the like, they see that it's safe to follow.
- People need courage in their leaders. They need someone who can make difficult decisions and watch over them. They need a leader who will stay the course when things get tough.
- Courageous leaders make people feel safe and protected, and people are far more likely to show courage themselves when their leaders do the same.
- ***"Your courage is manifest in the decisions you make every single day. Every day, indeed every decision, provides new opportunity to act courageously." Pg. 51***

Chapter 3: Action

- Leadership development consultants are students of how people operate inside organizations and use this knowledge to help companies manager their most valuable assets – their people.
- People don't take action when they're told to. People take action when they're compelled to.

GEM: Decision Making

- **The key to making good decisions is taking full control of your decision-making process.**
- Your ability to make sound decisions time and time again is paramount to your success as a leader.
- Integrate the following methods into your decision-making repertoire, and they'll help you eliminate distractions, focus on the right information, and make sounds decisions:
 - o Take your emotions out of the driver's seat
 - o Seek counsel
 - o Be wary of Raw Data
 - o Seek knowledge over information
 - o Know what's driving your inclination
 - o Consider every angle
 - o Do a cost/benefit analysis
 - o Do an integrity gut check
 - o Prepare for contingencies
- Questions you should be asking yourself include:
 - o *Why do I need to make this decision?*
 - o *What will happen if I don't make this decision?*
 - o *Who will be affected by this decision?*
 - o *How will this decision affect them?*
 - o *What are the implications of each potential course of action?*

GEM: Communication

- **Communication is the real work of leadership.**
- You simply cannot become a great leader until you become a great communicator
- Good communication skills equip leaders to motivate people to take action on behalf of the organization.

Strategies to do this:

1. Speak to Groups as Individuals

- The trick is to eliminate the distraction of the crowd so that you can deliver your message just as you would if you were talking to a single person.
- The ability to pull this off is the hallmark of great leadership communication.

2. Talk so people will listen

- Talking so people will listen means you adjust your message on the fly to stay with your audience (what they're ready to hear and how they're ready to hear it).

- When your talking leads to people asking good questions, you know you're on the right track.
- 3. Listen so people will talk**
- Listening isn't just about words; it's also about listening to the tone, speed, and volume of the voice.
- 4. Connect Emotionally**
- To connect with your people emotionally, you need to be transparent. Be human. Show them what drives you, what you care about, what makes you get out of bed in the morning.
- 5. Read Body language**
- Pay as much attention to what isn't said as what is said, and you'll uncover facts and opinions that people are unwilling to express directly.
- 6. Prepare your intent**
- Don't prepare a speech; develop an understanding of what the focus of a conversation needs to be and how you will accomplish this.
- 7. Skip the jargon**
- 8. Practice Active Listening**
- To practice active listening:
 - Spend more time listening than talking
 - Don't answer questions with questions
 - Avoid finishing other people's sentences
 - Focus more on the other person than you do on yourself
 - Focus on what people are saying right now, not on what their interests are
 - Reframe what the other person has said to make sure you understand him or her correctly ("So you're telling me that this budget needs further consideration, right?")
 - Think about what you're going to say after someone has finished speaking, not while he or she is speaking
 - Ask plenty of questions
 - Never interrupt
 - Don't take notes
- Working on one to three strategies at a time is sufficient.
- **Communication is a dynamic element of leadership that is intertwined in most of what you do each day.**

Mobilizing Others (pg. 81)

"Your ability to mobilize others hinges upon your ability to engage them in their work." Pg. 81

- People need to feel respected, valued, and emotionally engaged in their work if you want them to mobilize.
- Discretionary effort supercharges your workforce; it yields pro-organizational behaviour that has a profound impact on the bottom line.

Strategies:

1. Give Thanks

- There are people who do great work around you everyday. Let them know how you feel about it.
- 2. Be Thoughtful
 - Being thoughtful is a powerful way to let employees know they are valuable to you.
 - Communicate regularly
 - Celebrate accomplishments
 - Share your plans
 - Share your knowledge
 - Express your appreciation
 - Be a reassuring and calming force
 - Be confident and enthusiastic
 - Don't condescend or criticize
- 3. Declare Decision Rights
 - Clarity breeds confidence
- 4. Earn their respect
- 5. Integrate ideas
 - a. You get work done by synthesizing a diverse set of ideas and interests. Your ability to bring people together and facilitate the integration of their skill sets is critical to your ability to mobilize others
- 6. Have an "open-door" policy
 - a. A true open door policy allows any employee to talk to anyone at any level, fostering upward communication through direct and easy access.
- 7. Teach your managers to engage
- 8. Only get mad on purpose
 - a. Expressing your anger in appropriate ways effectively illustrates the gravity of a situation.

Chapter 4: Results

- results will materialize only if you possess the finesse that comes from three essential skills. The first is the ability to take risks, especially the right risks.
- The second is the ability to maintain what we call a "results focus," or how adept you are at keeping everyone's eye on the prize.
- The final skill is agility, which anyone can attest is an essential leadership skill now.
- Take risk on how you interact with people – be more vulnerable, open to feedback, and connected with your employee.
- Many require taking the blinders off and tolerating discomfort that comes with learning a new approach to your job and your people- that is risk taking in its highest form.

Face Your Fear of Failure

- Fear of failure is the primary reason successful people stall out in their careers.
- Living in your comfort zone is a massive barrier between you and the ability to reach your goals.

- When you are risk averse, it takes you too long to build the confidence you need to act. In the areas where you're having trouble taking risks, try taking action when you're only 70% certain it's the right way to go.
- Often the worst decisions that leaders make are those that achieve short-term gain at the expense of long term strategy.
- Acknowledging your mistakes quickly and courageously lets people know you're human. This humble action creates a powerful, lasting connection with your people.
- When people get to know all of you (when they see the beauty and the blemishes), they become fiercely loyal to you and your cause.
- Getting personal and real with your employees shows them that you respect and value their contributions.
- **Tell hard truths.** Enabling your employees to tackle tough problems head-on is a risk you should take.
- As long as you're calculated in what you share and how you share it, taking this risk will empower your people and inspire them to take action to improve what they can.

Gem: Results Focus

"As a leader, you have to keep your eyes on the prize to see important objectives through to fruition, but you also, have to ensure the same of your people." Pg. 104

- Everyone wants results, but the leaders who build a sense of utter and complete focus in their people are the ones who get it done.

Frame Your Ideas

- Framing is the process of guiding what someone is likely to think about what you are saying through the careful use of expression.
- In your quest to keep people focused on results, use language that frames your message with the correct connotation.

Maintain a presence

- Face-to-face communication is a powerful way to get your point across and make certain that it sticks. Face time enables you to take the pulse of your organization and show leadership.

Communicate early and often

- **Make a point of reaching out to people, and make yourself accessible so that people will reach out to you regardless of where your job takes you.** Pg. 106

Praise Results-focused Behaviour

- Employees who are results focused aim all of their attention at the result they wish to achieve and won't allow anything to stand in their way. Praise those who demonstrate this skill and watch it catch on.

Be Specific

- Train yourself to use clarity when speaking to your team.
- If you want to get results, you need to be abundantly clear when stating what you wish to accomplish.

Give Quality Feedback

- Be clear with your feedback. Don't soften it to avoid confrontation. Be quick to stroke people who are on the right track. You are a leader. It's your job to ensure your people are on the road to results.
- Feedback is meant to address the problem, not the person.

Follow through

- Follow-through is about creating accountability.
- When you don't follow through, you make it clear to your people that "there's no accountability here"
- Leaders who don't walk their talk breed cynicism and resentment – two negative emotional states that will squash people's desire to pursue your important objectives.

Agility

- As a leader, you must be agile to do your job effectively. Without agility, you won't excel, and in fast-moving markets, you are unlikely to survive.
- **The key to remaining flexible and navigating change successfully is your perspective before changes surface. (pg. 115)**
- *"As a leader, you set the emotional tone for your people, and if you go running around like the sky if falling every time things change, your people will do the same." (pg. 116)*
- One of the biggest keys to your success in your ability to grow and adapt with your position.

Make change your muse

- Prepare for change.
- Make it your inspiration
- It's empowering to react swiftly and effectively to change.

Think through consequences

- When you think through the consequences of potential changes, you can act decisively when the changes surface.
- **Set aside a small amount of time regularly to create a list of important changes that could possibly happen.**
- **Leave enough room below each change on your list to write out the possible actions you will take should the change occur.**
- **Then below that, job down ideas for things that you can do now to prepare for that change.**
- Even if the changes on your list never come to fruition, just anticipating change and knowing what you'll do in response to it makes you a more flexible and adaptive leader.

Address Uncertainty head-on

- When things change, or are about to change, your people need to know about it. Don't be afraid to discuss these unexpected course corrections just because you can't keep them from happening.
- Troubleshoot the situation together.
- Do so shows respect and consideration for your employees, and their input opens up new perspectives that you might not have otherwise considered.
- The alternative- trying to protect your people from change –has the unintended consequences of creating a culture of secrecy and rigidity

Separate Emotion from Reason

- The more unexpected and significant a change you're facing, the more likely you are to experience your emotions swaying you in one direction while your rational mind pulls you in another.

Seek Guidance

- One of the most powerful ways to learn agility is to seek out the agile and learn their tricks. People who are flexible in dealing with change are usually very aware of what they do, which makes it easy for you to learn from them.
- **Find a person whom you've seen demonstrate great agility and offer to take him or her out for lunch or coffee.**
- **During that meeting, share your specific goals for improved agility and ask what tactics he or she relies on.**
- **Be certain to be candid about the situations that give you the most trouble.**

Adapt your leadership style to the situation

- The best leaders are adept at tailoring their leadership styles to the unique needs of their employees.
- **"Research conducted by Ken Blanchard Companies shows that half of leaders are completely inflexible in their approach to leadership and just 25% of leaders have a great deal of variety in their leadership approach. (Pg. 119)**
- As a leader, you need to have the agility to adjust your style to the needs of the person and the situation.

Seek to maximize potential

- When you find yourself thinking that you have no control, take a closer look at how you are reacting to the situation itself.
- Focusing on restrictions is not only demoralizing – it also helps negative feelings surface that confirm your sense of helplessness.
- You must take accountability for what you have control over and focus your energy on remaining flexible and open-minded in spite of the situation.

Speak to someone who is not affected by the change

- Not only is it helpful to talk to someone who cares about what you are feeling, but new perspectives also open up additional avenues for you to explore.
- **When change happens, seek out someone who you trust and feel comfortable with who is not personally affected by your situation.**
- **Use this person as a sounding board for what you've experienced, how you're feeling about the change, and what you're thinking of doing in response to it.**
- **Choose your third party wisely. The person you invite to help you shouldn't have a vested interest in the situation; otherwise, his or her perspective is going to be tainted by his or her own needs and feelings.**

Part 2: Adaptive Leadership

Gem: Emotional Intelligence

- **For an adaptive leader, there is no more important skill than emotional intelligence.**
- EI is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behaviours and relationships.
- The daily challenge of dealing effectively with emotions is critical to leadership because our brains are hardwired to give emotions the upper hand.
- **Here's how it works:**
- **Everything you see, smell, hear, taste, and touch travels through your body in the form of electronic signals. These signals pass from cell to cell until they reach their ultimate destination, your brain. They enter your brain at the base near the spinal cord, but must travel across your brain before reaching the place where rational, logical thinking takes place. The trouble is, they pass through your limbic system (the place where emotions are processed) along the way.**
- **This journey ensures you experience things emotionally before your reason can kick into high gear.**
- Since our brains are wired to make us emotional creatures, your first reaction to an event is always going to be emotional.
- You have no control over this part of the process.
- You *do* control the thoughts that follow an emotion, and you have a great deal of say in how you react to an emotion – as long as you are aware of it.
- **Your reaction to your triggers is shaped by your personal history, which includes your experience with similar situations.**
- **Intelligence is your ability to learn, and it's the same (relative to your peers) at age 15 as it is at age 50.**
- **EQ, on the other hand, is a flexible skill that is readily learned.**
- **When emotional intelligence was first discovered, it served as the missing link in a particular finding: people with the highest IQs outperform those with average IQs just 20% of the time, while people with average IQs outperform those with the highest IQs 70% of the time. (pg. 132)**
- No matter whether people score high or low in EQ, they can work to improve it, and those who score low can actually catch up to their coworkers.
- **Of all the people we've studied at work, we found that 90% of top performers are also high in EQ.**
- **On the flip side, just 20% of bottom performers are high in EQ. You can be a top performer without EQ, but the chances are slim.**
- Naturally, people with high EQ make more money – an average of \$29,000 more per year than people with low EQ.
- The link between EQ and earnings is so direct that every point increase in EQ adds \$1,300 on average to an annual salary.
- These findings hold true for leaders in all industries in every region of the world.

- **Emotional Intelligence is more important to success in leadership positions than any other skill.**

Self Awareness

- Self-awareness is your ability to accurately perceive your own emotions in the moment and understand your tendencies across situations.
- SA includes staying on top of your typical reactions to specific events, challenges and people.
- Leaders high in SA are remarkably clear in their understanding of what they do well, what motivates and satisfies them, and which people and situations push their buttons.
- SA is a foundational skill: when you have it, SA makes other emotional intelligence skills much easier to use and the other adaptive leadership skills easier to incorporate into your repertoire.
- As SA increases, people's satisfaction with life – defined as their ability to reach their goals at work and at home – skyrockets.
- **Self awareness is so important for job performance that 83% of people high in self-awareness are top performers, and just 2% of bottom performers are high in self-awareness. (pg. 135)**
- *“When you are self aware, you are far more likely to pursue the right opportunities, put your strengths to work, and- perhaps most importantly- keep your emotions from holding you back. (pg. 135)*
- **Your hardwired emotional reactions to anything come before you even have a chance to respond. Since it isn't possible to leave your emotions out of the equation, managing yourself and your relationships means you first need to be aware of the full range of your feelings, both positive and negative.**

Lean into discomfort

- You can't improve your self-awareness without broadening your self-knowledge
- This effort will be well worth it as increasing your self-awareness will make it much easier to increase abilities in the other adaptive leadership skills.

Listen to what your emotions are telling you

- When you don't take time out to notice and understand your emotions, they have a strange way of resurfacing when you least expect or want them to.

Uncover the Source of Your Emotions

- The only way to genuinely understand your emotions is to spend enough time thinking through them to figure out where they are coming from and why they are there.
- Situations that create strong emotions will often require more thought, and these prolonged periods of self-reflection can keep you from doing something you'll regret.

Celebrate small victories

- Starting to notice things about yourself that you weren't previously aware of (things you aren't always going to like) means you are progressing.

Uncover Your Primal Leadership

- ***“Like it or not, your emotional state as a leader has a contagious effect upon everyone in your organization.” Pg. 139***
- Just as people look to leaders for guidance and direction, their emotions are primed by the emotional state of the leaders they follow.

Go Make Some Mistakes

- The surprising thing about self-awareness is that just thinking about it helps you improve the skill.
- ***“Having self-awareness means you aren’t afraid of your emotional mistakes.” They tell you what you should be doing differently and provide the steady stream of information you need to understand the impact you are having as a leader.” Pg. 140***

Get Feedback

- Objective, constructive feedback is a powerful tool for increasing self-awareness
- Your peers and boss will likely be honest with you if you schedule some time for a chat, explain that you are working on your self-awareness, and ask pointed questions.
- As for your direct reports, you’re better off collecting feedback through an anonymous, constructive tool such as a 360 assessment.

You spot it, you got it

- The next time people drive you bonkers, think about what it is that they are doing and how this reveals something that you don’t like about yourself.

Self Management

“Self management is what happens when you act – or do not act.” Pg. 146

- **Self management is your ability to use your awareness of your emotions to stay flexible and direct your behaviour to positive outcomes**
- The biggest challenge that leaders face is managing their tendencies over time and applying their self management skills in various situations.
- Real results come from putting your momentary needs on hold to pursue larger, more important goals.
- Leaders who manage themselves the best are able to see things through without cracking.
- Success comes to those who can continually manage their tendencies.
- **Self management builds upon a foundational skill – self awareness.**
- **Ample self-awareness is necessary for effective self-management because you can choose how to respond to an emotion actively only when you’re aware of it and understand it.**

Set the tone

- As a leader, you set the emotional tone in your organization
- Expressing positive emotions – in the form of energy, enthusiasm, and a belief in the future- motivates and inspires your people.
- When you get jumpy and overreact to things people say and do, your behaviour has a negative, contagious effect upon all who witness it.

Know the signs

- SM requires using awareness of your emotions to choose actively what you say and do.
- Although it's true that self-control in these situations is a sizable piece of the pie, there's far more to self-management than putting a cork in it when you're about to blow up.

Manage Positive Emotions

- Positive emotions need managing too, especially in business where leaders have a tendency to think they walk on water when things are going well.
- Positive emotions can cloud your thinking and lead you to make poor choices just as easily as the negative ones.

Sidestep a hijacking

- When you don't stop to think about your feelings (including how they are influencing your behaviour now and will continue to do so in the future), you set yourself up to be a frequent victim of emotional hijacking

Make your goals public

- Much of SM comes down to motivation, and you can use the expectations that other people have of you as a powerful force to get you up off the proverbial couch.

Explore your options

- Self-management is revealed by your ability to tolerate the uncertainty as you explore your emotions and options. Once you understand and build comfort with what you are feeling, the best course of action will show itself.

Channel your emotions into behaviour you want

- Effective self-managers are able to channel emotions into the behaviour they want.

Take control of your self-talk

- **Research suggests we have about 50,000 thoughts every day. There is a strong connection between what you think and how you feel, both physically and emotionally.**
- By learning to control self-talk, you can keep yourself focused on the right things and manage your emotions effectively.

Social Awareness

- Social Awareness is the ability to accurately pick up on emotions in other people and understand what is really going on with them.
- It's easy to get caught up in your own emotions and forget to consider the perspective of the other party. Social awareness ensures you stay focused and absorb critical information.
- Instead of looking inward to learn about and understand yourself, social awareness is looking outward to learn about and appreciate others.

Listen and Observe

Play Anthropologist

- to be socially aware, you have to spot and understand people's emotions while you're right there in the middle – a contributing, yet astutely aware, member of the interaction.

Pick up on the mood in the room

Test your accuracy

- The best way to test your accuracy is to simply ask if what you're observing in people or situations is actually what's occurring.

Go on a 15 minute tour

Relationship Management

- **Though relationship management is the second component of social competence, this skill often taps into your abilities in the first three emotional intelligence skills.**
- **Relationship management is your ability to use your awareness of your own emotions and those of others to manage interactions successfully.**
- **This ensures clear communication and effective handling of conflict.**
- **As a leader, you will find this skill is critical as you work to cultivate relationships across the organization.**
- Relationship management gives you the skills you need to make the most out of every interaction you have with another person.
- ***"Working on a relationship takes time, effort, and know-how. The know-how is emotional intelligence. If you want a relationship that has staying power and grows over time, and in which your needs and the other person's needs are satisfied, the final EQ skill - relationship management- is just what the doctor ordered." Pg. 167***

Tap into all your EI skills

Avoid giving mixed signals

Master stress

- It's easy to see why building and sustaining quality relationships poses a challenge for leaders as they maneuver through stressful situations at work.
- The more stress you're under, the more energy and focus you need to dedicate to your relationships.

Quit winning the battle to lose the war

Model effective relationships

- Since you set the tone for how relationships are formed in your organization, you are responsible for modeling strong, collaborative relationships. Make effective relationships a priority and watch the effort bear fruit across the organization.

Tackle Tough Conversations

- **Start with agreement**
 - o Start the discussion with common ground.
- **Ask the person to help you understand his or her side**
 - o People want to be heard – if you don't feel heard, frustration rises.
 - o Ask people to share their point of view
- **Resist the urge to plan a "comeback" or rebuttal**
- **Help the other person understand your side, too.**
 - o Describe your thoughts, your ideas, and the reasons behind your actions.
 - o Communicate clearly and simply; don't speak in circles or in code.

- **Move the conversation forward**
- **Keep in touch**
- Managing your emotions effectively is fundamental to your success as a leader.

Chapter 6: Organizational Justice

- The highs and lows of work often stem from our interactions with those who have power over us.
- Not justice as in equal treatment, the upholding of principles, or conforming to the law, but rather the ability to get what we deserve from the tremendous effort that we put into our work.
- **Organizational justice is the feeling that your efforts are respected and valued.**
- **When you have OJ in your work, you know because you feel empowered and you close out the day feeling satisfied with how you spent your time.**
- **OJ is a breakthrough method of understanding work and its impact on people.**
- OJ enables adaptive leaders and organizations to create an environment that is empowering and ensures there is meaning and purpose in work.
- Organizational justice boosts employee job satisfaction and productivity.
- **For those who lead others, power comes with responsibility – a leader cannot count on his or her employees to create justice for themselves.**
- **Understanding this is critical because your people want something more valuable than money in their investment of time and energy in their work.**
- By learning to understand and create organizational justice, you can be a powerful force of change for those who have yet to experience it.
- Creating organizational justice for your people does not require you to change your organization's structure or philosophy. The only thing you need to change to create justice is yourself.
- **As a leader, you have a direct control over the work environment that your employees experience.**
- **So much of what people experience is a result of the organization they work for, but making things better for your employees is almost entirely up to you.**
- It is the culmination of three simple skills you can use every day in your work:
 - o Decision fairness
 - o Information sharing
 - o Outcome concern

- These skills create justice by giving employees voice in the decision making process, sharing information with them, and showing genuine concern for the impact of the decision being made.

Decision Fairness

- The decisions you make do not have to be fair to create justice. Decision fairness is a simple – although counterintuitive- method for approaching your decision making that ensures people feel respected and their input is valued.
- Leaders forget or underestimate how much the people around them need to feel part of the decision, even when they aren't able to be the one to make the choice.
- Blindsiding people with the outcome of a decision sends a message that they are not valued.
- **When an organization makes a large or small decision, this rarely happens without employees eventually getting wind of how that decision was made. If they feel the process was unfair, they become dissatisfied and unmotivated. You can create decision fairness by committing to doing the following three things consistently and visibly every time you make an important decision:**
 1. Inform your staff about the upcoming decisions that will affect them
 2. Give employees a voice in matters that will affect them before reaching your decisions, even if you may not be able to use their input.
 3. When appropriate, use people's input when you make decisions that will affect them.
- ***Twenty-five years of research shows that decision fairness improves employee job satisfaction, organizational commitment, and job performance.***

Information Sharing

- An organization that is fair or “just” explains to their employees the path they are taking and why.
- Leaders who get people to love their jobs do so by being good stewards of information.
- Justice ensures that information flows in two directions so that employees feel heard and they clearly understand the movements of the organization.
- **How information is shared is highly important**
- **It is essential that information is delivered in a format where questions and concerns can be voiced.**
- **To create a fair and just climate through the skill of information sharing, you need to commit to doing just two things consistently and visibly:**
 1. **Explain to employees how and why decisions were made that affect them, regardless of whether you were the one who made the decision.**
- The key to creating justice is to share the information you have whenever you can. Schedule time to sit down with employees and have a discussion.

- The knowledge you impart places people in a more informed, aware position, and creates a tangible sense that they are valued.
- 2. Thoroughly discuss the impact decisions made will have on people**
- People want to understand the fallout, big or small, from change, and you show tremendous respect as a leader by taking the time to explore this fallout together.
- Research shows that the mere presence of a sincere explanation positively influences employee reactions to unfavourable circumstances.

Outcome Concern

- There are three steps to demonstrating outcome concern:
- 1. Express sincere concern for your employees when you share decisions that affect them.**
- When you show your people that you truly understand and care about how the decision impacts them, you show that you respect and value them rather than making them upset you don't do something about it.
- 2. Check in with your staff regarding their reactions to decisions that affect them.**
- Leaders who show real concerns for the impact of decisions by asking thoughtful questions quickly become the ones everyone wants to work for.
- 3. Teach management to do the same**
- Teach your managers why organizational justice is important and how you are making a commitment to it.
- If you haven't considered the power of including your staff before, during, and after decisions, get started by taking the time to discuss a recent decision.

Chapter 7: Character

- **Leadership challenges build character, and adaptive leaders make sure the character they build is sound.**
- Character is built over time through integrity, credibility, and valuing differences (acting on the belief that everyone has something to offer).

Integrity

- Integrity is the consistency between what you say, what you do, what you value, and what the organization values
- Integrity is always there as a "to do" written in permanent ink.
- 1. Walk Your Talk**
 - a. Strive for consistency with what you say and do in a way that resonates with what you believe to be important.
 - b. Your behaviour should reflect the things you say are important to you and to the organization.
- 3. Never place self interest first**
- 4. Don't lose yourself**
- 5. Take a good look at yourself**
- 6. Be a good steward**

- a. Adaptive leaders values are rarely compromised because, like a shepherd guarding a flock, protecting their people is their highest priority.

7. Live without regrets

Credibility

- Credibility is a combination of what you bring with you from your past and what you're doing with it in the present.
- ***"You can have credibility as the person who knows the relevant facts, but no credibility as a person who know how to deal with people and vice versa."*** Pg. 215
- Credibility is gained over time when you contribute just what people need.
- **Six important steps that will help increase credibility:**
 1. **Earn it**
 - If you want to be perceived as credible, you better make sure this is really important to you.
 2. **Let your actions speak**
 - If you're asking the people in your organization to go the extra mile, then you better be doing the same.
 - Mixed messages you send when you leave your people in the lurch absolutely destroy your credibility.
 3. **Speak their language**
 4. **Be reliable and consistent**
 5. **Know when to keep your mouth shut**
 - know when to listen and ask good questions. Consider yourself a seeker of valuable insight, ideas, and answers.
 6. **Distinguish the Forest from the Trees**

Values Differences

- "What you can accomplish now and in the future has everything to do with what you can accomplish through others. It's just not about you anymore." Pg. 224
- The wider the variability of your people's skills, the healthier your organization, and the more adaptable it will be to changes in the marketplace.
 1. **Cure yourself of mini-me syndrome**
 - As a leader, you can't allow yourself to get sucked into this mini-me syndrome; it will greatly limit the creativity and capability of your team.
 - Hire, develop, and promote people who bring widely different qualities to the table.
 2. **Value Dissenting Opinions**
 - Dissenting opinions should send you to a screeching halt, ready to listen carefully to what others have to say.
 - Start a conversation inside your organization that demonstrates the value of diverse opinions.
 3. **Treat people how they want to be treated**

4. Remember, you can't do it alone

GEM: Chapter 8: Development

- "More is expected of leaders today than at any point in modern business. Organizations move faster, and people are more autonomous than ever before. This pace will only quicken with time. Adaptive leaders keep up by pushing themselves and their people to sharpen the saw, acquire new skills and evolve as the situation demands." Pg. 233
- **Too many leaders assume that developing your people is a manager's responsibility, and they let this important responsibility fall by the wayside as they move up the corporate ladder.**
- You cannot expect your organization to operate at a high level if you do not equip your people to be their best.

Lifelong Learning

- The adaptive leader is a lifelong learner who is constantly looking for ways to improve his or her skills as well as develop new ones.
- Lifelong learners (LL) don't peak. Their career trajectory maintains the same high arc that most experience only in their twenties and thirties.
- The strategies that follow will help you get there:
 1. ***Compete with Yourself***
 - Competitive drive is your friend when it comes to life long learning.
 - Just as drive motivates you to be a lifelong learner, ego holds you back, and many leaders' insatiable drive is matched only by their ego.
 - Ego prevents you from feeling vulnerable, and vulnerability is the key to stretching yourself and learning new skills.
 - Lifelong learners are willing to lean into their discomfort and look for ways they are falling short of their full potential.
 2. ***Make Failure Your Classroom***
 - Nothing will test your ability to be a lifelong learner like failure.
 - Adaptive leaders value failure. It removes your defenses and leave you bare, which is immensely valuable because this shows you exactly where you need to head.
 3. ***Read***
 - Knowledge and inspiration drive personal innovation.
 - Leaders often read voraciously early in their careers and lose this habit as they become established.
 - Pick something to read that will challenge your thinking and expand your skill set. Keep this going and you will remain informed and inspired.
 4. ***Create a stretch assignment***
 - You can stretch your skills by spending time with someone who has vast knowledge of an area of the business you are unfamiliar with.
 5. ***Remain Humble***
 - Many leaders don't continue to learn as they should because they associate this with what one is supposed to experience early in one's career.
 6. ***Collect Quality Feedback***

- The larger the gap between what you and others see, the more critical it is you work to understand it.
- **Adaptive leaders are constantly looking for innovative ways to expand the boundaries of their leadership effectiveness. Becoming a lifelong learner is a surefire way to increase your leadership skill set now and throughout your career.**

Developing Others

- Leaders who fail to develop others do not achieve excellence (p.g. 245)
 - Leaders who fail to develop others weaken the organization.
 - Deepening your people's technical know-how and improving their weaknesses are essential to developing others.
 - Develop people's strengths and shape their perspectives about setbacks.
1. ***Frame your intent, then stretch 'em***
 - Let your people know that you are looking to help them advance their careers by fully capitalizing on their strengths and stretching their knowledge and skills.
 - Step in quickly after your employees make a mistake to help them explore what led to the mistake, what the consequences were, and what they would do differently next time.
 2. ***Make Failure a Safe Word***
 - When someone feels embarrassed, threatened, or incompetent, he or she is bound to get defensive, and this can block any real learning.
 - Your goal for the conversation should be mutual problem solving.
 - Focus the conversation on analysis and understanding.
 - **The more you can get your staff to reveal what they were thinking and why they did what they did, the more data you have for helping them self-correct.**
 3. ***Shape How People Think***
 - **In the skilled hands of an adaptive leader, a vulnerable moment is valuable. It offers the opportunity to shape and mold the way an employee thinks.**
 4. ***Reveal your Failures***
 5. ***Be a Coach***
 - Acting as a coach means you focus on asking, rather than telling.
 - Asking people what they are going to do and how they are going to do it enables you to solve the problem together.
 6. ***Set Goals***
 - Goals are a great way to help your people go all the way in developing new skills.
 - Having people set development goals that are written down and monitored gives them something tangible to pursue.