HEALING THE WOUNDS:
Forgiveness & Reconciliation
IN THE WORKPLACE

GREG COKER

author of **Building Cathedrals: The Power of Purpose**
and the **Soft Skills Field Manual**

Foreword by Brigadier General Dan Cherry, USAF, (Ret.)

Out of respect, and in the spirit of forgiveness and reconciliation, names and locations have been changed.

All Scripture quotations, unless otherwise indicated, are taken from *The Holy Bible, New International Version, NIV*. (Grand Rapids: Zondervan House, 1984).

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Contents

Author's Note

How to get the most out of *Healing the Wounds: Forgiveness and Reconciliation in the Workplace*

I'd like you to think of *Healing the Wounds: Forgiveness and Reconciliation in the Workplace* as your personal, private workbook, taking notes and creating action plans throughout your reading experience and reviewing your plan on a regular basis.

Before you get started, create at least one Action Plan, perhaps as many as all three based on your role with your organization, and develop the plans as you read this book. You'll be giving your own answers to the who, what and when questions in each of the action plans. Please consider the following three examples of what an Individual, Team, and Organization Action Plan might look like.

Individual Action Plan		
WHAT	WHO	WHEN
Personal stationery		
Read one self-development book per month		

Team Action Plan		
WHAT	WHO	WHEN
Fun outing with the team		
This book for team		
Get together with Brian and start to heal the wounds		

Organization Action Plan		
WHAT	WHO	WHEN
Create culture of forgiveness and reconciliation by self-disclosing my personal story.		
Set clear expectations for others.		
Visit with Nick and JT to let them know enough is enough! I expect a better working relationship.		
No more "Poop Sandwiches" for our organization's performance appraisals.		
Incorporate dynamics of change into all change initiatives.		

Dedication

To my wife Nicki for listening to me talk about this book for the last several years, for her encouragement, and believing that I might be on to something with this one. I sincerely apologize for not always asking about the many great things you're involved with and committed to.

Appreciation

Thank you for your time and investment in *Healing the Wounds: Forgiveness and Reconciliation in the Workplace.* But most of all, thank you in advance for the forgiveness, reconciliation and organizational healing you will facilitate, hopefully experience and the greater levels of success you will reach as a result.

Thank you to my clients who allow me to work with your companies, organizations, teams and individual employees. I am grateful every day to partner with so many wonderful people.

Most of all I'd like to thank The Original Creator of Forgiveness and Reconciliation, God. Thank You for the inspiration to write this book. You deserve all the credit.

Foreword

By Brigadier General Dan Cherry, USAF, (Ret.)

Greg Coker and I first met when he facilitated a leadership retreat for our governor and for whom I was serving as Secretary of the Justice Cabinet post retirement from the United States Air Force. Several years later, Greg and I reconnected when he was organizing an air show for his community. As a former Air Force Thunderbird pilot and chairman of a successful Air Show a few hours down the road, we partnered in providing a safe and exciting aerial entertainment venue that turned out to be a successful annual event for Greg and his community.

Since then, I've witnessed firsthand Greg's determination; work ethic and sense of purpose as both a successful author and a motivational speaker. And while I was honored to have my story appear in his first two books, I felt a real calling when he asked that I provide the Foreword to *Healing the Wounds: Forgiveness and Reconciliation in the Workplace.* Bottom line, this topic is very personal to me as I know first-hand how futile holding grudges can be and the importance of forgiveness and reconciliation both personally and in the organizations in which we work.

In 1972 I was a young Air Force fighter pilot flying combat missions in the F-4 Phantom during the Vietnam War. On April 16, I was assigned to fly number three in Basco Flight (*N number 66-7550*), a flight of four F-4s with the mission to protect American bombers from attack by North Vietnamese fighters. My courageous flight leader, Fred Olmsted, expertly maneuvered our flight as we engaged four enemy MiG-21's in a very intense dogfight. After almost five minutes (an eternity by dogfight standards) of life and death maneuvering, Basco Flight returned home safe and sound with two MiG-21 victories to our credit.

My victory, to say the least, was thrilling, truly a fighter pilot's dream. After several minutes of aggressive maneuvering I was able to get into position and fire a radar guided Sparrow missile. The Sparrow rode my radar beam and closed the short 4000-foot distance in seconds with devastating results. My missile impacted the MiG where the right wing joins the fuselage and blew the wing completely off the enemy aircraft. Fire, smoke and pieces of the aircraft went flying and then, all of a sudden, out popped the enemy pilot's parachute. I flew past him so close I could easily see the black flying suit he was wearing and his white parachute with one red panel.

After the mission, the details of the flight were discussed and recorded so all possible lessons could be learned for future missions. Outside the formal debrief, personal questions remained. Did the pilot I just shoot down survive? What was his name? Did he have a family? Where did he go to pilot training? Fortunately, or unfortunately, in a combat environment you don't have time to dwell on such questions, as the next day is another combat mission. My mental focus had to be on the present and future no matter what had just happened the day before.

I went on to serve our country for 29 years, flying airplanes such as the F-105, the F-4 and the F-16. I also commanded the Air Force Thunderbirds, the 8th Tactical Fighter Wing and the Air Force Recruiting Service. After

my career in the Air Force, I became active in my community volunteering for numerous organizations. And while all these philanthropic activities equally worthy, it was the Aviation Heritage Park that served as the genesis for a powerful lesson in and a catalyst for forgiveness and reconciliation.

In the early planning stages of the Aviation Heritage Park, a group of my walking buddies took a trip to the National Museum of the United States Air Force in Dayton, Ohio. The one exhibit that changed my life that day wasn't even at the museum. Knowing that we were from Kentucky, a staff member commented about an airplane that held some historical significance to the Bluegrass state. He told us it might become available as the VFW where it was located was having difficulty taking care of it. As fate would have it that VFW was only 20 miles down the road and the N number 66-7550 on the tail of the F-4 Phantom jet left no doubt that I had been reunited with an old friend from 30 years earlier.

My F-4 Phantom jet soon had a new home at the Aviation Heritage Park and it became clear that the seed of an idea planted with the discovery of that plane had flowered into something much bigger than anyone had ever imagined. For over 30 years, I had filed away memories of that MiG pilot that I shot down. Did he have a family? Did he survive the bailout and return to fly again? Did he have grandchildren like me? Curious, I wrote a letter to a journalist and TV show anchor in Vietnam and only a few weeks later, I received an invitation to appear on the show *The Separation Never Seems to Have Existed*.

Thirty-years after that life-changing dogfight, I would meet Nyugen Hong My, the pilot of the defeated MiG 21. Since then, we have become close friends, spending time together in both Vietnam and in the United States. The power of forgiveness and reconciliation prompted Nyugen Hong My to ask me to research the American pilot that he had shot down. I kept my promise and on April 26, 2009, Nyugen Hong My and the American he

shot down embraced each other with tears in their eyes as Steve Hartman of CBS News expressed, "When the war went away."

Forgiveness and reconciliation were no doubt the *key ingredients* in what would evolve into these lasting friendships. Many have asked me how could you at one time be trying to kill each other and then ultimately become friends. I have always admired Nguyen Hong My for his willingness to forgive me and eventually reconcile. After all, he was the loser in this battle and was badly injured when he ejected from his crippled aircraft. His journey to true forgiveness and reconciliation was much more difficult than mine.

As Greg points out so well in this book, forgiveness is a choice, not an emotion (*if we wait until we feel like it, it may never happen*) and reconciliation doesn't necessarily mean resolution. As human beings we are constantly faced with situations where we feel someone else has wronged us. Holding grudges, especially in the workplace, negatively impacts productivity. In short, forgiveness and reconciliation are indeed a business issue that leaders can no longer afford to ignore.

Are forgiveness and reconciliation always easy? No. Will there be those who are less than supportive in your forgiveness and reconciliation journey? Yes. There were many who discouraged me from making the trip back to Vietnam. Are forgiveness and reconciliation worth it? Definitely! And while I don't suggest waiting 30 plus years as I did, it's never too late. Bottom line, if two old fighter pilots can do it, so can you!

Dan Cherry
Brigadier General, USAF, (Ret.)
Author of *My Enemy, My Friend, A Story of Reconciliation from the Vietnam War* (Bowling Green, Ky.: Aviation Heritage Park, Inc., 2009.)

Today the Aviation Heritage Park honors some of America's finest combat aviators with plans to host many more airplanes and honor the pilots who flew these magnificent machines. A portion of the proceeds from *Healing the Wounds: Forgiveness and Reconciliation in the Workplace* will go to support the Aviation Heritage Park. More information about the Aviation Heritage Park can be found at www.aviationheritagepark.com.

Introduction

I was riding high. Twenty years with two Fortune 500 companies, a government regulator, great career and making good money. But if you're going to be fired in corporate America, it's usually on a Friday afternoon at 3:00 p.m. And that was the case when my organizational nemesis entered my office. The envelope I was asked to open contained an offer to leave quietly. Approximately 75 percent of my annual salary, the promise the company would not fight unemployment insurance and outplacement services to assist with my transition. I immediately countered with 100 percent of my salary and Richard, the aforementioned nemesis, responded, "You're not going to win this one."

I texted my carpool partner to leave without me and said I would find a ride home (a one-hour commute). But being the class act and close friend he is to this day, he responded, "I'm not leaving you." While I was emotional most of the way home, he encouraged me to write the book I had been talking about and make the most of this. We both knew that I wasn't happy. The good news was that I had most of a year's salary, a safety net with unemployment insurance that would pay the mortgage for at least

six months and most importantly, the skills, experience and family support for a relatively soft landing.

Everybody has a plan until they get punched in the face. — Mike Tyson

HIRED BY A GREAT LEADER, FIRED BY A GREAT MANAGER

I was serving a four-year political appointment on our state's public service commission responsible for regulation over 1,000 utilities. While I had experience in the utility industry, this assignment was a reward for raising a significant amount of money for our governor. Considered to be one of the more attractive gubernatorial appointments, this role afforded me numerous opportunities to attend industry related conferences, interacting and networking with top executives from utility companies. Bob and I reconnected in Washington D.C. at a regulatory conference. I often describe Emotional Intelligence as what happens to the oxygen when someone walks into a room, and when Bob walked into any room the oxygen automatically increased and was significantly refreshed. In fact, Bob was probably the most natural leader I have encountered. It was at this conference, Bob and his leadership team asked about my plans post-government service. Soon enough, Bob made me a job offer and I accepted. That was the beginning of a great ride that would unfortunately end all too soon.

Bob and the company's official employment offer were tendered over his kitchen table while my wife and kids were entertained by his family in the adjoining living room. Prior to the formal part of the evening, Bob had taken my family to a local restaurant signaling to my kids, "Order all the appetizers you want!" That generosity was a key leadership trait that I

witnessed and was a recipient of many times. It was not unusual for Bob to call as he drove through our town directing me to invite our entire family to meet him in 30 minutes at our favorite restaurant, one that he remembered me mentioning in our many times together. This was just one of many experiences that led my wife to exclaim years later after Bob's promotion to corporate headquarters, "I miss Bob like a death."

Key Question: How do you show appreciation to your employee's family?

LOSING MY SPONSOR

Yes, I was concerned when Bob left. Years earlier when I worked with another company, I had asked the president what it took to get ahead. Without hesitation he replied, "You have to be smart and you have to have a sponsor." With Bob leaving, I knew my career trajectory was in jeopardy – I was losing my sponsor. And while I'm sure Bob wanted to believe it when he said, "Greg, you'll be good for Richard and he'll be good for you," we both knew there would be friction at best and the end of my career the most likely outcome. Our division was losing a great leader and getting a great manager.

A NEW SHERIFF IN TOWN

Richard's reputation was established – he was a smart, no-nonsense division president, he liked tight controls and preferred his immediate team to be in the office versus out in the field. He had a very specialized engineering degree from an Ivy League school. In short, high IQ and low EQ (Emotional Intelligence). Later in Chapter 7, I suggest the best method to build rapport with an opposite Social Style is for both people to meet in the middle (Expressives should strive to be at the top left of their quadrant;

Ideal

Analyticals the bottom right) versus in the Corners (Expressives in the bottom right quadrant; Analyticals in the top left).

I often think of how I contributed to my demise and even though I teach this stuff, I never applied my own advice. Instead of meeting Richard in the middle (see Chapter 7), predicting what he would need, expect, and deserve regarding my role in the company (data and analytics), I staked out my territory and went to corner (bottom right of the Expressive quadrant). I can even remember boasting, "He obviously doesn't understand my job. I don't stay in the office!" In short, and as my dad was fond of describing a stray dog as he enters another's territory, I "peed on the tree."

Bark less, wag more. — Dudley (Greg's dog)

Key Point: The number one for reason for conflict in teams is the *lack of role clarity.* When Bob hired me, my role was somewhat unclear ("Greg, let's just get you in here. We'll define your role later."). Naturally, Richard honed in on this lack of clarity like a laser beam.

Reality

MANAGEMENT AND LEADERSHIP

In retrospect, I don't blame Richard for my departure as much as I blame senior management for not holding Bob and Richard responsible for both managing the business and leading its people. They settled for one; compromised the other twice. Under Bob's direction, our culture was thriving. Employee engagement was at record highs, customers were satisfied and the communities we served loved our company. But profits were down, and we spent money lavishly entertaining both customers and our leadership team. We worked hard, and played harder. In fact, it was reported that when Bob left town for corporate headquarters, his local Country Club almost went broke without the numerous company functions he was fond of hosting.

Under Richard's direction, profits quickly rebounded. Our rate structure was now better aligned with company goals and gone was all frivolous spending. Jokingly, a team member commented that Richard had called off Christmas after he suspended the sending of Christmas cards to customers and key business partners. Not surprisingly, employee morale suffered and communities not only lost faith in our company, they started proactively seeking alternative supplies for a traditional monopolistic commodity.

THE CANCER METASTASIZES

Unfortunately, albeit predictably, my dislike for Richard turned into hate and my engagement plummeted. For the last 20 years, the Gallup organization has conducted its annual employee engagement survey with the percentages rarely changing.

- 26 percent of employees are fully engaged.
- 55 percent of employees are partially engaged.
- 19 percent of employees are totally disengaged.

Prior to Richard's rein, I was definitely in the 26 percent. Based on the research, Gallup reports four primary reasons for an employee to be fully engaged:

1. A personal relationship with one's immediate supervisor;
2. The opportunity to get in the game and apply one's skills and experience;
3. To feel appreciated; and
4. Friends at work.

Richard didn't like or appreciate my style and didn't feel my job was needed. **Strike One.**

And my job title, 15-year background in performing this particular job function and an intense passion for the work, didn't stop him from removing most of my responsibilities. **Strike Two.**

Not surprisingly, I found it hard to feel appreciated based on reasons one and two. And the tension between us, created tension in the workplace that kept everyone from enjoying their jobs much less enjoying each other. And what level of productivity can be expected in that toxic environment? **Strike Three.**

In short, all employees were on edge when Richard was present.

Enter the 55 percent (partially engaged based on annual Gallup poll). Hoping I would quit, driving me into the 55 percent may have felt like an appropriate strategy for Richard in hoping I would simply go away (in

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"Instead of asking what we expect out of life maybe we should be asking what life expects out of us." —Viktor Frankl

other words, to resign of my own accord). And while I explored leaving the company, an economic downturn limited the opportunities to earn what I was making few and far between. I stayed. Enter the 19 percent (totally disengaged). My Expressive personality put on the Victim Glasses leading to the most extreme form of Toxic Management.

A RECIPE FOR TOXIC MANAGEMENT

1. Take a 26 percent employee that you don't particularly like, don't think their job is necessary and use a heavy-handed approach. Result: drive that employee to the 55 percent.
2. Now they're in the 55 percent. Push a little harder, use a little heavier-handed approach, and hopefully, they'll quit and just go away. If they won't leave, proceed to Step 3.
3. Now they're in the 19 percent and still around. They're miserable. It shows on their face. We can't have the 19 percent around here. They must go, call HR.
4. Cover your and the company's tail by offering a decent severance package. (I mean you have to sleep at night, right?)

In the book *Good to Great*, Jim Collins uses a bus metaphor to describe what great companies do:
1. Get the right people on the bus (Recruitment);
2. Get the right people in the right seats (Alignment); and
3. Get the wrong people off the bus (Efficiency).

In fact, Jim Collins suggests the longer we keep the wrong people on our bus, the longer we're stealing from their lives. I agree, but there's a right way and a wrong way to get the wrong people off the bus. Unfortunately, most organizations do it the wrong way. If you see someone in public that you and your organization had to get off the bus, and you instinctively go the opposite way, you've done it the wrong way. Most leaders have never been taught and/or witnessed how to do it any other way.

Key Question: Does your company have a process for termination that ensures the employee leaves with her or his self-esteem intact?

JIM COLLINS MISSES A KEY METAPHOR

Jim Collins is much smarter than I. I love his book and his Bus metaphor. But he missed a key metaphor because I doubt Jim Collins has ever been fired.

What about the driver of the bus? You have the following:
• The right people on the bus;
• The right people in the right seats; and
• The wrong people off the bus already.

But your organization has a Toxic manager (the driver of the bus) with wounded riders (employees) and often fatalities (those who never transition after the toxic environment within your organization). Another reason one's identity should not be tied to the company by which one is employed.

So, how comfortable would you be with this sign above your office door?

HOW'S MY DRIVING
CALL 270-223-8343

A BETTER APPROACH

Richard: "Greg, you're not a bad guy. Your style and mine are totally opposite, but it's not personal. Honestly, I don't see you on my bus long term. When you arrived under Bob's leadership, you had what I understand was a challenging team to say the least. To your credit, you got them to where they needed to be. In fact, you may have worked yourself out of a job. So, in the next three to six months, you need to transition off the bus. You can transfer to another division (*we had six*), you can see if Bob has a space for you at corporate (*I had already discussed with my family about the likelihood of moving and they had agreed to such a move*) or you can leave the company. I will allow you the time to interview."

Greg: "That's fair. While this stings, Richard, you're the division president. At least I can transition on my terms and with my self-esteem and confidence in tact."

WHAT I PLANNED:

WHAT HAPPENED:
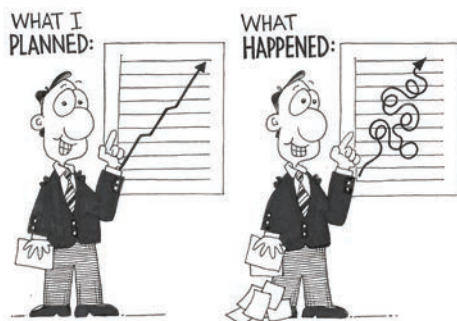
Your children will be more influenced by how you've dealt with setbacks than any success you may have had.

THE SECOND HALF

In Bob Buford's book, *Halftime – Changing Your Game Plan from Success to Significance*, he uses the metaphor of a football game. He suggests in the first half of our lives we don't think too much about how we'll spend the rest of our lives. We rush through school, get married, start a family, climb the corporate ladder and buy lots of toys. At some point in our lives, however, we start to wonder if this is as good as it gets. Somehow keeping score does not offer the thrill it once did. During the first half, we take some vicious hits and often suffer personal setbacks such as a job loss. While my first half was about success, the second half had to be about significance. *Bottom line, the game is won or lost in the second half, not the first.*

BUILDING CATHEDRALS VERSUS
LAYING BRICKS

While I was standing in the unemployment line (a humbling experience if nothing else), two stories came to mind. One, a story of President John F. Kennedy at NASA observing two men sweeping the floor. To the first he asks, "What are you doing?" One replies, "I'm sweeping the floor." Turning to the second gentleman, the president asks the same question and gets this answer, "With all due respect Mr. President, I'm helping you put a man on the moon!"

The second story, albeit apocryphal, is a story of someone observing two people laying bricks. To the first, "What are you doing?" "Laying bricks" is the answer. The second bricklayer after being asked the same question replies, "I'm building a cathedral!" For the first time in my life, I felt more like the first two characters in the stories rather than the latter two.

THE FOUNDATION AND THE CATHEDRAL

After a few interviews, which seemed more like the inquisition rather than an exploration of my education, skills and experience, it became apparent, at least to me, that I could make as much money on my own as opposed to starting all over working for someone else. To me, this was my Cathedral. However, to my wife, my getting a traditional job (and providing an established foundation) was more important.

———————

"We're all broken. That's how the light gets in."
— Ernest Hemingway

While coaching others, I encounter this entrepreneurial spirit on a regular basis. Inevitably, the significant other is more concerned about the foundation (and rightly so), especially after a job transition and/or a major life change. Granted I am not a marriage counselor, but I suggest each partner be understanding and supportive of both the foundation and the Cathedral. They are not mutually exclusive. In fact, the foundation is the mission. The Cathedral is the vision.

The foundation for me was a much smaller company than I was accustomed and a CEO with whom I had a personal relationship, all of which provided that needed stability. And when I was ready to fly on my own, he was open to and supportive of my transition from employee to consultant. I will be forever grateful to my dear friend Glenn and for whom I would run through a wall.

The number one reason for employee engagement (running through the wall) is a personal relationship with one's immediate supervisor. Without a personal relationship, the most you can expect is 55 percent, compliance, versus commitment (26 percent).

FORGIVENESS AND RECONCILIATION. WELL, SORT OF . . .

My personal healing started when I ran into Richard at a basketball game. He greeted my wife and me with a pleasant, "Hey Greg and Nicki." Surprisingly, he didn't seem like the monster I had been making him out to be over the last six months. I remember thinking that perhaps the healing had indeed started even as my wife whispered a not so pleasant thought about Richard in my ear as we moved on to our seats. In Chapter 7 we discuss Social Styles. My style, Expressive/Driver is more likely to

forgive and reconcile rather quickly. My wife, the Amiable, may eventually forgive, but never forgets. For the Amiable, it's more personal. For me, the Expressive/Driver, Richard firing me was business. He may have gone about it the wrong way, but I still believe it was business for him. Management, not leadership. IQ, not EQ.

Key Point: In your quest for forgiveness and reconciliation, you are likely to have others discouraging you from this decision to let bitterness and hard feelings go.

Forgiveness is not a one and done deal.

FORGIVENESS AND EVENTUAL RECONCILIATION: CANCER FREE (OR AT LEAST REMISSION)

I had numerous encounters with Richard over the next several years with each one more welcomed, comfortable and pleasurable than the previous. In fact, when my father passed away, under Richard's direction, four sets of flowers were sent to the funeral home (forgiveness and

reconciliation can occur in sometimes the most unexpected and unusual places and times). And upon hearing of his promotion to corporate, I sent an email with the following message:

> *Richard,*
>
> *Congratulations on your new position in Seattle. My thoughts and prayers are with you and your family during this transition.*
>
> *My Best,*
>
> *Greg Coker*

When I worked for Richard he never responded to a text message or email (his way of controlling). But within seconds from receiving my email, I received the following reply:

> *Greg, thank you for the nice note. My best for you and your family.*
>
> *Sincerely,*
>
> *Richard*

I was in my driveway and upon receiving the email from Richard, I wept. I thanked God for both forgiveness and reconciliation. I was indeed cancer free. But little did we both realize, closure and healing had been stolen from each of us for many years.

> *Everything can be taken from a man but one thing: the last of the human freedoms—to choose one's attitude in any given set of circumstances, to choose one's own way.* — Viktor Frankl, *Man's Search for Meaning*

Chapter 1

The Business Case for Forgiveness and Reconciliation in the Workplace

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If organizations could quantify the cost of not forgiving and reconciling, they would most certainly address it!

Bottom line, Richard and I cost our organization money by not working together more effectively. My position with the company was a form of high stakes poker often resulting in a legislative and/or regulatory outcome that ultimately cost our company millions of dollars. Relationships with legislators, regulators, customers and key decision makers were severely diminished due to the conflict and friction between Richard and me. Our CEO, Richard's boss and with whom I had a relationship, should have gotten on a plane, traveled to our division and sat us both down. "Guys, this is bull crap." You're both valuable to our company and have important roles to play. Richard, no severance package for Coker. He stays. Coker, give Richard what he needs. You all work it out!"

Key Question: Are you playing facilitator in forgiveness and reconciliation or simply acting like a bystander hoping it will either fix itself and go away? At the minimum, you could be complicit in costing your organization a significant amount of money. At worst, you could be preventing your business culture from thriving and your employees from achieving peak performance.

IT'S MANAGEMENT AND LEADERSHIP (NOT OR)

Boards of directors and senior leadership will turn a blind eye to Toxic Management if profits are high and results are good. And this applies to all sectors of business, government and even higher education. Legendary college basketball coach Bobby Knight said, "I knew I would be fired from Indiana University once we started losing ballgames." He was right. Bottom line, boards of directors and senior management must demand both management and leadership.

If you have two people in your organization who used to work well together but for whatever reason now they don't, the end result is they're costing your business money, preventing productivity, and likely delaying

delivery of your products and services to the market. Additionally, this conflict is thwarting the innovation and creativity needed to compete in today's global economy. And don't be fooled that it's just between these two people. Employees, consultants, customers and many others see,

feel and are impacted by this tension (especially if the conflict is between two visible leaders in your organization).

"I WORKED FOR THAT GUY."

The turning point for my personal transformation is when I started telling the real story versus an abbreviated and safer one. I *was fired, pure and simple*. Initially, my story was I had simply left corporate America to write my book. As my confidence and understanding grew I sensed others experiencing the lack of engagement from working for a great manager and a horrible leader. The outcome was my story grew richer, and more honest. Inevitably, workshop participants would approach me saying, "You know that Richard guy that fired you? I'm working for him now." In fact, a coaching client approached me with this plea for help, "I'm Richard. I need your help."

PROMOTIONS BASED ON TECHNICAL ACUMEN
VERSUS LEADERSHIP ABILITIES

A talented engineer may not be the best vice president. An outstanding principal may not be the best superintendent of schools. A top producing salesman may not be the best sales manager. Yet most organizations reward superior performance with promotions and the responsibilities of leading others. It's very often a fix as opposed to a fit and not fair to the individual, as you've set her or him up for failure. Additionally, you've thrown the organization into chaos, negatively impacted employee morale , and permitted his or her direct reports to be over managed and under led, miserable and on the verge of leaving. People don't leave organizations, they leave the wrong choice you just made.

THE EXODUS EXPENSE

How much does it cost your company when an employee leaves due to the lack of forgiveness and reconciliation and a replacement hired? Expensive severance packages, temporary employees, others picking up the slack until the replacement is hired, time spent onboarding and training the new hire, diminished employee morale and the likelihood now that other employees on the verge of leaving due to the chaos you've created (a petri dish for hard feelings and conflict). At that moment, forgiveness and reconciliation are not an option. *It's a retention strategy*.

JUST ASK YOUR EMPLOYEES. ARE FORGIVENESS AND RECONCILIATION ISSUES?

While most of my stories captivate audiences, General Dan Cherry's story of forgiveness and reconciliation propels women and men into an emotional tailspin. After a debrief following a workshop with a group of bank executives, a participant stood up, turned to his neighbor and started to cry aloud as he exclaimed, "It's time we start over." The atmosphere immediately cleared, like an organizational cancer had been quickly excised, and the CEO commented she couldn't believe: (a) These two were even sitting next to each other, and (b) what had just transpired. She continued, "Greg, this would have never happened if you had not introduced the concept that *reconciliation does not necessarily mean resolution.*"

Key Point: Forgive and reconcile but don't discuss the past.

SPEED OF THE TEAM. SPEED OF THE LEADER

I'll be honest, I initially thought only the touchy-feely managers and leaders would understand and agree the lack of forgiveness and reconciliation is indeed a business issue. Surprisingly, it's been the more hardline managers and leaders who insist that I write this book. In fact, a chief corrections officer (a pretty hard dude) stood before 27 of his wardens and told a story of waiting ten years before approaching a former employee he been avoiding. He simply thanked the man for the work he was doing in the community restoring an old cemetery. That, he said, was the bridge needed to start a conversation. He later sent a follow-up note expressing how much he enjoyed their conversation. That self-disclosure in front of his employees set the tone for a culture of forgiveness and reconciliation that continues to permeate his institution.

It was that story of forgiveness and reconciliation and numerous others that served as the catalyst for me to create a Because It's Time card modeled after an invitation with a RSVP (like the kind you receive for important events like weddings and graduation parties), and which required a headcount. In most workshops, I mention the card, place them on a table, and invite anyone who would like a copy to simply come up after the workshop. We're on our third printing!

For your copy, simply email me your address.

FORGIVENESS AND RECONCILIATION CARD

Because it's time . . .

An Invitation for
Forgiveness, Reconciliation and
Organizational Healing

Date: _____

Location: _____

Time: _____

RSVP: _____

Note: The past will not be discussed.

FORGIVE, RECONCILE BUT
DON'T DISCUSS THE PAST

As I discuss in the following chapter, forgiveness is a choice not an emotion. If we wait until we feel like forgiving the other person, it's likely not to happen (or at least not for a long time). And, reconciliation doesn't necessarily mean resolution of the underlying problem or disagreement. My hypothesis for this book was that most will eventually forgive but rarely reconcile because we think reconciliation involves rehashing the past. I am convinced Richard eventually forgave me, as I forgave him, but he would not have accepted my invitation to have coffee as the HR/legal in him would never have agreed to it. And while we eventually reconciled, he unknowingly stole closure for several years. The most important part of the Because It's Time invitation is the last sentence, *"The past will not be discussed."*

WORK FAMILY

Other than the family, the workplace is the most powerful influence on our life experience as we spend more time with our work family than we do at home. And based on a recent Pew Research poll of 10,000 American adults, we're the most polarized and most divided than any other time in history. Couple this with a new economy characterized by escalating speed of change, increasing alienation and growing search for purpose, it makes good business sense to practice the art of forgiveness, to encourage reconciliation and to repair broken work relationships. Forgiveness and reconciliation also support retention and engagement of employees, allow for greater creativity and innovation, lead to increased profitability and generate greater flexibility in adapting to ever-changing market conditions

AND SPEAKING OF FAMILY

As a leader, you're a lot like a parent. When siblings fight at home you naturally intervene. You facilitate forgiveness and reconciliation ever

mindful of the effect conflict is having on the family. While the visible fighting may end, the silence can be deafening. As a parent, you act quickly not letting the wounds fester.

> **Key Question:** As a leader in your organization, do you intervene in significant internal conflicts between employees? Should you?

Earlier in my career when our organization was implementing widespread downsizing, we secured the services of an organizational development consultant who used the family metaphor to describe the situation (the company was the parent and those who were forced to leave were family members). Surprisingly, the surviving siblings (those employees who retained employment) appeared to suffer the most, feeling abandonment and harboring ill feelings originating from the manner in which the restructuring was carried out. Realizing this phenomenon, we facilitated sharing sessions where forgiveness and reconciliation were key outcomes in organizational stability and eventual cultural transformation. In short, organizational policies (downsizing, promotion and demotion decisions, realignments, etc.) often lead to the animosity that makes this book and my workshops necessary.

ORGANIZATION POLICIES

Are your organization's policies keeping employees in a consistent state of frustration and uncertainty? Forced overtime, on call duty, knee-jerk staffing decisions and poorly implemented downsizing are just a few examples. These policies could be creating mental interference with your workforce and what author Alan Fine suggests is preventing optimum employee performance. In his 2010 bestseller, *You Already Know How to be Great: A Simple Way*

to Remove Interference and Unlock Your Greatest Potential, Alan Fine says, "Most often dramatic performance improvement does not come from gaining new knowledge; it comes from getting rid of the 'interference' that gets in the way of using the knowledge and capacity we already have." That one idea has phenomenal implications and applications. It literally transforms the way we approach improving our own performance and the way we approach helping others improve theirs. The lack of forgiveness, reconciliation and closure most certainly creates the "mental interference" that can make individual and organizational peak performance virtually impossible.

Key Point. Take a few minutes and consider organizational policies/procedures that may be causing Mental Interference with your employees. If appropriate, place these changes/modifications on your Action Plan.

PEOPLE DON'T LEAVE COMPANIES, THEY LEAVE PEOPLE: KAREN'S STORY

As I waited for emergency surgery, my doctor whispered, "Don't worry, I am very good at this procedure. My team and I are going to successfully repair your aneurysm."

I assured my girls I would be fine. I told them how much I loved them and gave my oldest instructions to call family and friends. I desperately wanted to make sure I would see them again. As I was wheeled away, I thought about how my 15-year old didn't know enough about the world yet and how my 11 year old was too young to lose her mom.

After surviving a life-threatening surgery, my attention unfortunately was on my remaining PTO days versus my recovery. And with a new manager, I was determined to prove that I was indeed a valuable employee.

In addition to performing my daily work duties and recovery from a very serious surgery, I was also caring for my mother whose health and later death required additional PTO days. And while my immediate manager was both supportive and understanding, he referred me to Human Resources for guidance on how to handle the need for additional PTO days.

In a less than compassionate and somewhat threatening tone, my HR representative informed me that I would be placed on "corrective action" due to time away from my job. Needless to say, I spent the next six months doing everything I could to avoid being fired. *Sadly, my personal work situation created more stress and need for recovery than actual brain surgery.* And when a former employer called and asked if I would return, without hesitation I accepted. People don't leave companies, they leave people.

ORGANIZATIONAL INTERFERENCE

Is it time for an organizational audit to determine whether you are you creating interference when motivation and/or organizational effectiveness was the objective? Before a recent workshop, a client innocently commented, "Greg, make sure you bring your 'A' game tomorrow." I'm sure he intended that comment to be motivational, but it had the opposite effect; I had a horrible night's sleep and was less than my best all that day. The words we use and our management and leadership styles certainly impact others. Choose them carefully.

Key Question: Is there someone with whom you need to circle back and repair a potential misunderstanding based on the words and communication style used?

ABSENTEEISM

Do you really think that an emotionally hurting employee who calls in sick is actually sick? Perhaps no more than your child who convincingly says, "I've got a sore throat," when they're really being bullied at school. That absenteeism, legitimate or not, causes you to shift daily schedules, rearrange staff deployment, all the while dragging out the problem, even as you hope it will go away on its own. It will not.

HEALTH INSURANCE COSTS

Anything that's keeping your employees from sleeping well is costing you by lessening the productivity, decreasing your safety record, threatening their health, costing more for health insurance ultimately reducing your company's bottom line. Stress and anxiety impact both individual and organizational health. The following are just a few examples of how emotional stress, the kind that results from lack of forgiveness and reconciliation, can harm our bodies:

- Stress can increase muscle tension leading to teeth grinding, tension headaches and other kinds of muscle pain. Blood vessel spasms in the brain can cause migraine headaches.
- Anger and resentment can release substances into our bloodstream, which increases the chance of clots forming.
- Emotional turmoil can suppress our immune system, causing us to suffer from viral and bacterial infections.
- Emotional stress can stimulate the stomach to secrete too much acid, which can lead to heartburn and gastritis. Nausea, vomiting, diarrhea and constipation can be brought on by emotional problems.

Source: Lynn Clark, Ph.D., *SOS Help for Emotions: Managing Anxiety, Anger, And Depression, 3rd ed.* (Bowling Green, Ky.: SOS Programs and Parents Press 2017).

Steps of Team Growth

PERFORM

NORM
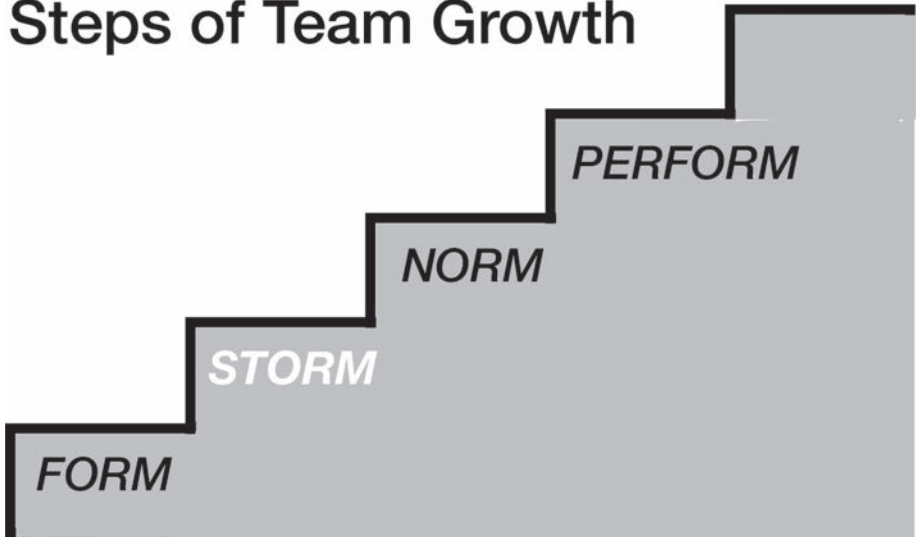
STORM

FORM

STUCK IN A STORM

Many organizations fail to realize and appreciate the navigation required and the opportunities that exist as they move from one evolutionary stage to another. These four organizational/team growth stages are: Form-Storm-Norm-Perform. How a team or an organization recognizes, reacts and successfully navigates through these stages greatly impacts the degree of conflict and turmoil within that team or organization. That conflict not only results in diminished productivity and effectiveness but often an increased need to address forgiveness and reconciliation among team members or employees.

Because of the fluid nature of this model and near-constant organizational change, most organizations are stuck in the Storm stage. Additionally, whenever there are changes, especially in membership, in a team/organization that team or organization automatically returns to Form. Out of necessity, most teams and organizations navigate through the Form

stage, albeit rushed, simply to get on with business. After leaving the Form stage, they eventually encounter the turbulent white waters of the Storm stage, end up stuck on the rocks, and sometimes reside there forever. While there are numerous reasons for that extended stay, the lack of forgiveness and reconciliation between team members and coworkers are often at fault.

Ideally, the Form stage should be characterized by a reestablishing of organizational expectations and foundational principles such as mission, vision, goals, objectives, roles (the lack of role clarity is the number one reason for conflict in teams) and in general navigational guidelines in the quest for reaching Perform. The Form stage is also a perfect opportunity to discuss cultural expectations such as forgiveness and reconciliation in the workplace. Unfortunately, most organizations rush through the Form stage only providing the bare minimum and often not even reaching that milestone. It's no wonder why so few organizations ever reach the Perform stage.

Storm doesn't have to be organizational purgatory. In fact, the Storm can be a catalyst for creativity and innovation if it's the issues that are being attacked versus individual team members. Interestingly, numerous musicians (Paul McCartney-Beatles, Phil Collins-Genesis, Mick Jagger-Rolling Stones, Freddie Mercury-Queen) have commented that while the band's friction (the Storm) caused them to explore solo careers, that collective friction was a key ingredient in the band's greatness and was sorely missed as individual artists.

While in Storm, relationship management should be a priority with forgiveness and reconciliation not only expected but collectively understood as a necessity in transitioning to the next stage. In Chapter 5, I present several rituals as potential options for navigating through the Storm Stage. "I Seek Your Friendship" is a process modeled after my

college experiences as a member of a social fraternity. Every Sunday night as our fraternity meeting concluded, a circle was formed and each member had the opportunity to approach the other, hand extended saying, "My brother, I seek your friendship." The response, "You'll find it here." And at the time, few realized the cathartic nature of this exercise as we started the week with forgiveness and reconciliation. And, the past from the previous week was never discussed!

It is only with the heart that one can see rightly, what is essential is invisible to the eye. Le Petit Prince (translated into English as The Little Prince), Antoine de Saint Exupéry, Chapter 21 (1943).

FRIDAY AFTERNOON SESSIONS

I recently duplicated the "I Seek Your Friendship" exercise with a group of executives and while most were uncomfortable at first, many commented on its transformational nature. Consider Friday Afternoon sessions where the last hour of the week may look like the following:

1. A debrief of the week (What went well? Where did we get stuck? What do we need to do differently next week?)
2. A preview for next week. Team/organizational issues that needs to be addressed.
3. End the session with, "I seek your friendship."

In the annual Gallup Poll on Employee Engagement, friends at work continues to be a key indicator.

PREDICTING STORMS

Most of the time, we can see the Storm approaching. Clouds, distant thunder and the wind picking up. Translation: You sense something's not right with your team. Not as much participation as in the past, absenteeism increasing, productivity starting to slip.

Key Question: Have you taken the necessary precautions?

Wind picks up even more, distant thunder turns into more threatening sounds of danger, lightening illuminates the ominous skies. Translation: Employees' vocally disagreeing, infighting between departments. Now you really must act! Seek shelter.

Is there a Storm brewing in your organization?

Norms for our Storm Session

- Attack issues, not people.
- Real discussion, not a gripe session.
- Be thick skinned.
- Remember confidentiality.
- Let's start with 30 minutes (if we need more time, we can discuss).
- Commit to moving on post session.
- Forgiveness and reconciliation are goals.

And act you do. You get your team together. You establish the Norms for Storming (see example). Uncomfortable and silent at first, your team eventually opens up. Issues are identified, alternatives discussed, timelines established. And you look out the window and observe the steady, soothing rain. Thanks to your intervention, the Norm stage is just around the corner.
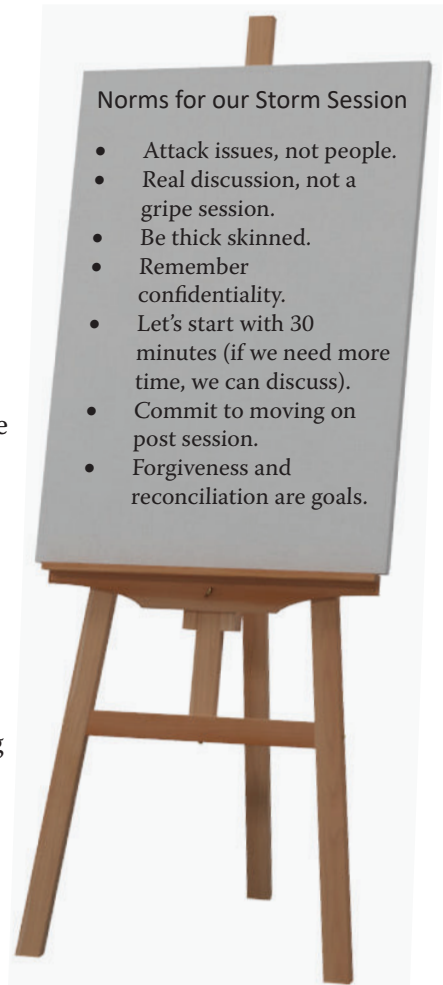
WORKPLACE CONFLICT

At its worst, employee's safety and well-being may be at risk absent forgiveness and reconciliation in the workplace. In Chapter 7, I introduce the Social Style Model. While we view life out of four windows (Driver, Analytical, Expressive, Amiable), most have a dominant style from which they operate personally and professionally.

My style, Expressive, doesn't hold back and confronts most situations head on. This happened with Robert, it was public, not pretty and the beginning of the end of my career.

Robert's Analytical Style did not respond well to this public altercation. Bottom line, I mishandled this encounter letting my Expressive Style take control.

Drivers are similar to my Expressive style in handling conflict. They confront, put their head down, keep themselves busy and move on. Analyticals, to their credit, usually stay out of trouble but when they do face conflict will usually weigh the options, devise a logical plan (*Ironically, a logical plan can potentially get in the way of and/or prevent forgiveness and reconciliation. Analyticals generally prefer problem resolution prior to forgiveness and reconciliation. This may or may not be possible*) and implement without too much emotion. Amiables are emotional but unlike Expressives, an Amiable will not confront, avoids conflict and will allow the anger to build. But at some point, if the Amiable cannot resolve the conflict, they will attack (see Chapter 7, Z'ing Out). Not a pretty situation!

ANALYTICAL	DRIVER
AMIABLE	EXPRESSIVE

INTERNAL CUSTOMER DISSATISFACTION.

I often can tell how most organizations treat external customers based on how they treat employees who are their internal customers. During a workshop debrief, a correctional officer commented, "Sadly, I treat our inmates better than I do our staff." In this situation, poor internal customer service creates the future need for forgiveness and reconciliation between prison employees – among co-workers and supervisors in that already tense environment. Poor customer service and its aftermath trickle down to that co-worker being rude with an inmate, that inmate being rude to another inmate, then a fight ensues, and escalating violence threatens the safety of everyone within that facility.

A RIOT IN YOUR ORGANIZATION?

 Over coffee with a state's highest corrections officer, I asked what he thought in general was the reason for riots in prisons. Without hesitation, he responded, "Lack of leadership." A little confused, I asked him to explain. He said, "Greg, you've been in our correctional facilities conducting your Reentry programs and I'm sure you were escorted by one of our officers, right?" After responding in the affirmative, he continued. "Did you observe communication between the officers and the inmates?" Again, I responded in the affirmative. "That's good," he said and continued, "Greg, when there's no communication and interaction between our staff and the inmates, *there's going to be a riot.*"

I immediately thought of the applications to organizations like yours and mine. A realistic analogy, I think. If there's no communication between leadership and its employees, there's going to be a riot. A riot in the form of union representation, a sick-out or, in general, low productivity and morale. As leaders, we have to create an environment, a culture,

for high levels of communication, interaction and engagement with our employees.

GIVE YOUR EMPLOYEES THE BENEFIT OF THE DOUBT

Most employees want to give 100 percent, fully aware of and committed to treating customers how they want to be treated. Most employees are creative, innovative and seek full engagement. Most employees want to be fully engaged. And while most employees would love to end their career with your company, the drama in the workplace, the bullying, the silence, the lack of forgiveness and reconciliation has them considering an exit plan. Employees don't leave organizations, they leave people! Employees are more likely to leave when forgiveness, reconciliation and closure are absent. Again, the Mental Interference may be the culprit to your low customer satisfaction numbers. Identify the Interference.

THE GOAL OF THIS BOOK: HELPING YOU & YOUR ORGANIZATION REACH PERFORM

In the following chapters, I provide tools, theories, models and real-life examples all designed to make you more aware, inspire, educate and activate forgiveness, reconciliation, and closure. These tools include:

- Steps for Forgiveness
- Rituals
- Customizing Forgiveness and Reconciliation
- Creating a Culture for Forgiveness and Reconciliation
- Employee Engagement
- Dynamics of Change

- Uncovering Blind Spots
- Stress Management
- Leadership
- Habits of Highly Effective People
- Best Version of You

My sincere appreciation for your investment in *Healing the Wounds: Forgiveness and Reconciliation in the Workplace.* But most of all, thank you in advance for the forgiveness, reconciliation and organizational healing you will facilitate, hopefully experience and the greater levels of success you will reach as a result.

So, kick back, relax, grab a cup of coffee and enjoy!

My Best,

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270.223.8343

Individual Action Plan		
WHAT	WHO	WHEN

NOTES

Chapter 2

Forgiveness in the Workplace

————

The weak can never forgive. Forgiveness is the attribute of the strong. An eye for eye will only make the whole world blind. — Mahatma Gandhi

Webster's *New World College Dictionary* states that to forgive is: *To give up resentment against or the desire to punish; stop being angry with; pardon or to give up all claim to punish or exact penalty for an offense; to overlook.*

What key words from the above definition do you think the most significant? Why? Any words you would add to this definition?

TWO PARTS: FORGIVING OTHERS AND ASKING FOR FORGIVENESS

Forgiveness is a choice, not an emotion. If we wait until we feel like forgiving someone, its likely not to happen. In his book *Trusting You are*

Loved – Practices for Partnership, Lew Epstein (1999) had this to say about forgiveness:

> *"We are, by forgiving, in essence granting complete absolution and redemption. We relinquish our right to punish, cling to resentments, and hold grudges. We give each other and ourselves permission to move on, free of baggage and history, able to progress without the burdens of the past. Forgiveness fosters our well-being when we know that no matter what happens, we will forgive and be forgiven. In an environment of love and forgiveness, we thrive.*

What key words from the above statement do you think are the most significant? Why? Any words/thoughts you would add? General thoughts of forgiveness being a choice, not an emotion.

The biggest mistake we make when it comes to forgiveness is thinking forgiveness is for the benefit of the offending party. Forgiveness of others is a gift we give ourselves. Hate consumes vast amounts of time and energy: the mental energy of reliving it in our minds, the regular retelling it to anyone who will listen, the mood swings. (*Ever wonder why your friends and family scatter when you walk into the room knowing you'll most likely rehash the past?*)

While we're replaying all of this in our minds, with our family, friends and associates, the offending party, in most cases, is unaware of the

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What part of the problem are you contributing to?

punishment we are inflicting on ourselves. Forgiveness releases you from a self-made prison where you are both the inmate and the jailer.

How many old grudges and with whom are you carrying around in your mind and heart? What actions could you take to start forgiveness and reconciliation? Will you? If so, when and how? If not, why not?

Forgiveness reduces anger, hurt, depression and stress while increasing greater feelings of optimism, hope, compassion and self-confidence. Stanford researcher and author Dr. Frederic Luskin offers the following suggestions in his Nine Steps to Forgiveness training:

NINE STEPS TO FORGIVENESS

1. Know exactly how you feel about what happened. I credit my friend and personal coach, Skip Wirth, for assisting me with this step and providing the seven characteristics of stress resistant people (you'll hear from Skip in Chapter 7).

2. Make a commitment to yourself to do what you must do to feel better (Becoming *Empowered* versus *Overpowered*).

3. Understand your goal. *Hint: To find peace, get closure, to move on.*

4. Get the right perspective on what's happening. Recognize your primary distress is most likely coming from the hurt feelings, thoughts and physical upset you are suffering now, not what offended you or hurt you in the past.

5. The moment you feel upset, practice stress management to soothe your body's flight or fight response. (Exercise, volunteering, yoga, etc.)

6. Manage your expectations from other people. (See Unrealistic Expectations of each Social Style on page 30.)

7. Put your energy into looking for another way to get your positive goals met. Instead of mentally replaying your hurt, seek out new ways to get what you want.

8. Remember that a life well lived is your best revenge.

9. Amend your grievance story to remind you of the power you possess to create a better story. I changed my internal story from, "I got screwed, lost a steady salary, retirement," to "More freedom, control, purpose, no salary caps, flexibility, love working for myself."


Forgiveness is not a "One & Done" scenario. Each day, you might have to "throw it away."

ASKING FOR FORGIVENESS

A big part of the problem is that most of us don't know how to forgive or apologize. Sadly, this is not something we learn in school or from our parents. Sure, we may have heard this admonition from our parents, "Say you're sorry Greg for pushing your sister!" But a sincere heart-felt apology was rare in these situations. Growing up, my parent's discussions would occasionally turn into heated arguments. It usually ended with my father saying something offensive to my mother followed by a deafening silence for several hours, if not days. I don't remember ever hearing my father formally apologizing to my mother. Consequently, I never learned how to do it. And I'm ashamed to say, until I started doing research for this book I really didn't realize how to ask for forgiveness either.

CREDIT TO MY PARENTS AND GRANDPARENTS

No matter how many arguments, problems and in general tough times they experienced, my parents and grandparents didn't abandon the relationship during the Storm stage. (I'm not suggesting that certain relationships shouldn't be abandoned during the Storm stage). Like teams

Steps of Team Growth
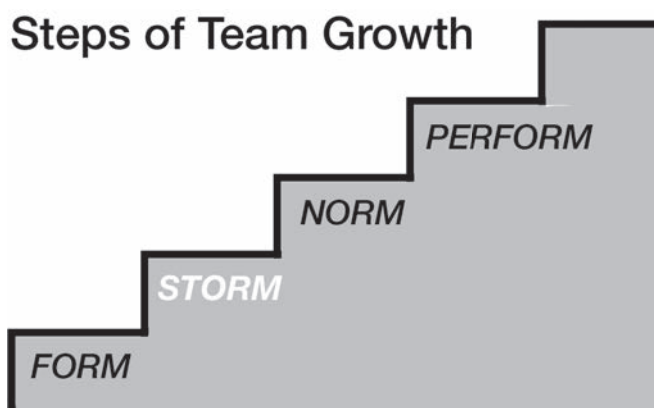
and organizations, personal relationships go through predictable stages of growth. I give great credit to my parents and grandparents for what they taught me about staying together, for better or worse.

I use my wife and myself as examples. We married and started a family (Form). Children, finances and life issues, in general, quickly propelled us into the Storm stage. Now that we've been married for nearly 30 years, I would say learning how to argue, resolve conflict and move on as quickly as possible is the key to the longevity of our marriage. I'm sure there were times both my wife and I questioned, Is this worth it? Now, our children are grown-up and have homes of their own, and we're empty nesters. Translation: We're starting to Norm with more time to focus on each other as opposed to taking care of our children. I jokingly say that soon we'll be holding hands, wearing matching tennis shoes and sweatshirts, and walking at the Mall for exercise (Perform).

> **Key Point:** If possible, don't abandon the relationship during the Storm stage as Norm could be right around the corner with forgiveness and reconciliation key factors in your journey.

CUSTOMIZING FORGIVENESS

We look and approach life out of four Windows of the Word. These windows, covered in Chapter 7, are called Social Styles. When we consider forgiveness, one's Social Style should be, but rarely is, carefully considered and factored into forgiveness and reconciliation.

Broken crayons still color.

ANALYTICAL	DRIVER
AMIABLE	EXPRESSIVE
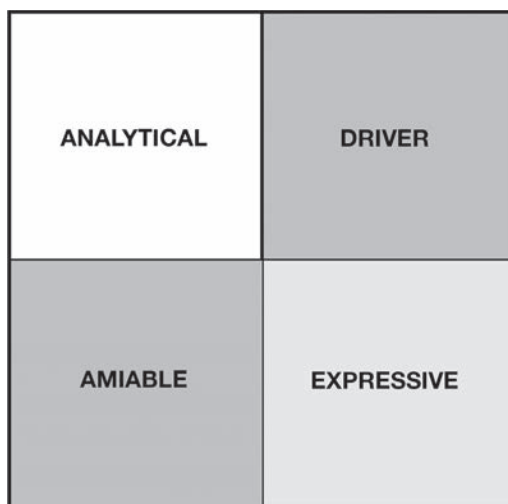
- Drivers: Bottom line focused. If they decide to forgive, it usually occurs more quickly than other Social Styles and they're ready to move on. (*Please! Can we just move on!*)

- Analyticals: Often focused on building a case for forgiveness, outlining the steps that led up to the conflict as well as a play-by-play of what must happen to move forward. Analyticals often find it hard to forgive, much less reconcile, until they can solve the problem. Unfortunately, this approach delays (if not prevents), forgiveness and reconciliation. My coaching tip to Analyticals is this: The problem may not be capable of being solved, but this shouldn't prevent forgiveness and reconciliation.

- Expressives: Most excited, animated and agitated about the potential for forgiveness. Open with emotions (outwardly), they'll let the world know what precipitated forgiveness. This style might very well have the greatest need for closure and seek creative strategies to achieve forgiveness and reconciliation.

- Amiables: Most emotional (inwardly), afraid of getting hurt and being let down. Re-establishing trust will be difficult with this style. They may forgive but will rarely forget. Words hurt Amiables more so than other styles.

UNREALISTIC EXPECTATIONS

Each Social Style has unrealistic expectations that could potentially be a catalyst for the need to forgive, to be forgiven, to delay, or even prevent reconciliation:

- Drivers: Always be in control and never out of control.
- Analyticals: Always be right, be able to solve every problem, never be wrong, and have the offender fully understand the damage that has been done.
- Expressives: Always be heard and seen and never unnoticed by anyone. Think we need to fight it out (now) in order to resolve the problem.
- Amiables: Always be liked and never disliked by anyone. To never be let down.

THE ANATOMY OF AN APOLOGY

I'm a big fan of Dr. Gary Chapman, author of the New York Times bestselling series entitled, *The Five Love Languages*®. He is a pastor, counselor, and travels the world presenting his seminars; his radio programs air on hundreds of stations. He has a passion for people and helping them form lasting relationships. Interestingly, both have applications to the harmonic workplace. In my consulting practice, I assist

organizations and their human resources with managing the business while leading its people. Having been hired by a great leader and fired by a great manager, I agree with Warren Bennis's comment that "most organizations are over managed and under led" – it's dead on!

If you know, you can manage, and if you love you can lead. When these crucial elements are present, it's the best of both worlds and promotes a healthy business. Knowing includes understanding key business principles and inner workings of your organization and your industry. Loving includes what Gary Chapman outlines in *The Five Love Languages*:

1. Gifts (In the form of rewards for performance or just simply a gift for the gift's sake. A former boss gave me a bag tag from the Master's Golf Tournament simply because he knew I was an avid golfer – I was thrilled!)

2. Quality Time (Spend time with your employees. Your employees need and want to see you!)

3. Touch (Not physical, but metaphoric pats on the back and recognition for a job well done.)

4. Words of Affirmation (Praising employees and giving positive reinforcement.)

5. Acts of Service (Servant leadership, perhaps senior leadership grilling burgers Friday afternoon for all employees.)

Dr. Chapman's latest book, co-authored with Jennifer Thomas, *The Five Languages of Apology: How to Experience Healing in All Your Relationships*, has strong business applications as well. Alarmingly, his research finds ten percent of the population never apologizes. (My thinking is the other 90 percent are not telling the truth and don't do apologize well or often enough.) Combined with the five love languages,

the following steps will *make us better people and our organizations better places to work*:

THE FIVE LANGUAGES OF APOLOGY

- Express regret. "I'm sorry," may be the right words to use, but it does not end there unless you say why you're sorry. Chapman and Thomas suggest we add the specific reason for the apology. For instance, "*I'm sorry I didn't give you the appropriate credit for the work you did on the redesign of our billing system.*" Chapman and Thomas warn against blaming others ("Engineering never told me about your work on this") and cautions about using the word, but ("I would have recognized you at the awards banquet, **but** I was last on the agenda and we were already running late").

*Have you heard the story about editors for an online dictionary who were having trouble defining the word "but?" After much disagreement and frustration, they finally settled on **DISREGARD ALL PREVIOUS INFORMATION***.

- Accepting responsibility. "I'm sorry I didn't give you the appropriate credit for the work you did on the redesign of our billing system. *I was wrong.*"
- Genuine repentance, expressing the desire to change. "I'm sorry I didn't give you the appropriate credit for the work you did on the redesign of our billing system. I was wrong. What can I do to make this up to you? What can I do to make this right? "*Nick, I'll be honest, this is not something I'm good at and I sincerely ask your help in making sure I don't make this mistake again, not only with you but with others in our department.*"
- Making restitution. "I'm sorry I didn't give you the appropriate credit for the work you did on the redesign of our billing system. I was wrong. *What can I do to make this up to you? What can I do to make this right?*"
- Requesting forgiveness. "I'm sorry I didn't give you the appropriate credit for the work you did on the redesign of our billing system. I was wrong. What can I do to make this up to you? What can I do to make this right?" "Nick, I'll be honest, this is not something

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Most people need your love and acceptance a lot more than they need your opinion. — Bob Goff

I'm good at and I would sincerely ask your help in making sure I don't make this mistake again not only with you but with others in our department as well. *Again, I was wrong, I apologize. Will you forgive me?"*

NO DREDGE ZONE
AT SOME POINT, STOP ASKING
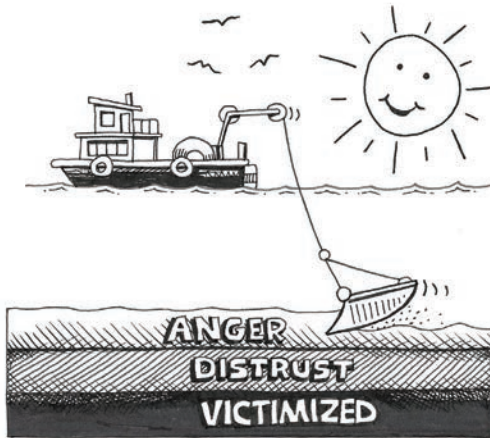
Once you ask for forgiveness, especially if the other person forgives you, stop asking! This sounds logical but I am guilty of this behavior and must conclude it's a very human response. I was indirectly responsible for a partner losing a client; I apologized and he accepted, but I continued to feel guilty and kept saying that I was sorry. Frustrated, my partner finally said, "*Greg, it's over. Please stop saying you're sorry."*

ASKING CUSTOMERS (INTERNAL AND EXTERNAL) FOR FORGIVENESS: THE RECOVERY PROCESS

The word *recovery* means to "return to normal", to get things back in balance and good health. And that's exactly what's needed not only when we drop the ball with customers but when strife is brewing or erupts inside the workplace. Organizations also have internal customers. These internal customers are employees, individual humans who suffer the same hurt feelings as customers and vendors who epitomize our traditional external relationships. The following steps to recovery were identified by Ron Zemke in his bestseller, *Delivering Knock Your Socks Off Service*, and apply to both external and internal customers:

THE RECOVERY PROCESS

1. **Apologize**. While a simple "I'm sorry" defuses an angry customer in most situations, a legitimate explanation is usually the first thing out of our mouths and may be interpreted as an excuse. "You don't understand, I had three warehouse employees call in sick this morning," versus "I'm sorry. I will personally deliver your generator this afternoon."

2. **Urgent Reinstatement**. Bottom line: Fix the problem quickly and fairly. Key word: Urgent!

3. **Symbolic Atonement** (if possible). Waive the service fee, give the customer a discounted rate or a nice gift – and remember that a handwritten note would stun today's customer. Something to really let the customer know you're sorry, and expressing thanks for their business.

4. **Follow Up**. Add a pleasant extra to the recovery sequence by following up within a few hours, days, or weeks later, to make sure things were resolved to your customer's satisfaction. Don't assume you've fixed the problem. Check to be sure. Ironically, these customers may be more loyal now based on the way you listened to their issues and recovered their trust!

I can tell how an organization treats external customers by how they treat internal customers.

SECOND CHANCES

Hoosiers is one of my favorite movies. Based on a true story, Coach Norm Dale (played by Gene Hackman) took a fledgling high school basketball team from Form to Perform, ultimately winning the Indiana state championship. *Teams go through predictable stages of growth Form, Storm, Norm, Perform, and Transform.*

One of my favorite scenes is when Coach Dale starts the rehabilitation and redemption of one of his player's father, Shooter Flatch, the town drunk (portrayed by Dennis Hopper). Coach Dale quickly learns of Shooter Flatch's basketball stardom as a former high school player and coach. Understandably, Shooter is an embarrassment to his son, often showing up to games visibly intoxicated. Shooter's behavior is creating a distraction for his son (*what author Alan Fine would call mental interference*), a key player on the team, and Coach Dale must act fast.

In a redemptive moment, Coach Dale recruits Shooter as an assistant coach and firmly demands sobriety. (*For feedback to be acted upon, there must be trust.*) Brilliantly, Coach Dale senses Shooter's lack of confidence during his first game as Coach Dale's assistant, and demands that the

referee, "Throw me out!" The referee reluctantly obliges and as Coach Dale walks out of the gym (a brilliant plan to build confidence), the look on Shooter's face is pure horror. After a few tense minutes, Shooter rises to the occasion, his confidence restored, and redemption achieved as he boldly calls the play that won the game, "*Run the picket fence. Don't get caught watching the paint dry, boys*!"

Great movie but the key question remains: Have we given the Shooter Flatchs in our personal and business lives a second chance? Or, do we continue labeling that person *forever*? Everyone deserves a second chance and I believe their recovery and redemption often is in our hands. As leaders, are we creating and fostering a strong culture of forgiveness, reconciliation and redemption? Or not?

FORGIVENESS AND SECOND CHANCES
By Colonel Fred Johnson, United States Army, (Ret.)

In the first autumn of General Dave Petraeus' first command of the Third 3rd Battalion, 187th Infantry, Bravo Company's soldiers were running through a combat training exercise with live ammunition. One afternoon, General Petraeus was there to observe, and I escorted him and a brigadier general who was our assistant division commander. I knew this general because he had been my brigade commander at Fort Drum when I was a young second lieutenant.

The three of us followed some distance behind one squad as they tossed a hand grenade into a bunker, cleared it with fire, then moved to another bunker to repeat the drill.

I watched as the last soldier cleared the bunker. He was trotting back to his squad for the next assault, rifle in hand, when he tripped and fell.

When he hit the ground, rifle still in hand, it went off. A moment later General Petraeus grabbed at his chest, stumbled forward, went down to his knees, and fell cold onto his back. The brigadier general took a quick step over, glanced at the general's wound, and calmly said, "You're going to be all right, Dave."

"Fred, he's been shot", the general said, stepping over General Petraeus as he lay silent on the ground. I'm going to my helicopter to call in a Medevac. I sprang over to General Petraeus and quickly unbuttoned his uniform. As I did, a small trickle of blood ran from the entry wound, a tiny hole in the front of his chest. I rolled him to his side to look for an exit wound, and he groaned; there was a gaping hole in his back as big around as a coffee mug. He had suffered a sucking chest wound; when I laid him flat again, he started spitting up blood and tissue.

Two of my soldiers, Specialists Smith and Curtain, rushed over and shoved me aside. "We got this, sir." Curtain exclaimed. They sealed the wound with bandages and plastic bags, so Petraeus could breathe, and then tied off the bags with knots. He was placed on a stretcher about the time the Medevac arrived, and transported by helicopter to Vanderbilt University Medical Center for surgery.

After the Medevac departed, the general called me and the officer in charge of the exercise over to his helicopter that was revving up to return him back to the division headquarters. There he would give a report on the incident and check on Petraeus's status.

The general was about six feet, five inches tall and towered over both of us. He had commanded a company in Vietnam and received the Silver Star. His piercing blue eyes looked straight into your soul in a mesmeric way that demanded your immediate respect and obedience. On more than one occasion, I stood front and center in the way of that steely gaze at Fort

Drum. That day, I was just as controlled by it as that long-ago day on the range at Fort Campbell when I was a young lieutenant.

The general said to us, "I want you to do an after-action review with the soldiers and leaders about what happened. Have the squad go through a couple blank fire iterations and then I want them to do the exercise again with live ammunition." The officer-in-charge of the range was dumbfounded. He had served in a mechanized unit in Germany prior to coming to the 101st, and this was unheard of in most Army units. He thought the general had called us over to relieve of us of our commands, and incredulously asked the general if he meant the soldier that shot Petraeus as well. The general pinned him with those blue eyes and said quietly, Especially that soldier. He then strode to his waiting helicopter and flew away.

Petraeus recovered from his wound and returned to the battalion less than a month later. His doctor told him that he was not ready to leave, so Petraeus did 50 push-ups and announced it was time he got back to the battalion. He called me into his office before physical training the morning he returned. I reported to him, and he told me to come in and take a seat. That is what normally happens in serious incidents such as what occurred on the range per strict Army protocol. I was anxious and prepared to be formally reprimanded.

Petraeus was reviewing some papers and then put them down. He looked at me for a moment and said gravely, "You know, Fred, there is a rumor going around the battalion. The rumor is that the soldier was actually aiming at you and hit me." I thought he was serious for a second and then he laughed, "That would speak volumes for both your bad leadership and your company's poor marksmanship, wouldn't it? Loosen up, Fred. That's a joke." He laughed again and told me, "Mistakes happen. Get back to work, Company Commander."

Colonel Fred Johnson, USA, (Ret.) is a 29-year United States Army veteran, an Airborne and Ranger qualified infantryman with two tours in Iraq and one each in Afghanistan and Bosnia. Fred is an Airborne and Ranger qualified infantryman who served 29 years in the United States Army, and his memoir of soldiering, Five Wars: A Soldier's Journey to Peace (2017), *The Fifth War*, describing his transition from an active duty military career – and his journey of serving through five wars and to civilian life with its associated challenges. www.fivewars.com.

FORGIVING YOURSELF
"Yesterday is heavy. Put it down."

Forgiveness begins with our ability for self-forgiveness. According to Thom Rutledge, author of *The Self-Forgiveness Handbook*, "The first part of any conflict we must first resolve is not between 'me and my neighbor,' but between 'me and me.'"

Forgiveness is not only the greatest gift you can give to others, it's also the greatest, most powerful gift you can give yourself.

Who is it that you need to forgive? Yourself?

FORGIVING *ME*

After my anger, resentment and finger pointing, I eventually started asking, "What did I contribute to the problem? And, specifically, what impact did all this have on my family? No pension, retirement, 401(k), and, no stability for my family, to name only a few things I threw away

When you point a finger at someone else, you have three pointing right back at you.

when I decided to make a public stand with Richard. Was it worth it? Was it worth the guilt and regret which remained inside me far too long?" Finally, I accepted true forgiveness and reconciliation were impossible without forgiving myself. I eventually forgave myself but my story pales in comparison to what follows, a story of bravery in the midst of heated battle.

Thank you, Colonel Fred Johnson, for your service, your bravery, and your courage. But most of all, thank you for all that you are doing now to help courageous men and women who have served our country, who have suffered and are now on the road to recovery.

THE FIFTH WAR
By Colonel Fred Johnson USA, (Ret.)

At the height of the troop surge in the Iraq War in 2007, I was a battalion commander and we were preparing to conduct a route clearance operation in a neighborhood in Central Baghdad. The officer in charge of the mission approached me and requested more time to conduct planning. I denied his request and told him to execute the mission. He persisted and said he didn't have enough knowledge of the enemy situation. I was firm and told him, "You got to roll, brother."

Roll they did and while clearing a road of trash where the enemy had hidden improvised explosive devices, Sergeant Freeman Gardner, a 27-year-old newly-wed from Little Rock, Arkansas, was standing next to a building when a roadside bomb exploded killing him instantly. Freeman's body was brought back to the medical clinic on base and was prepared for his return home to Little Rock.

All the leaders in the unit gathered around him to say goodbye. A wool blanket had been draped over his torso where he had taken the impact. He

looked like he was asleep. There was no other evidence of wounds except a small scratch above his right eye. We prayed and as I bent down to kiss his forehead, like I was going to kiss him goodnight and I thought, "I caused this. If I had only given the Commander more time."

Later that day I wrote a letter of condolence to Freeman's mom, Fara Ratliff, telling her how much Freeman was loved and how brave he was, and I expressed my sorrow in his loss and condolences to this family. I mailed the letter and got back to work. About a month later I received a letter from Ms. Ratliff. I was afraid to open in fear of what it might say, but I did, and it read,

Dear Lieutenant Colonel: Your letter was received at the right time. I was feeling very sad and wondering about that terrible day. My daughter brought the mail to me and as I read your letter, my mind was put a little at ease. Thank you for taking the time out of your busy day to console my family. Your letter answered some of my questions. Thank you again and God bless you and all the people you command. I called Sergeant Freeman Gardner my number one son. I was very proud of him. He lived to be the best.

I put the letter down on the desk. Shut the door to my office. Sat down and cried for a very long time. The shame I felt was like a huge boulder pressed against my chest. I carried that boulder with me back home from Iraq and then through another deployment to Afghanistan. When I was back at war, the weight lifted almost to the point I didn't feel it but at home it was suffocating, and I started drinking heavily in the hope that the alcohol would give me the strength to push the boulder away.

It didn't though. Freeman visited me in my dreams nearly every night along with images of other dead friends. What was worse is that I took it out on my family and everyone around me. I didn't know it at the time. I

couldn't see it in myself, but my anger was out of control and those that I loved were becoming numb to my outbursts and me and I was becoming numb to life.

On the evening of September 12, 2013, I was at a bar looking at 2nd Street Bridge that connected Jeffersonville, Indiana (where I was drinking) to Louisville, Kentucky where I lived. The bar had an awesome view of the bridge and the Louisville skyline. I had been drinking bourbon and beer for most of the afternoon and as I finished my last drink I gave a final toast to my fallen comrades and got into my car with the intention of driving into the Ohio River.

Fate had other plans for me though. About a quarter mile down the road, I was stopped by a police officer who arrested me for DUI. I spent the night in the drunk tank and when I got out the next morning I called my wife. She had long told me that I needed to get help – my wife was an Army veteran and clinical psychologist who treated soldiers with PTSD. When she answered the phone she told me, "Either you go to therapy now or you will never see me or our daughter again."

My journey to self-forgiveness started that moment. If she hadn't said what she did, I am convinced my next attempt at suicide would not have failed. Her words made me realize, if nothing else, my family was worth trying to live for. I had long been apprehensive about therapy because I resisted the notion that I had a problem. Soldiers do not get sick serving their nation. Even if we did, it was part of the deal when we signed up. We are volunteers, not victims after all. However, what I realized is that warriors have a duty to get well when we are injured, and we can't always do it ourselves.

I had been diagnosed with PTSD. I exhibited all the signs of hyper-vigilance, sleeplessness, high risk behavior, and most of all, anger. But there

was something else that was going on with me and during the sessions with my therapist it became very clear: The grief I felt for my role in Freeman Gardner's death was a root cause of my problems. I had a moral injury and I just couldn't shake the shame. I would work through this with my therapist in a process called prolonged exposure where I would retell and, in some ways, relive the events that caused the emotional trauma.

It was one of the hardest things I ever experienced and what I got out of it changed my life in a very significant way and that was the realization that bad things sometimes happen to good people like Freeman Gardner and that I had to forgive myself. But how does that self-forgiveness come about? That is the crux of the problem with moral injury. How do you heal a wound to the soul?

Brene Brown, one of TED Talks most prolific speakers, says: "Grace means that all your mistakes now serve a purpose instead of serving shame." After I retired in 2014, I found my purpose through community service working with at-risk kids in the city of Louisville and as the co-founder of Shakespeare with Veterans, an organization that uses the words and plays of William Shakespeare to help veterans address challenges with transitioning from the military and the effects of PTSD and moral injury. I also wrote a book about my journey to wellness to help other veterans know they are not alone in their struggles.

It took years for me to truly forgive myself for this one traumatic incident. However, upon reflection of this journey to self-forgiveness, there are lessons learned, which I apply now when I fall short.

1. Recognize that harm/wrong was done.
2. Confess to oneself and say it aloud that harm/wrong was done and acknowledge responsibility.

3. If it's appropriate, apologize to people/person who were harmed/wronged.

4. Identify those things that can be learned from the mistake. Write them down.

5. Talk to someone you trust.

6. Find ways to quiet the inner critic and stop the negative self-talk.

7. Can your mistake be transformed into something positive? If it can, go for it.

Colonel Fred Johnson, USA, (Ret.), is a 29-year Army veteran with two tours in Iraq and one each in Afghanistan and Bosnia. *The Fifth War* refers to his transition from active duty military and associated challenges; it is also the title of his first book (www.fivewars.com). Col. Johnson and I conducted the workshop entitled, *The Perryville Experience*, on location at the Perryville Battlefield, where we applied leadership lessons from the Civil War to modern-day organizations.

Don't be a prisoner of your past. It was a lesson, not a life sentence.

All the world is a stage and most of us are desparately unrehearsed. — Sean O'Casey

Forgiveness Action Plan			
WHO DO I NEED TO FORGIVE?	IS IT POSSIBLE?	STEPS / TIMELINES	OTHER CONSIDERATIONS

NOTES

Judge not, and you shall not be judged: condemn not, and you shall not be condemned: forgive, and you shall be forgiven. — Luke 6:37.

Chapter 3

Reconciliation in the Workplace

———————

"Therefore, if you are offering your gift at the alter and remember that your brother or sister has something against you, leave your gift at the altar. First go and be reconciled to them; then come and offer your gift.
— Matthew 5:23-24

Forgiveness is a choice, not an emotion. Most importantly, reconciliation does not necessarily mean resolution. The basis for Healing the Wounds: Forgiveness and Reconciliation in the Workplace is to forgive and reconcile, but reconciling does not necessarily mean resolving the issue. So, rest assured, that you can forgive and reconcile without discussing the past!

WHY SHOULD I RECONCILE?

Aren't you tired of avoiding this person? Assuming you still work with the individual, can you honestly say this friction hasn't impacted your time and effectiveness in your personal and work life? Aren't you worn out taking it home with you? Isn't your family tired of hearing about it? Even if you don't need closure (although it's hard to believe you wouldn't), the other person probably does. Surely, the longer it takes you to initiate the reconciliation, you're stealing that needed and deserved closure.

So, you've got my attention, Greg. How do you suggest I initiate this reconciliation?

Glad you asked!

- Forgiveness and Reconciliation card (see page 6).
- Send an email/text invitation.
- Write a traditional handwritten note.
- Make a phone call (I prefer to send a note, email, or text).
- Send an email note or text to give the person time to ponder versus putting them on the spot.
- Use me as an excuse. "*I just read this book called Healing the Wounds: Forgiveness and Reconciliation in the Workplace and the author made some interesting points of how not reconciling with someone you used to work well with is actually preventing peak performance in teams and organizations. He said the past doesn't have to be 'dredged' up. So, maybe you would be interested in grabbing a coke sometime? If not, I totally understand!*"
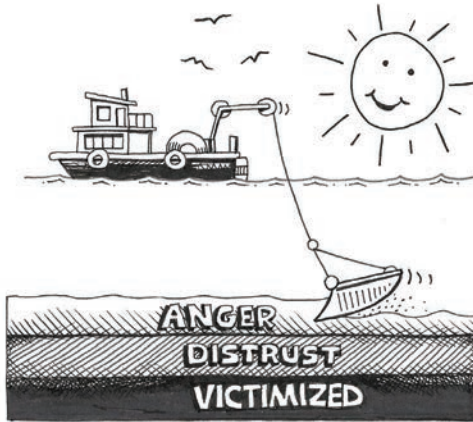
That first meeting will be awkward, no doubt. The following are a few guidelines:

- Be the best version of you (see Chapter 7).

- Don't talk about you. Ask more generic questions about their family, mutual friends, etc.
- Impose a No Dredge Zone policy.

NO DREDGE ZONE

- Be authentic.
- Don't launch into a one-up ("Well, let me tell you what I've been doing…").
- Chose a casual location; off-site works best for coffee or drinks.
- Follow up with a short note.

What if they don't respond or aren't interested? You tried, move on. Sleep well! Who knows, the other party may reach out to you at a later date.

What if they want to discuss the past? Be careful. But if you think there can be a successful resolution, go for it. If you don't think a path to a successful resolution exists, simply express your intent to move forward without dredging up the past.

But if one of you insists on discussing the past follow these suggestions:

1. Attack issues; not each other.
2. Stay at a high-level discussion versus focusing on the minutia (*Analyticals*, be cautious here.)
3. Don't drag it out.
4. Own your feelings.
5. Perception is reality. If a person feels a certain way (even though that's not the meaning or intent), that's what was communicated. It is what it is.
6. Don't drag others in it (Nelson over in sales feels the same way!).
7. Forgive and eventually Reconcile: Cancer-free (or at least in remission). Commit to closure and forgiveness after your conversation. Move on. Consider a follow-up (short, sweet, informal, handwritten) note thanking them for their time, forgiveness, reconciliation and closure. Remember, it's over. No more dredging.
8. Apologize. Move on.
9. Stop apologizing over and over again.

Settle matters quickly. — Matthew 5:26

HELL FREEZES OVER

The following excerpt is an email from one of my workshop participants who approached me and said, "Well, Hell must have just frozen over because I can't believe what just happened."

The first day when I arrived, I was not sure what to expect. Then walks in my old boss that I worked for over 15 years. I have worked for and with other people, but she was the most difficult person I have ever had to work with. I went home in tears a lot of days. I won't go into details, but it was awful working for her and most people that worked with her would agree with me completely. Management knew how she behaved and did nothing about her treatment of others. She was very intelligent and an asset to the company, so I guess that is why they kept her. After quite a few years working for her, an opportunity came along and I was able to get out from under her. For over 15 years, I have held on to all of these angry feelings. Just seeing her would bring back all of these awful memories. So I was not happy to realize I would have to spend the next two days in a classroom with her.

Today (second day) we all arrived and were eager to hear more of what you had to say. At one of the breaks, my old boss came up to me and told me that when I worked for her that she really did not use me to my full potential. I wondered if that was her way of apologizing? I was a little uncomfortable, but could tell we needed to have a discussion. I suggested we step into the next room. I told her that she had been very hard to work for. She agreed and went on to say she was an unhappy person at the time. I told her that there were many days I would go home and cry. She said she was sorry. I told her the reason I took the other job was to get away from her. I just

laid it all out in a very calm and respectful way. I could tell, she was sincerely very sorry. I could not believe it. I am still in shock. I could tell she was very touched and took to heart a lot of the information you shared with us. A heavy weight has been lifted from my heart and I think she feels the same way. I told her later that it took a big person to say what she did to me today and that I appreciated it.

None of this would have happened if both of us had not been in your training. Thank you so much for coming to Detroit and giving us your all. Today was nothing short of a miracle in my opinion.

PLAYING FACILITATOR FOR RECONCILIATION

- Carefully access the situation and likelihood for reconciliation. Be realistic!
- Do the interested parties have ulterior motives? If so, abandon this idea.
- Do you have alternative motives? If so, abandon this idea!
- Does each party trust you? If so, the atmosphere is favorable.
- Do you have the skills and expertise? Will you be present or simply facilitate a meeting?
- Could you make this situation worse?
- Is each party committed to reconciliation?
- If possible, don't over formalize. Perhaps an invitation from you inviting both to an event? (A word of warning: make sure both parties are aware the other has been invited; a surprise could backfire and jeopardize your relationship).
- Consider either mentioning *Healing the Wounds: Forgiveness and Reconciliation in the Workplace* and/or sending them a copy.

CUSTOMIZING RECONCILIATION

We look and approach life out of four Windows of the Word. These windows (covered in Chapter 7) are called Social Styles. When we consider reconciliation, we should be as intentional as possible. The approach, the invitation and the location are all important factors. Each party's personality (Social Style) should be carefully considered and factored into the reconciliation. Here are a few of my observations:

ANALYTICAL	DRIVER
AMIABLE	EXPRESSIVE
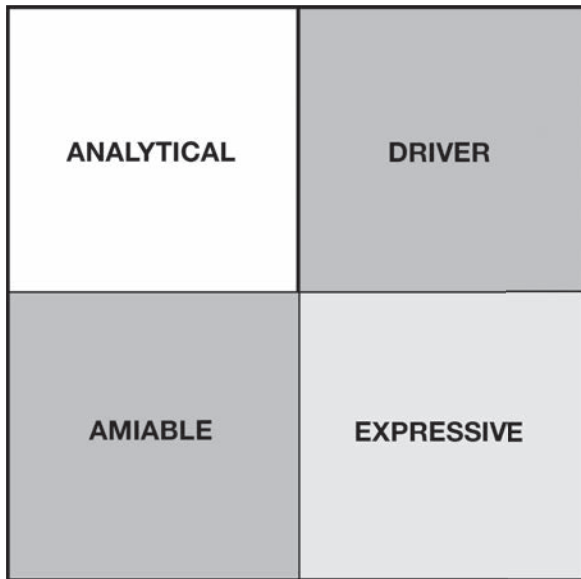
- Drivers: Bottom line focused. If they agree to reconciliation, they want to do it quickly, get it over with and move on. No dredging up the past or previous efforts at reconciliation.
- Analyticals: Less assertive than Drivers, Analyticals are business focused too, but very often have a back-up style of Amiable. This means an Analytical can take things more personally than Drivers. I suggest avoiding discussing the past. Out of the four Social Styles,

Analyticals could potentially desire to rebuild the case and recite an outline of the steps that led up to the conflict, as well as a play-by-play of what must happen moving forward. Analyticals often find it hard to forgive, much less reconcile until they can solve the problem. Unfortunately, this approach delays, if not prevents, forgiveness and reconciliation.

- Expressives: Most excited, Expressives will be animated about the reconciliation. Open with emotions, they will let the world know all about the reconciliation. It's best to find a quiet, private location because everyone around will know something is going on based on an Expressive's nonverbal communication.
- Amiables: Most emotional (inwardly), afraid of getting hurt, the Amiable is worried about being let down. Trust must be reestablished. They may forgive and eventually reconcile, but will never, ever forget.

UNREALISTIC EXPECTATIONS

Each Social Style has unrealistic expectations that could potentially be a catalyst for the need to forgive, be forgiven and may delay or even prevent reconciliation:

- Drivers: To always be in control and never out of control.
- Analyticals: To always be right, always be able to solve the problem, never wrong.
- Expressives: To always be in the spotlight and never unnoticed.
- Amiables: To always be liked and never disliked. To never be mistreated and done wrong.

RECONCILIATION IN THE DARNDEST PLACES

Reconciliation with Richard occurred first at a basketball game, completely by chance; then, when he sent flowers to my father's funeral and lastly, he sent an email to me. His gestures opened the door for me, and I was receptive and grateful for those efforts. In short, reconciliation doesn't have to be formal. Most importantly, the past doesn't have to discussed.

What are informal locations you might at least use to start forgiveness and reconciliation?

THE HOLE REMAINS

Once forgiveness and reconciliation are achieved, we can reach greater degrees of individual, team and organization effectiveness. But even after the healing, a hole often remains. A Sunday school teacher best explained this lesson in forgiveness, reconciliation, and the memories that remain with this story:

The teacher displayed a small piece of wood, a hammer and a nail. The wood symbolizes the person we've hurt with our words and/or actions. The nail, once its hammered into the piece of wood, represents the words and/or actions that hurt the other person. Eventually we ask for forgiveness and removing the nail demonstrates acceptance. The teacher picked up the piece of wood, turned it over, and asked, "What still remains?" The hole is still there, the memory of the hurt that sometimes never goes away.

What hole still remains in you? Is a little caulking in order?

PROFILES IN RECONCILIATION

Christmas Reconciliation: "You no shoot, we no shoot!"

On a frosty, starlit night in 1914, a miracle took place. It began when a melody drifted over the darkness of No Man's Land. First, O, Holy Night, then God Save the King. Weary British soldiers, peeking over their trenches for what must have been the first time in weeks, were surprised to see Christmas trees lit with candles sparkling on the parapets of the enemy's trenches.

Then a shout, "You no shoot, we no shoot!"

The Christmas Truce was a brief, spontaneous cease-fire that spread up and down the Western Front of Germany in the first year of World War I. It's also a symbol of the peace on earth and goodwill toward mankind that is so often lacking, not just on the battlefront, but in our everyday lives.

Is there any cease fire that you need to facilitate?

MY ENEMY. MY FRIEND.

I first met Brigadier General Dan Cherry, who graciously wrote the Foreword to this book, when he was Secretary of the Kentucky Justice Cabinet. I had conducted a team-building workshop for the Governor and his executive team. Like most heroes, you would have never known of General Cherry's legend by his quiet demeanor and humble spirit. But it didn't take long to realize the unassuming Dan Cherry is an amazing man and distinguished American hero.

General Cherry continued to serve our country for 29 years, flying airplanes such as the F-105, the F-4 and the F-16. He commanded the Air Force Thunderbirds, the 8th Tactical Fighter Wing and the Air Force Recruiting Service. As a command pilot, he flew nearly 300 combat

missions during the Vietnam War, and clocked more than 4,000 flying hours; he also earned numerous military awards and decorations including the Distinguished Service Medal, the Silver Star with one oak leaf cluster, the Legion of Merit with two oak leaf clusters, the Distinguished Flying Cross with nine oak leaf clusters, and the Air Medal with 34 oak leaf clusters.

After retiring from the Air Force, like most successful leaders, Cherry found numerous other projects that benefited from his well-honed skills, his passion and sense of purpose. Such was the case with Cherry's dream to create the Aviation Heritage Park in Bowling Green, Kentucky, and bring the stories of regional heroes alive to the public through interesting displays. But little did Cherry realize this particular project would change his life and the lives of many others in ways no one could imagine.

As with many astounding ideas, the genesis for the aviation museum in Bowling Green began simply when Cherry and a group of his walking buddies took a trip to the National Museum of the United States Air Force in Dayton, Ohio. The one exhibit that altered lives that day wasn't even at the museum. Knowing that Cherry and his friends were from Kentucky, a staff member commented about an airplane that held some historical significance to the Bluegrass state. He told them it might become available because the VFW where it was located was having difficulty taking care of it. As fate would have it that the VFW was only 20 miles down the road. To everyone's amazement, they saw the N number 66-7550 stamped on the tail of the F-4 Phantom jet. It left no doubt that Cherry had been reunited with an old friend from 30 years earlier.

Cherry's F-4 Phantom jet soon had a new home in Bowling Green, Kentucky and it became clear that the seed of an idea planted with the discovery of that plane had flowered into something much bigger. Today,

the Aviation Heritage Park stands as an educational facility in Bowling Green, Kentucky, which proudly exhibits aviation artifacts representing the careers of distinguished aviators from south central Kentucky. The Aviation Heritage Park honors some of America's finest combat aviators, with plans to host many more airplanes and to honor the courageous pilots who flew these magnificent machines.

To me, the most amazing part of General Cherry's life story is the courage it took to reconcile, forgive, and develop a friendship with Nguyen Hong My, the Vietnamese pilot Cherry shot down that fateful day. And the relevance to our topic is overwhelming; here's what he says happened: "For over 30 years, I filed away memories of that MiG pilot who I shot down," recalls Cherry. "Did he have a family? Did he survive the bailout and return to fly again?" Finally, ccuriosity culminated in action when Cherry wrote a letter to a journalist and TV show anchor in Vietnam and only a few weeks later, he received an invitation to appear on the show, "The Separation Never Seems to Have Existed."

Three decades after that life-changing dogfight, Cherry would meet Nyugen Hong My, the pilot of the defeated MiG 21. Since then the two men have become close friends, spending time together both in Vietnam and in the United States. The power of forgiveness and reconciliation prompted Nyugen Hong My to ask Cherry to research the American pilot that the Vietnamese pilot had shot down. Cherry kept his promise and on April 26, 2009, Nyugen Hong My and the American pilot he shot down embraced each other with tears in their eyes as Steve Hartman of CBS News expressed, "When the war went away."

Cherry donates a portion of the proceeds from the sale of his book to the Aviation Heritage Park in Bowling Green, Kentucky (visit www. aviationheritagepark.com).

CREATING A CULTURE OF FORGIVENESS AND RECONCILIATION

By J.B., Correctional Officer

Understandably, forgiveness and reconciliation are definitely key issues with the incarcerated and their crime victims, but as the thesis of this book clearly states, it is an issue within many organizations, including our correctional facilities. After Greg presented his program with our staff, we debriefed the applications for our team, the inmate population and our community's workforce development efforts. As I sat and listened to each officer's debrief, the most salient points by far were forgiveness and reconciliation in the workplace. And as I contemplated what I would say to wrap things up, I shared two personal stories of forgiveness and reconciliation.

On multiple occasions and with deliberate efforts not to make direct eye contact, I ran into two former employees with whom forgiveness and reconciliation were being withheld. Year after year the walls had just grown wider and much taller with cold hard feelings lingering in the air every time we would find ourselves occupying the same space, never acknowledging the presence of the other. But at a recent event, I encountered my past associate and at that moment I knew I had a choice to make. Turn and continue ignoring him, as I had done for over ten years, or acknowledge him. My heart chose the second. "How are you this evening?" I nervously asked. With a hesitant response and his uneasiness obvious, he replied, "I'm fine."

For the first few minutes, it was simply small talk, with him disclosing his battle with cancer. After a few minutes, we parted with mutual best wishes and a foundation for forgiveness and reconciliation. The following

morning, Greg Coker's words, "*Reconciliation doesn't necessarily mean resolution,*" kept ringing in my ears. I decided a simple note was in order, letting my friend know how much I enjoyed the previous night's exchange and he had my prayers for his recovery.

Feeling as though a cancer of my own had been eradicated, I left the post office to run into the local hardware store for a few more errands. Amazingly, it was there I experienced a second encounter and the opportunity for forgiveness and reconciliation. During that encounter, we simply acknowledged each other while we shopped and forgave and reconciled in the parking lot. It seems another former associate too was yearning for the same closure as my previous night's encounter.

I returned to work on Monday to work at the local jail, where I have spent over 33 years encouraging those we incarcerate to forgive themselves and forgive others. And while reconciliation is not always an option for men and women who are imprisoned, it is available to us. Pondering how best to *create a culture of forgiveness and reconciliation in my organization,* I've decided the first and most important step is to simply tell my story.

As leaders of our respective organizations and businesses, I challenge you to give forgiveness and reconciliation a chance to flourish in your organization and within the fabric of your culture. Not only does it get easier after the first encounter, the positive change in our personal well-being and the health of our organization becomes clearer and clearer each day.

Reconciliation Action Plan			
WITH WHOM DO I NEED TO SEEK FORGIVENESS OR TO FORGIVE AND RECONCILE?	IS IT POSSIBLE?	WHAT ARE THE STEPS I SHOULD FOLLOW AND THE TIMELINE?	WHAT ARE OTHER LIKELY CONSIDER-ATIONS?

NOTES

Chapter 4

Spiritually Speaking

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In this chapter, I invite you to take a spiritual perspective on forgiveness and reconciliation in the workplace. To that end, I want to introduce you to Dr. Marc Clark. Dr. Clark has worn many hats over the years: educator, mentor, award winning author, national and international speaker and presenter, evangelist, pastor, musician, human capital development expert, gifted photographer, and a serial entrepreneur and business owner. He has presented in 44 states in America, in over 30 countries on four continents at more than 4,400 workshops, symposiums, conferences, and organizational gatherings. I am honored to present his perspective on forgiveness and reconciliation in places where we work.

SPIRITUALLY SPEAKING
By Dr. Marc Clark

So, what is reconciliation and how does the Bible define it? Reconciliation, from a Christian viewpoint, and in Christian theology, is an element of salvation that refers to the results of atonement. A definition of

reconciliation as it relates to relationships is the action of making one view or belief compatible (like-minded or well-suited) with another.

All of us, at one time or another, have come to a place of disagreement with someone. A disagreement with a family member, the neighbor next door, a co-worker in the next office, a stranger on the street. In many circumstances, we are able to resolve our differences and continue with a normal relationship. In others, we agree to disagree, and we work at making the best of the circumstance, while attempting to forget about it. Nevertheless, there are occasions when a disagreement of sort never comes to a happy ending or is resolved, and all involved head out their separate ways being hostile and irritated, without reconciling their differences.

When we have such differences, we should work towards achieving conciliation. Conciliation is the root of reconciliation, which is the act of stopping someone from being angry. When we reconcile with someone, it means that we restore our relationship with that person, and that permits us to be compatible and approachable with one another again.

There are numerous references in scripture that speak to reconciliation, from changing from a state of animosity and division to one of congruence and camaraderie. Here are several to ponder and then to apply to your character.

> *"Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you."* —Colossians 3:13

> *"Be kind and compassionate to one another, forgiving each other, just as in Christ God forgave you."* —Ephesians 4:32

> *"So watch yourselves. If your brother or sister sins against you, rebuke them; and if they repent, forgive them."* —Luke 17:3

"Leave your gift there in front of the altar. First go and be reconciled to them, then come and offer your gift." —Matthew 5:24

"Make every effort to live in peace with everyone and to be holy; without holiness no one will see the Lord." —Hebrews 12:14

What is forgiveness and how does the Bible define it? The Bible has plenty to say about forgiveness. In the New Testament, the Greek word "aphiemi", as translated, carried a broad range of meanings, to include to remit a debt, to leave someone or something alone, to allow an action, to abandon, to desert, and even to divorce. Forgiveness literally meant "to let go," as when a person that is owed something, like a payment for a debt, does not pursue or collect the payment. The debt is canceled.

An example of the act of forgiveness is found in Matthew 18:23-27: *"Therefore, the kingdom of heaven is like a king who wanted to settle accounts with his servants. As he began the settlement, a man who owed him ten thousand bags of gold was brought to him. Since he was not able to pay, the master ordered that he and his wife and his children and all that he had be sold to repay the debt.*

At this the servant fell on his knees before him. "Be patient with me," he begged, "and I will pay back everything." The servant's master took pity on him, canceled the debt and let him go. (New International Version Bible).

Forgiveness recognizes that life is muddled, messy, chaotic, jumbled, and unpredictable. Forgiveness requires the forgiver (the person that has been mistreated, hurt, affected) to come to the realization that the offender (the person who caused the mistreatment, hurt, affection) is just like themselves, a human being. Human beings are fallible and at times act in poor judgment and make flawed decisions.

Deep within the forgiver compassion must live in order to truly display forgiveness. David Whyte, the English poet and philosopher wrote, "Stranger still, it is that wounded, branded, un-forgetting part of us that makes forgiveness an act of compassion rather than one of simply forgetting. . ." Source: David Whyte, *Consolations: The Solace, Nourishment and Underlying Meaning of Everyday Words* (Langley, Wash.: Many Rivers Press, 2015).

True forgiveness, that radiates from the heart, can actually bring resolution and autonomy. It is an empirical way of stopping the hurt of the past from defining the path of the future. We begin to forgive others when we consciously censure resentment and let go any claim to be compensated for the discomfort and anguish, hurt and loss we have suffered. The Bible teaches us that the best course of action to take when it comes to forgiveness is to extend unselfish love. This is the basis for true forgiveness, since love does not keep account of the injury.

Love is powerful, for it states in the Scriptures in 1 Corinthians 13: 4-8: *"Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It does not dishonor others, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres. Love never fails."* (New International Version).

THE DIFFERENCES ARE REAL: THE NEED FOR RECONCILIATION AND FORGIVENESS IN THE WORKPLACE

According to a study by CPP Inc., publishers of the Myers Briggs Assessment and the Thomas-Kilmann Conflict Mode Instrument, U.S. employees spend 2.8 hours per week involved in conflict. In monetary

terms, this amounts to approximately $359 billion in work hours paid that are filled with conflict instead of worker productivity. In production terms, this figure is the equivalent of 385 million days on the job going towards quarreling and disagreeing, as opposed to working towards building alliance and partnerships. (CPP, Inc.)

Further statistics on workplace conflict are stunning:

- 85 percent of workers say they experience some kind of conflict while on the job over such things as:
  o Communication failure or problems
  o Contradictory priorities and work objectives
  o Personality and pride clashes
  o Power struggles
  o Personal styles over business tactics and game-plan strategies
  o Competitive jealousies
  o Beliefs, values and lifestyle choices
- 49 percent of workplace conflict occurs as a result of self-egos
- 34 percent of workplace conflict is the result of high levels of internal stress
- 34 percent of workplace conflicts happens among workers while on the front line
- 33 percent of workplace conflicts is due to unrealistic workloads and timeframes
- 29 percent of workers nearly always experience conflict while on the job
- 27 percent of workers have seen personal attacks arise from conflicts

- 25 percent of workers have witnessed sickness and absenteeism rise due to conflicts
- 12 percent of workers state they often see conflict among senior management and
- .09 percent of workers have seen assignments fail because of workplace conflict (CPP, Inc.)

How does forgiveness and reconciliation benefit everyone in the workplace? When someone with whom you associate with at work hurts you, puts you through a traumatic and distressing experience (emotionally or physically), it is easy to hold on to rage, resentment and/or thoughts of retaliation. And holding onto those emotions can only lead to possessing an unforgiving attitude, one that has no intentions of ever coming to a place of reconciliation. Such an attitude can only spawn anger and bitterness into all new experiences and into every current and future relationship. It will cause one to have continuous anxiety and bouts of depression. Life, its purpose, and meaning will lose its value.

So, is it not more advantageous to embrace the thought of forgiveness and reconciliation and move forward? You bet it is! How does a person get to the place, the mind-set that will bring about fruitful forgiveness and reconciliation; it starts with a firm obligation to a personalized process of change.

Step one is recognizing the value behind forgiveness and reconciliation and how, by applying them, they will improve your life.

Step two will be a challenge. Identify what healing needs to take place, who needs to be forgiven and for what. Then act.

Step three is to focus in on your emotions. Have they harmed you?

How did they affect your behavior? What can you do to manage them better?

Step four is making a conscious decision to choose to forgive and reconcile with the individual who's offended you. Stop thinking of yourself as a victim and reclaim the control and power the offending person has held over your life.

After applying these four steps and you find that you cannot bring yourself to forgive and reconcile practice empathy, try seeing the situation from the other person's point of view. Other options include meditating, praying or speaking with a mental health provider.

A final thought on forgiveness and reconciliation. In his book, *Lee: The Last Years,* Charles Bracelen Flood reports that after the Civil War, Robert E. Lee visited a Kentucky lady who took him to the remains of a grand old tree in front of her house. There she bitterly cried that its limbs and trunk had been destroyed by federal artillery fire. She looked to Lee for a word condemning the North or at least sympathizing with her loss.

After a brief silence, Lee said, "Cut it down, my dear Madam, and forget it. It is better to forgive the injustices of the past than to allow them to remain, let bitterness take root, and poison the rest of our life." Source: Charles Bracelen Flood, *Lee: The Last Years* (Boston: Houghton Mifflin Company, 1981).

To speak with Dr. Clark about presenting at your next event, contact him at mdclark@kih.net or call his office 270.586.7244.

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Chapter 5

Creating a Culture for Forgiveness and Reconciliation in the Workplace

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Every organization has a definable culture; the only question is, does it shape you or do you shape it? Defining and leading your culture starts with you and to overwhelm the old culture you have to move quickly and achieve critical mass, i.e., start next week and get everyone in the conference room. Developing a winning culture precedes any successful Program/Initiative. You can spend millions of dollars on a new billing system but if you have a toxic culture you're throwing money down the drain. The toxic culture will choke out any gain from your investment.

What pending/future organization-wide initiative may need to be put on hold until you address your culture?

Culture can be the biggest contributor to organizational success and/or failure and is tied more to human dynamics (forgiveness and reconciliation) than to technical expertise. Cultural Barriers include internal competition between departments, top-down management styles, last of trust and hidden agendas between people and teams, conflict avoidance, lack of

personal accountability and lack of forgiveness and reconciliation, to name only a few.

Take a few minutes and list the cultural barriers in your organization.

WHAT IS CULTURE?

Your culture encompasses the values and behaviors that contribute to the unique social and psychological environment of your organization, influencing the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge. Culture represents the collective values, beliefs and principles of your employees, board members, customers, et al and is a product of factors such as history, product, market, technology, strategy, type of employees, and management/leadership style. Your culture includes organization mission, vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits.

Key questions:
- How would you describe your organization's culture?
- Are you satisfied with your culture?
- If not, why and what needs to change?

*"You must understand the culture before you can change it."*
— Jan C (my first manager with the phone company)

CREATING A CULTURE FOR FORGIVENESS AND RECONCILIATION

1. Acknowledge it's an issue keeping your organization from reaching greater levels of success.
2. Tell your personal story of forgiveness and reconciliation.
3. Model forgiveness and reconciliation.
4. Facilitate forgiveness and reconciliation.
5. Expect forgiveness and reconciliation.
6. Celebrate forgiveness and reconciliation.
7. Monitor forgiveness and reconciliation.
8. Incorporate forgiveness and reconciliation into organizational values.
9. Conduct a culture audit.
10. Consider forgiveness and reconciliation rituals (*I Seek Your Friendship*).
11. Teach and expect your organization's leadership to forgive mistakes.
12. Teach and expect leaders to apologize.
13. Create Happy Workplaces. Studies show, that when employees are happy at work, they are much less prone to negative behaviors, such as revenge. They are also more likely to think the best about others, and less likely to assume that others are out to get them.
14. Purchase Stuart Arnold's Illustrations from this book and place in your company's conference rooms, offices, etc.)

15. View the new employee orientation process as one of the most important opportunities to communicate the organization's mission, vision, goals, objectives, priorities, and guiding principles and have it delivered by senior management.

16. Be sincerely interested in your employees as people as well as team members.

17. Spend the first 10 minutes of everyday simply walking around and saying good morning (M.B.W.A). Can't afford to spend this much time every morning? You can't afford not to!

18. Appreciate what others bring to the table. You may be an engineer and a bottom line, no nonsense type of a guy while your direct report is a right brain sales representative. Appreciate and value those differences (*Drivers, Analyticals, Expressives, Amiables*).

19. Build, maintain, and understand the dynamics of your team. Teams go through predictable stages of growth. Recognize, manage, and own each teambuilding stage:

## Steps of Team Growth

PERFORM
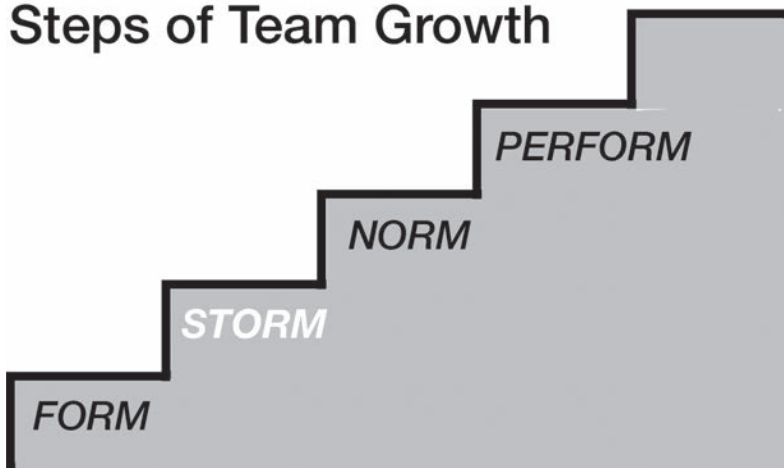
NORM

STORM

FORM

    a.   Form: When a team is just learning to deal with one another.

    b.   Storm: A time of stressful negotiation of the terms under which the team will work together.

    c.   Norm: A time in which roles are accepted, team starts to develop, and information is freely shared.

    d.   Perform: Optimal levels are finally realized—in productivity, quality, decision-making, allocation of resources, and interpersonal interdependence.

20. Establish, nurture and maintain trust. If you've given someone feedback only to feel they never heard and/or acted upon it, check the trust level between you and that person. Trust has to be present for feedback to be received and implemented.

21. Give immediate feedback versus storing it up for a performance appraisal. People hate surprises and storing up this feedback for months only creates animosity. If you have constructive feedback, give it and move on. Avoid "Poop Sandwiches" where

Seriously, what HR professional wouldn't want this hanging on their wall?

you give a little positive, a little negative and then end with a little more positive. If you do this on a regular basis, no one will ever hear the positive because they know what will follow (and are still thinking about what just happened) while you're delivering the positive feedback at the end of this less than effective performance appraisal.

22. Utilize the talent of your employees. The worst feeling in the world is waiting to get in the game and contribute but the coach is ignoring you. In fact, the worst thing you can do to someone is to ignore him or her. It may have worked on the playground when you were a child, but in the workplace the results are much more damaging.

23. Treat your employees as colleagues, sparring on an equal basis. They know who is the boss and if you treat employees with respect, they'll not exploit the relationship. Remember the transition from high school to college, when certain professors started treating us like adults? This was liberating as well as motivating and we didn't stop going to class and become disengaged. On the contrary, we started sitting up front, participating more and improving our grades dramatically!

24. Be interested, understanding and supportive of your employees lives outside the workplace. Ask your employees about their families; know their children's names and what they're involved in. Avoid sending emails after 6:00 p.m. and before 7:00 a.m. Your employees model your behavior, even an unbalanced work/life.
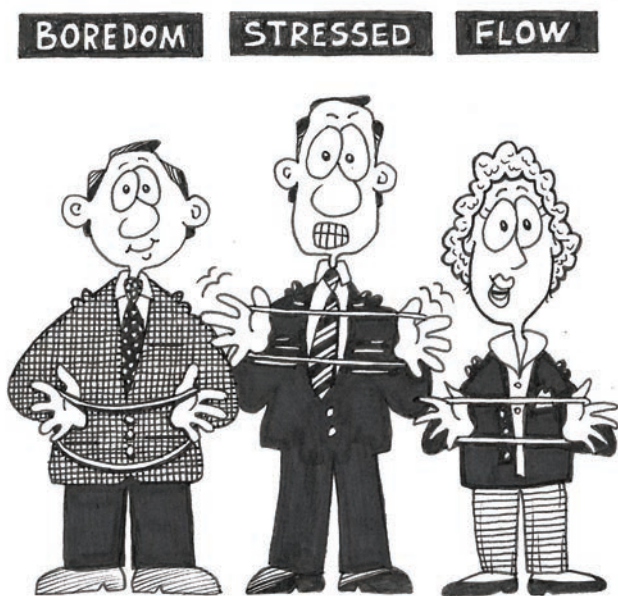
25. Create the appropriate amount of tension. A popular metaphor is that of a rubber band, which represents the challenge we need and want in our jobs. Imagine pulling a rubber band between your two index fingers. If it's too loose, you're not challenged and will become bored. If the rubber band is stretched too tight, you're stressed and more likely to burn out. If there's an appropriate amount of tension, you're challenged and are more likely to achieve peak performance. Athletes call this the zone or flow. Create it with your team!

26. Strive for respect, not fear. If your employees fear you, both you and the organization lose. Group think sets in, and your employees will never speak up for fear of retaliation.

CREATING A CULTURE OF LOVE

If you know you can manage, if you love you can lead. Loving includes what Gary Chapman outlines in *The Five Love Languages*:

The Five Love Languages

1. Gifts (in the form of rewards for performance)
2. Quality time (spending time with your employees)
3. Touch (not necessarily physical, but pats on the back and recognition for a job well done)
4. Words of affirmation (praising employees, positive reinforcement)
5. Acts of service (servant leadership)

Source: Dr. Gary Chapman, *The 5 Love Languages: The Secret to Love That Lasts* (Chicago: Northfield Publishing, 1992, 1995, 2004, 2015).

"Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It does not dishonor others, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres. Love never fails."
—1 Corinthians 13:4-8.

How does this scripture relate to our work life?

RITUALS

The annual Gallup Poll on Employee Engagement routinely lists 4 main reasons for employee engagement:

1. Personal relationship with one's immediate supervisor.

2. The opportunity to get in the game and apply one's skills.

3. To feel appreciated.

4. Friends at work.

A client secured my services to do four sessions over a one-year period. I took the above four reasons for employee engagement and customized the four sessions. Now I will admit, the "manager" in my client ("You mean this is going to take a couple of hours away from our busy work.") looked a little concerned at a few of my exercises (Rituals). But the "leader" in her ("Wow, this couple of hours will pay huge dividends in future productivity and effectiveness.") prevailed as she's commented numerous times since then it was indeed a culture changer. Here's a glimpse of the two exercises:

HAPPY THANKSGIVING

In one session I had each of the 75 participants take a few minutes to write down who in the room they needed to thank for something in the past (It was a November session and with the Thanksgiving holiday approaching, this worked well; perhaps this could be an exercise for you every November.) I then opened it up for them to share with whomever they were thankful. I directed them to look at that person and thank them by name (rather than looking at me and saying, "Tom always helps me with . . ").

Again, I will admit there was a minute of silence before one gentleman spoke up and said, "I'll go first." He thanked at least three team members. And then it took off! Some even asked, "How much time do I have?" I replied, "As much time as you need." This went on for almost two hours! Laughing, crying and most importantly, hearts warmed by words of appreciation

I SEEK YOUR FRIENDSHIP

The next intervention, which was a separate session one month later, covered Friendship within the organization. We ended the way I remember we ended each fraternity meeting in college. (Now before my fraternity brothers blow a gasket thinking I'm sharing a sacred ritual I seriously doubt this is part of the actual ceremony versus just a darn good idea from a Sigma Chi who preceded us.)

I had participants form a circle. The first person in the circle (who happened to be the CEO) started by turning to the next and simply saying, I seek your friendship. The response was, "You'll find it here." The first person then goes to the second person and repeats. The second person then turns to the third and repeats. At end the end of this exercise, every team member had looked each other in the eye with a friendship request (*I seek your friendship*) followed by affirmation (*you'll find it here*).

The brilliance of this exercise as a fraternity member many years ago was the forgiveness/reconciliation/closure that was achieved every Sunday night before we started the week. The brilliance can continue in our organizations! Again, I will admit there was a little un-comfortableness at the beginning of this exercise but I continue to receive feedback on the value and the culture change that has resulted.

WE CHOOSE TO THROW OUR GRIEVANCES IN THE FIRE

Another fraternity ritual had each pledge completing a journal, which included grievances against active fraternity members (our grievances were numerous as fraternities were no country clubs back in the day). Over one of many late-night bonfires, the pledges were asked about the grievances against the actives. We were then informed the actives had completed the

same exercise with grievances against the pledges (numerous as we were a cocky group). Surprisingly, the fraternity president (CEO) came forward with a basket of the active's (Leadership) grievances declaring, "We choose to burn ours!" At that point, a pledge (Employees) announced on behalf of our group, "We choose to burn our grievances as well." Forgiveness, reconciliation and closure achieved!

This ritual proved helpful with an organization that I was consulting with and that was experiencing significant interdepartmental conflict. Each department listed personal grievances (business issues were later identified and addressed) against each other and after a little prompting, both parties agreed that throwing personal grievances away was the best course of action moving forward. We then transitioned to a formal strategic planning session.

In Hoc Signo Vinces — In this sign you will conquer.

STOP-START-CONTINUE

This exercise works well with intact teams who are stuck in the Storm stage but with some degree of trust among team members as the individual feedback can be intense and somewhat painful. For these reasons, I suggest a professional facilitator with guidelines (Norms) clearly outlined on how the session should be implemented.

Here's how it works. If there are eight team members, each team member will have eight sheets of paper, one with their name and one page for the remaining seven team members. On each sheet of paper, there should be three columns:

(1) The following is what I personally would like you to STOP doing.
(2) The following is what I personally would like you to START doing.
(3) The following is what I personally would like you to CONTINUE doing.

Step one is quiet, individual time, where each team member completes one sheet for each team member, including one for his or her self. For eight team members, you're probably looking at least one hour for this portion of the exercise.

Step two is the individual feedback. This process starts with an individual team member (team member number one) taking their sheet sharing what they personally would like to *stop doing, start doing and continue doing.*

Step three is for each team member to deliver feedback with the team member who volunteers to go first. That team member is directed to simply listen with no response until everyone has delivered his or her feedback.

Step four is allowing the team member who just received the feedback to ask clarifying questions to his /her team members.

This process is repeated with the remaining team members. I suggest upon completion an overall debrief on the process and a collective commitment to move to the Norm stage as soon as possible. Strategies for this movement should be discussed.

Because of the sensitivity of this exercise, I cannot emphasize enough the importance of and need for a professional and experienced facilitator. I would also encourage this exercise only be done with an intact team and a team that has been together for a significant amount of time. An off-site location is preferred.

CURRENT REALITY

It will be difficult to improve your culture without a sense of where you are currently. A Culture Audit should be considered.

CULTURE AUDIT

1. Where are you now?
   - ➢ Identify key stakeholders who will provide feedback regarding your culture.
   - ➢ Quantitative research (see Culture Index below).
   - ➢ Qualitative research (interviews with key stakeholders).
   - ➢ Key themes identified (from quantitative and qualitative). If you hear it more than five times, it's a theme. One to two times, an anomaly.
2. Where do you want to be?
3. How do you get there? (Changes, modifications or investments that need to be made.)
4. Measure for success in one year.

CULTURAL INDEX

Number	Item	* Rating (1-5)
1	EQ in addition to IQ	
2	Management and Leadership	
3	Soft Skills in Addition to Hard Skills	
4	Forgiveness and Reconciliation	
5	Continuous Learning	
6	Decision Making	
7	Teamwork	
8	Internal Customer Service	
9	External Customer Service	
10	Safety	
11	Friends at Work	
12	Humility	

13	Trust..
14	Consistency..
15	Flexibility...
16	Mission/Vision/Values Focus.......................................
17	Personal Relationship with Immediate Supervisor.........
18	Inclusion/Diversity ....

* Rating: 1= Are you serious?   3=Sometimes   5= We've got this!

INTERNAL CULTURE SESSION

Organizational Subgroups. Define the culture of:

1. Your team
2. Your department
3. Overall organization

Process: Within each subgroup, individual team members share the responses to the above (1-3). Each subgroup is directed to develop themes from the subgroup's collective feedback and appoint a spokesperson. After a designated time, the subgroups come together sharing key cultural themes with the larger group.

Ideally, an internal Culture Team is assembled from a cross section of employees taking the above findings and developing a Culture Enhancement Plan. This plan is eventually presented to senior management for approval and commitment to implement.

Culture Action Plan		
WHAT	WHO	WHEN

The best gift you can give your spouse or significant other is a good home life, so when they're at work, they're at work and when they're home, they're at home. The converse is true. The best gift you can give your employees is a good work life so when they're at home, they're at home and when they're at work, they're at work.

NOTES

Chapter 6

Leadership Best Practices

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EVERY EMPLOYEE DESERVES GREAT LEADERSHIP: A CEO'S PERSPECTIVE

I firmly believe that every employee deserves great leadership. In our roles as leaders, we must create a culture that promotes that great leadership, encourages a dynamic evolution of strategy and, very importantly, is results driven. The creation of this culture often requires a transition of leadership and a new direction. Experiencing a leadership transition and a new strategic direction will most definitely have a significant impact on an organization and, most importantly, its people.

Change in general is a challenging proposition, as a large proportion of employees will have been vested in the old direction and previous leadership. To transition and alter direction requires leaders to understand and appreciate that *Forgiveness and Reconciliation* must be a part of true cultural transformation. While change and transition are not necessarily an indictment of the past, it is necessary for the future. As leaders we must model the forgiveness of historic grievances, both personal and

organizational. We must also model reconciliation with others within our organizations without breathing life back into the old culture. As Greg Coker is fond of saying, "Forgive, reconcile but don't discuss the past." Finally, we must demonstrate how to honor past leaders while transitioning to a new leadership model.

I've had the pleasure of working with Greg as our company experienced a leadership transition and embarked on a new strategic direction. We experienced the need for Forgiveness and Reconciliation first hand. Greg's latest book, *Healing the Wounds: Forgiveness & Reconciliation in the Workplace* is a worthwhile experience and a blueprint for leaders committed to taking their culture to the next level. Forgiveness and reconciliation is indeed an organizational dynamic that as leaders we can no longer afford to ignore.

Jimmy Staton, President and CEO
Interstate Natural Gas Pipeline Company

Warren Bennis, who is considered the father of modern management, said most organizations are over managed and under led. And while I preach that its *management AND leadership not Management OR leadership,* my experience says most managers rarely recognize, much less appreciate, forgiveness and reconciliation being a key business issue. Forgiveness and reconciliation are a leadership function. And while we're not all managers, we're all leaders. Leadership is action, not position.

Managers manage the business. Managers manage things. Leaders, on the other hand, own the emotional well-being of their people. Leaders are students of leadership, culture, emotional intelligence, organizational psychology, employee engagement and the dynamics that create the opportunity for forgiveness and reconciliation in an organization. Leaders forgive, reconcile and facilitate these same behaviors in others. In short, if you know you can manage; if you love, you can lead. And without some degree of love in the workplace, forgiveness and reconciliation will be virtually impossible.

Creating a culture of forgiveness and reconciliation could be the most challenging yet most essential variable of attaining a more nurturing and purposeful environment in your organization. Unfortunately, forgiveness and reconciliation may be the least understood leadership trait in the workplace. Executive boards should expect and demand both management and leadership. While managing an organization is essential, it's leadership that most influences forgiveness and reconciliation in the workplace.

Most organizations are over managed and under led.
— Warren Bennis

And while there are hundreds of leadership models, the following are what I feel to be the most significant based on my 20-plus years in organization development. Practicing, living, modeling these principles will hopefully minimize the need for forgiveness and reconciliation in the workplace and in the unfortunate, but likely event it is needed, it will be delivered and experienced in a sincere, loving and efficient manner.

THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

Beyond the horizon of time is a changed world, very different from today's world. Some people see beyond that horizon and into the future. They believe that dreams can become reality. They open our eyes and lift our spirits. They build trust and strengthen our relationships. They stand firm against the winds of resistance and give us the courage to continue the quest. We call these people leaders.

In their study, Jim Kouzes and Barry Posner set out to discover what it took to become one of these leaders. They wanted to know the common practices of ordinary men and women when they were at their leadership best—when they were able to take people to places they'd never been before. Their analysis of thousands of cases and surveys revealed The Five Practices of Exemplary Leadership:

MODEL THE WAY (SHADOW OF THE LEADER)

Leaders establish principles concerning the way people should be treated and the way goals should be pursued. They create standards of

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Behavior is repeated to the extent it is reinforced.

excellence and then set an example for others to follow (speed of the organization; speed of the leader). Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.

INSPIRE A SHARED VISION

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future. They have Emotional Intelligence. They help others see the Cathedral, not just the bricks (*Building Cathedrals: The Power of Purpose).*

CHALLENGE THE PROCESS

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities. In short, they "think outside the nine dots."

THINKING OUTSIDE THE 9 DOTS EXERCISE
Directions

Place nine dots on a flip chart (see Figure 1) and ask participants to:

- Connect all nine dots using just four straight lines
- Without lifting your pen or pencil
- Without re-tracing any of the lines

Give participants a few minutes to work. If participants cannot figure it out after a few minutes, complete the exercise for them (see Figure 2). Debrief: How does this apply to your organization? Challenges?

Figure 1

Figure 2
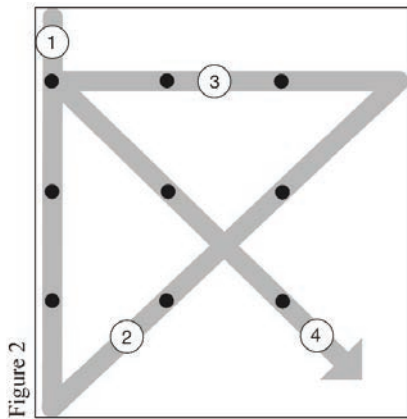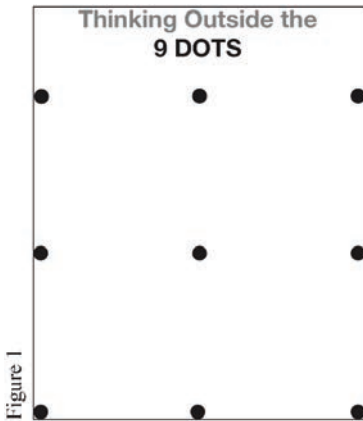
Key Points:

1. We often limit our creativity by trying to stay in the lines.
2. Creativity and innovation often occur outside the lines.
3. There are times when staying within the lines is appropriate (rules, laws, regulations, compliance, safety).
4. Breakthroughs often occur outside the lines.

ENABLE OTHERS TO ACT

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.

ENCOURAGE THE HEART

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

Take a few minutes and rate yourself (*1-5. 1=Not at All, 3=Occasionally, 5=Definitely a Strength*) on the Five Practices of Exemplary Leadership:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

If your favorite tool is a hammer, be careful not to treat others like a nail.

BE-KNOW-DO

I first heard of General Carmen Cavezza, USA, (Ret.), from a friend of mine in Columbus, Georgia. General Cavezza retired from the United States Army where he was the Base Commander at Fort Benning, the nation's largest Army base. My friend had just heard the retired General speak to a group of business people and quickly emailed me a summary of his points:

- Never depend on the first report, especially if it's an emotional issue.
- Be yourself—the best leader you can be is you.
- Establish and live your values.
- If you have good people, get out of their way and let them be good.
- Look for the pony in the barn and not just the poop on the floor.
- Be an optimist.
- Be a good listener—James 1:19 says, "Be swift to hear, slow to speak, slow to wrath."
- Be patient—what looks bad at the end of the day will look better the next morning.
- Don't accept problems from people without hearing their suggested solution.
- Always strive to be better—when you die, there's always unused space in our brains.
- When you're satisfied, you're ineffective.

I saw the angel in the marble and carved until I set him free.
— Michelangelo

I couldn't wait to meet General Cavezza and as I waited in the conference room I anticipated his perspective on leadership. Would he reference Peter Drucker or would he cite the military leadership of Generals Patton, Patreas, or Powell? Would he be a Maxwell or a Covey follower? General Cavezza was indeed an impressive man, yet his presence and his character made me feel comfortable and at ease. His response, simple yet powerful, was very much like his demeanor. "Greg, I can sum up my general perspective on leadership in three simple words: *BE, KNOW, DO.*"

Wondering what leadership book he must have read that I had obviously overlooked in my 25 plus years of studying the subject, I asked, "Be, Know, Do?"

His response, "BE, KNOW, DO, Army Leadership Field Manual 22-100, which lays out the framework that applies to all Army leaders—officer and NCO, military and civilian, active and reserve. At the core of our leadership doctrine are the same Army values embedded in our force: loyalty, duty, respect, selfless service, honor, integrity and personal courage."

General Cavezza continued, "The Army does two things every day: It trains soldiers and develops leaders. When leadership in your business breaks down, employees become disengaged, the culture deteriorates and profits can spiral out of control. When leadership in our Armed Forces breaks down, people die. Leadership in business is important; leadership in the Army is essential!"

General Cavezza defined leadership as *influencing people by providing purpose, direction, and motivation while operating to accomplish the*

You can get anything you want in life if you just help enough other people get what they want out of life. — Zig Zigler

mission and improving the organization. "In short, leadership in the Army transforms human potential into effective performance," said Cavezza.

Before moving on, what key words from Cavezza's definition grabs your attention? Why? What key words would you add? Please take time to think about your own definition, and write it down.

That small conference room was quickly transformed into a classroom as the professor continued the lecture that would change my entire perspective on leadership. General Cavezza said that we demonstrate character through our behavior and one of the key responsibilities of a leader is to teach values to subordinates. Therefore, the General explained, Army leadership begins with what the leader must BE, with the values and attributes that shape a leader's character.

He described the Army values as:

- *Loyalty*: Bearing true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers
- *Duty*: Fulfilling all obligations
- *Respect*: Treating people as they should be treated
- *Selfless service*: Putting the welfare of the nation, the Army, and subordinates before one's own
- *Honor*: Living up to all the Army values
- *Integrity*: Doing what's right--legally and morally
- *Personal courage*: Facing fear, danger, or adversity (physical or moral)

How do the above Army values relate to you personally? To your organization?

Skills are those things people KNOW how to do, such as competence from the technical side of a job and the people skills required for leadership. Leaders must have a high level of knowledge and mastery of four basic skills:

- **Interpersonal Skills**: coaching, teaching, counseling, motivating and empowering others, as well as building teams
- **Conceptual skills** : the ability to think creatively and to reason analytically, critically, and ethically which are the basis of sound judgment.
- **Technical skills**: job-related abilities that are necessary to accomplish the task at hand
- **Tactical skills**: in the Army, those skills required to deploy units into combat.

How would you rate yourself on the above skills?

And while character and knowledge are necessary, leaders must apply what they know; they must act and DO what they have learned is effective. Successful leaders build teams, execute plans, and lead change in their organizations. In the Army's language, the three areas that a leader must DO are:

- **Influence**: using interpersonal skills to lead others toward a goal, communicating clearly, motivating others and recognizing achievement
- **Operate**: developing and executing plans, managing resources, identifying strengths and weaknesses

- ***Improve***: good leaders strive to leave the organization in better shape than they found it. They believe in life-long learning, always seeking self-improvement, and organization growth and development. Good leaders are also change agents.

How would you rate yourself on the above three leadership areas?

At the end of my time with General Cavezza, I was speechless. I have attended hundreds of seminars, listened to hours and hours of lectures, read a room full of books and yet never thought of spending time with the epitome of a leader: a military officer. And sadly since the end of the draft and the establishment of the all-volunteer force in 1973, fewer and fewer civilians are being exposed to the Army, its leadership and its training. And ironically, many of us live only a short distance from a military base where numerous opportunities to learn from the nation's most committed team of soldiers and the most effective leaders in the world wait for us to simply call the public information officer and arrange a tour and a briefing from the Base Commander and his leadership team.

Take a few minutes and rate yourself on BE-KNOW-DO. (*1-5. 1=Not at All, 3=Occasionally, 5=Definitely a Strength*)
1. BE (Living Your Values)
2. KNOW (Interpersonal, Conceptual, Technical, Tactical skills)
3. DO (Influence, Operate, Improve)

Sometimes you have to apply heat and pressure to make diamonds.

THE SITUATIONAL LEADERSHIP/MANAGEMENT MODEL

The Situational Leadership/Management Model is a wonderful tool to balance both sides of the equation: management and leadership.

Direct your attention to the horizontal axis in Figure 1 – this is the task that needs to be accomplished. Then take a look at the vertical axis – this is the relationship that must be developed to accomplish the task.

At the top left is High, bottom left Low and bottom right High. (High Relationship, Low Relationship. High Task, Low Task). High doesn't mean all and Low doesn't mean none. High Task, Low Relationship simply means the focus is more on the Task versus the Relationship.
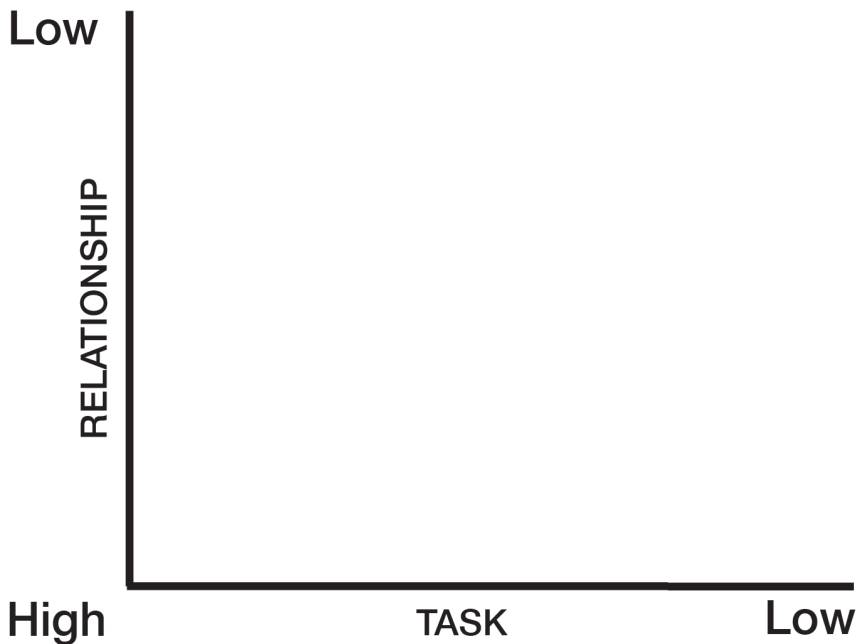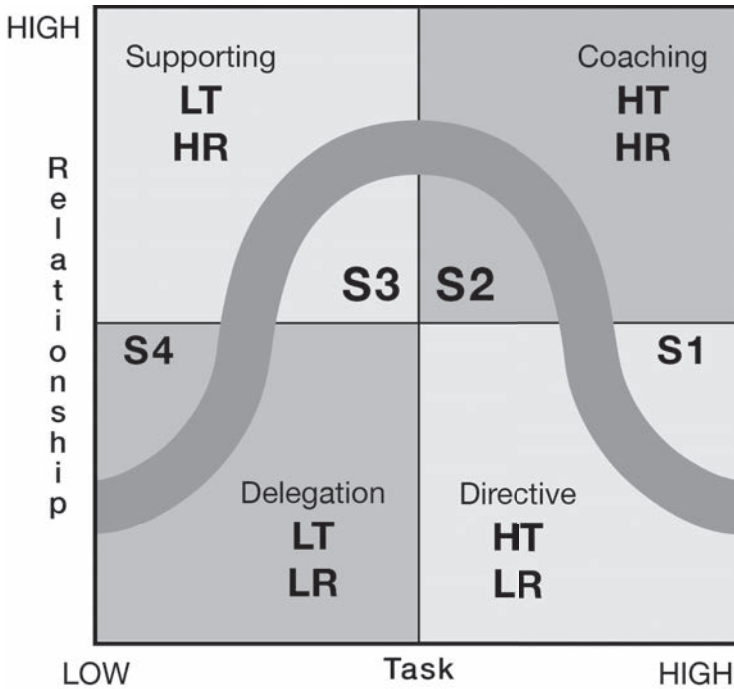

Figure 1

Figure 2

Complete the model in Figure 2 and you have the Situational/ Management Model. The bell-shaped curve implies that a manager/ leader over time should move a direct report from having to manage them (quadrant one) to leading them (quadrant four). As a direct report, this should also be a goal (from being managed to being led) as one gains both skills and confidence.

The first quadrant is High Task and Low Relationship. High doesn't mean all and Low doesn't mean none. This style is called Directive and is characterized by one-way communication focusing on the task at hand. My son Will worked at a manufacturing plant in college. His boss Dave clearly

modeled Situational Leadership/Management. The following is an example of the evolution from managing Will to leading him:

Dave: "Will, welcome, glad you're here. I want to tell you our mission, our expectations, your role, etc." After that briefing, Dave continues: "Now let's go see Cliff who's our director of engineering. I'll introduce you and he'll give you a briefing on your internship. You'll be with him for the first month or so. Good luck, again glad you're here." [High Task, Low Relationship. Will's a new employee; this was exactly what he needed.]

The second quadrant is High Task, High Relationship and is called Coaching. Characterized by two-way communication, Coaching provides an opportunity for give and take, and questions. In this example, Will's been on the job several months now when Dave meets with him:

"Will, good to see you again. I hear good things about you. Here's what I want you to do next. I want to prepare you to give tours of our plant. As you know, thousands of people visit our plant each year, and the tours are a great PR tool for our business. I have confidence in you and after a month or so you'll be giving at least two tours each day. You'll have time to learn and practice the script and shadow our current tour guides. Any questions, Will?"

Will asks, "Will I be able to go back to engineering at some point?" "Great question!" Dave exclaims. "Yes, eventually, but I would like for you to be exposed to different departments. So for the next month or so, you'll be in Human Resources with Wendy as you prepare for your tour duties. Other questions, Will?"

The third quadrant, Supporting, is High Relationship, Low Task. Will's been on the job now over one year and Dave calls him into his office:

"Will, we've got an issue. Seems we've been getting less than favorable feedback on our tours. I'm not sure what the issue is but you're one of our best and I have confidence you'll be able to get to the bottom of this. Gather

your data and let's get back together to brainstorm possible solutions in a few weeks." Will may respond, "Dave, are you sure you want me to tackle this? I'm just an intern." Dave responds, "Will, you can do this. I have all the faith in the world in you. See you in a few weeks, and let me know if you have any questions."

Hopefully, you're seeing the progression from management to increasing emphasis on leadership. Dave wouldn't have given Will that last assignment had Will only been there a few months, any more than he would treat Will like a new employee after he's been there over a year. Again, if you're favorite tool is a hammer, be careful not to treat everyone else like a nail.

The fourth quadrant, Delegation, is Low Task, Low Relationship. And as my late father used to say, "Don't stand in between the dog and the tree." Will's been on the job now for almost three years and he doesn't see Dave that often. Will knows his job, does his job and doesn't need much direction. Will meets with Dave once a quarter for a general update. Delegation doesn't mean abdication. It's just not hands-on and less frequent.

WHICH STYLE TO USE AND WHEN

Because the Situation Leadership/Management model is follower-driven, the most appropriate Style to use is dependent upon the Readiness Level of the employee being managed/led for a particular task (see Figure 3). The key words in the previous sentence being for a particular task. People don't have readiness levels, tasks do. This is important because we

There is no limit to the amount of good you can do if you don't care who gets the credit. — Ronald Reagan

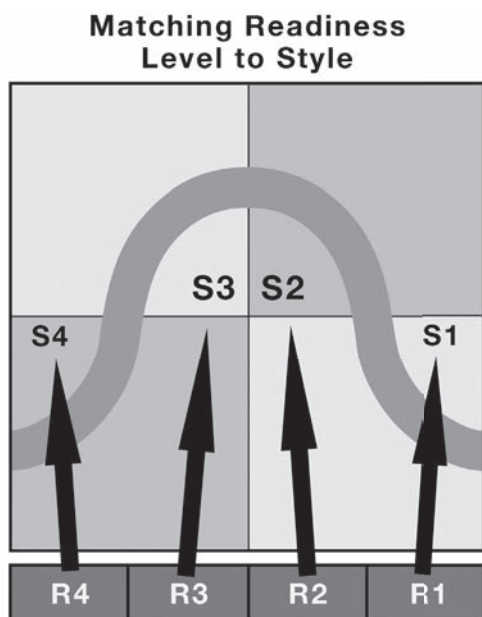**Matching Readiness Level to Style**

Figure 3

tend to label others based on their overall skills versus their ability to perform a particular task, which leads to either over and/or under managing and leading.

For example, let's say your organization hires me as the director of training and development. Appropriately, my manager pretty much lets me run that department because he understands and recognizes my 20-plus years of experience. So I get labeled as a Readiness Level 4 employee, which as I mentioned earlier doesn't exist (people don't have readiness levels, tasks do).

Let's say another part of my job responsibility is quarterly presentations to senior management on the company's financials. Because of the complexity of the numbers, mastery of excel spreadsheets is a necessity. The problem is I'm not overly technical and avoid excel and other technical applications. Because my boss has labeled me as a Readiness Level 4 employee, she is surprised and embarrassed during the meeting when she sees that I've ditched the PowerPoint and superimposed the company financials on a flip chart! In this example, I would be a Readiness Level 1 for this particular task but my boss under managed by Delegating an important job to an unprepared employee.

READINESS LEVELS
"People don't have Readiness Level; Tasks do."

RI: Low Skills and/or Understanding
     Low Desire and/or Confidence

Discussion: Notice the and/or in each level. A new employee may have high skills but low understanding of the industry. He/she may have high desire to start working but lack the confidence to jump right in. Management; not leadership is needed.

R2: Low Skills and/or Understanding
     High Desire and Confidence

Discussion: An employee may still lack understanding but is highly motivated. The key is to restrain without squelching enthusiasm. Management; not leadership is needed.

R3: High Skills and Understanding
     Low Desire and/or Confidence

Discussion: This could be a burnout situation or someone who has lost their edge. They need leadership more than management. They need a pat on the back, encouragement. They lack desire and/or confidence, not skills/understanding.

R4: High Skills and Understanding
     High Desire and Confidence

Discussion: Get out of the way. Don't smother. Appreciate their efforts. Stay in touch. Delegation does not mean abdication. Periodic follow-up is important.

Organizations should train all employees on the Situational Leadership/ Management Model with particular focus on Readiness Levels. In partnership with one's immediate manager, an employee lists individual goals and objectives, agreeing on readiness levels for each. After coming to a consensus on each goal and objective and readiness level, it shouldn't be a surprise when certain tasks dictate more hands-on management (Directive/ Coaching) while others take less hands-on management (Supportive/ Delegation).

READINESS LEVELS

QUESTIONS FOR CONSIDERATION

1. Why do managers and leaders find themselves operating out of only one or two styles?
2. What is the impact of operating out of only one or two styles?
3. How do we label employees and what is the danger of doing so?
4. Discuss the differences between management and leadership in your organization.
5. Which one is easiest for you and why?
6. Which is most important in your organization and why?
7. Why are Readiness Levels important?

THE 12 ELEMENTS OF GREAT MANAGING

More than a decade ago, Gallup took a broad assessment of how organizations were managing their people and determined that most organizations were shooting in the dark. Gallup concluded the typical organization would commission an excruciating long employee opinion

survey, hoping that somewhere among 100-200 questions it would stumble upon the most important concepts. When the numbers were crunched, they were very often too confusing to understand or form the basis for reliable observations.

Even more alarming, top management assumed there was a general level of satisfaction that pretty much applied throughout the organization, and that they (the senior team) were the main drivers of their employees' feelings. All these assumptions were wrong.

Gallup examined the one million employee interviews then in its database, the hundreds of questions that had been asked over the preceding decades, and every variable on business-unit performance that organizations had supplied with their employee rosters. These data were analyzed to find which survey questions—and therefore which aspects of work—were most powerful in explaining workers' productive motivations on the job.

Ultimately, twelve elements of great managing (and work life) emerged from the research as the core of the unwritten social contract between employee and employer. Through their answers to the dozen most important questions and their daily actions that affected performance, the million workers were saying, "*If you do these things for us, we will do what the organization needs of us.*"

Practice doesn't make perfect. Perfect practice makes perfect.
— Cal Ripkin, Jr.

How would you answer the following as an employee? How would your employees answer the following questions, which is valuable feedback for you as their manager?

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinion seems to count.
8. The mission or purpose of my organization makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

Source: Rodd Wagner and James K. Harter, *The Elements of Great Managing* (New York: Gallup Press, 2006).

Leadership Action Plan		
WHAT	WHO	WHEN

DRIVER ATTENTION LOW. TIME FOR A BREAK

My third book, *Healing the Wounds: Forgiveness & Reconciliation in the Workplace*, was finished and in the hands of my editor. In addition to writing this book, I presented over 100 keynote speeches, 40 workshops and coached 14 senior level leaders of organizations over the last year. Nearly 40,000 business miles, hundreds of hotels and more airports than I would like to remember. In short, I have been burning the candle at both ends. A text from a client confirming a 3 p.m. meeting continued this

frantic pace I have grown accustomed to and honestly thrive upon. If I leave my home by 1:30 p.m. I thought, I should make the meeting in plenty of time.

Then, 1:30 p.m. turned into 1:45 p.m. I then remembered I needed to stop by the post office and mail twelve Thank You cards to potential clients that I have met over the last week. Now it's 1:50 p.m. when I leave town. Traffic is crazy as it's the Highway 127 Yard Sale that stretches the entire state and brings in thousands of bargain hunters from several surrounding states. I dart in between cars in both the left and right lanes as they slow down to scout which roadside mall they will stop. Looking at my watch, I realize I'm making decent time until I encounter an older couple driving very slow and erratic in the left lane.

As I pull to the right I hear the screeching tires. I look in the side-view mirror and see the car swerve, appearing to over-correct, heading into the ditch, eventually turning over and landing on all four wheels! I find a safe place to turn around and return to the scene of the accident. As I get out of my car, a panicked young lady is getting out of her car. Crying, she asked, "Are you the one who cut me off?" I replied, "Yes I am and I am so sorry!" I will never forget her next statement. "Thank you for coming back and, thank God I just dropped my baby off at the sitter. She would have died!"

Thank God she was not severely injured, only a few scrapes. I asked her for forgiveness and have since asked God for forgiveness. Now I must forgive myself. I also thanked God for watching over that young lady and her child that day. My driving will never be the same as a result of that accident and I reluctantly share this experience in hopes that as leaders we can translate into organizational metaphors that will benefit those we lead.

QUESTIONS FOR DISCUSSION

1. As leaders (the Driver), how and in what areas are we cutting others off?

2. As leaders, what areas in our organizational lives do we need to slow down?

3. When the sheriff arrived on the scene, he asked if there was any contact between our two automobiles. When I responded, "No," he told me I was free to go. I refused and stayed with the young lady until her family arrived. As leaders, do we stay with those who are impacted by our negligence?

4. When we get in a hurry, we're sure to make mistakes. What activities or task are creating the impatience that could result in negative consequences?

5. The young lady over corrected, leading to the accident. What happens when we and others over correct within our organizations? What activities or tasks are creating potential over corrections?

6. My driving habits have definitely changed. Will it be a lasting change? How do we make sure our change in behavior is indeed long lasting?

NOTES

Chapter 7

The Best Version of You and Me

———————

The best version of you and me minimizes the likelihood that forgiveness and reconciliation will be necessary, and when it is, we are more likely to deliver in a timely and efficient manner.

What does the best version of you and me really mean? Two versions of us both? Well, at least for me, YES! Most of the time I'm a pretty good guy, a good husband, good father, a good team member, and a good boss. But there are occasions when I'm self-centered, selfish and talk way too much about me. One version of me eats pretty healthy and orders the grilled salmon; the other version of me craves and gives into White Castle! One version of my language is pretty clean. The other version of my language is filthy! Sometimes I handle stress pretty well, other times I can be a basket case! And if I'm acting like a rear end at home, odds are I'm acting like a rear end at work (and vice versa). In short, I'm a paradox. Sound familiar?

In this chapter I'm simply going to share a few models, a few checklists, and a few ideas to recalibrate the best version of you. Because when we strive to be the best version of ourselves, the need for forgiveness and

reconciliation in the workplace and in your private life is greatly diminished; and when it is needed, it's done in a more meaningful and timely manner.

Nothing new follows! There are no new models, only new applications. We're at a different place in our careers from the first time we may have been exposed to these models. Hopefully, we're more motivated, more secure in who we are to make the needed changes. During the writing of this book my wife had to pull me aside and provide some serious feedback on the impact of my actions on both her and our family. It stung. I was tempted to defend my actions and build my case as I've done in the past. Instead, I listened. I apologized. I'm changing because my wife and family deserve the Best Version of Me. My employees deserve the Best Version of Me. Yours do as well.

OUTLINE: THE BEST VERSION OF YOU AND ME

- Johari Window
- Social Style Model
- Emotional Intelligence
- Stress Management
- Think, Laugh & Cry
- Seven Habits of Highly Effective People
- Rich Habits
- Power of a Handwritten Note
- First Impressions
- Packing Parachutes

A habit becomes a habit after 28 days.

- The Oxygen in the Room
- You Don't Have to Say Anything
- Grit
- Yes Face
- Think & Grow Rich
- The Optics
- The Energy Bus
- Building Rapport
- The Man/Women in the Mirror

Know thyself. — Plato

JOHARI WINDOW

The Johari Window was created by two psychologists, Joseph Luft (1916–2014) and Harrington Ingham (1914–1995) in 1955 as a technique to help people better understand their relationship with themselves as well as others. There are two key ideas behind the tool:

1. You can build trust with others by disclosing information about yourself.
2. With the help of feedback from others, you can learn about yourself and resolve personal issues.

Across the horizontal axis are *Things I Know* and *Things I Don't Know* (see Figure 1).

Down the vertical axis are *Things Others Know* and *Things Others Don't Know* (see Figure 2).

A four-paned window, as illustrated on page 118, divides personal awareness into four different types represented by four quadrants: Arena, Blind Spot, Closet, and Potential (see Figure 3).

In the first quadrant (*Things I Know; Things Others Know*) is the Arena. The more we can enhance the Arena in our organizations, the closer we move to peak performance. We've all experienced that road trip with others, and as result of being in the car for an extended time, we felt like we got to know each other better. Increasing the Arena makes it easier to demonstrate our soft skills with knowledge outside of work. For example, ask a co-worker, "How's your band coming along? I remember you telling us about how you played in a jazz band on most weekends."

Things I Know   **Things I Don't Know**

Figure 1

Things Others Know

Things Others DON'T Know

Figure 2

How do we increase the Arena? Consider a Monday morning session after a long weekend and before starting the workday, simply get your team together and ask everyone to share what they did over the weekend. It might sound something like this: "Before we get started this morning, let's go around the room and talk about what everyone did this weekend. If you don't have anything or it's still too early, simply say I pass . . . no big deal."

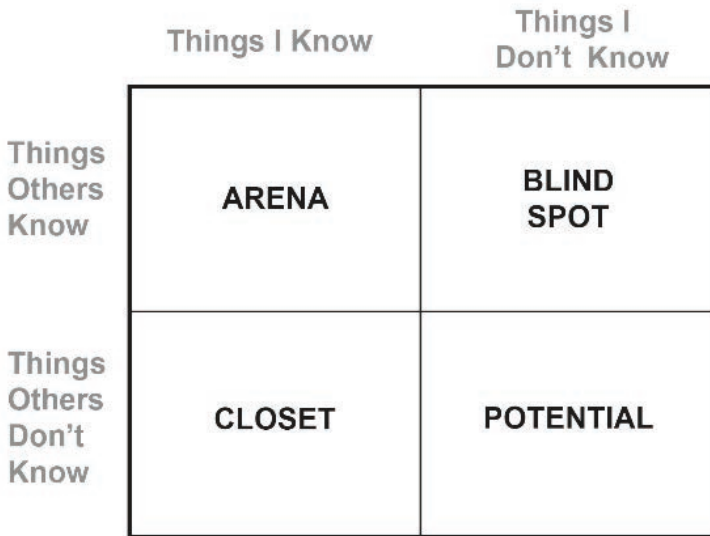|	Things I Know	Things I Don't Know
Things Others Know	ARENA	BLIND SPOT
Things Others Don't Know	CLOSET	POTENTIAL

Figure 3

Initially, participation could be an issue. But if you do this on a regular basis, not only will your team grow accustomed to this activity, they will look forward to it! We all have a need for emotional air and opportunities like this are too important to pass by. It not only increases the Arena, it increases productivity and employee engagement.

Highly effective people are focused on others, are good listeners, and sincerely interested in expanding the Arena through self-disclosure.

In the second quadrant (*Things I Don't Know; Things Others Know*) is the Blind Spot. We all have blind spots. The key is to solicit feedback on uncovering those blind spots. Do we act upon the feedback? Are we open to the feedback or do we get defensive? Do we make excuses or simply say, "Thank you for the feedback."

The key to giving feedback is making sure it is specific, timely and that it addresses the issue or behavior versus making it personal. And most

importantly, the person you're giving feedback must trust you. If not, you're wasting both of your time. If there's trust, there is a good chance they will hear the feedback (it might sting) and act upon your advice or suggestion. If they don't trust you, they will think you're trying to hurt them and take it personally. Without trust, the likelihood of any change in behavior is unlikely.

How do we eliminate the blind spots? If you are sincere and committed to change, simply ask the other person for their feedback. I suggest a private setting and a time convenient for both of you. Perhaps you could call asking them to sit down with you and provide candid feedback. Perhaps, you could sit down over coffee or an afterhours meeting.

In a team setting, it could be a statement that you're committed to being the best you can be and would sincerely like feedback in general or on a particular topic. You're likely to get resistance from certain people who don't feel comfortable delivering this feedback publicly. In this setting, you could simply say that you understand this dynamic and that your door is always open for more personal feedback.

Don't be defensive; don't make excuses, thank them for the feedback, act on the feedback, and DON'T SHOOT THE MESSENGER! If you fail to act upon the feedback or shoot the messenger, you'll never get feedback again and your blind spots will continue to exist and expand.

Highly effective people have a goal of reducing and/or eliminating Blind Spots. They seek feedback, don't shoot the messenger, and most importantly, act on the feedback.

If you always do what you've always done, you'll always get what you've always gotten.

The third quadrant (*Things I Know; Things Others Don't Know*) is called the Closet. We all have things we don't feel comfortable sharing with others and this is completely understandable. In fact, we need to understand and appreciate this feeling in others. We also need to understand and appreciate the possibility we make other people feel uncomfortable when we share information that should have been left unsaid.

Certain personalities are more prone to this than others. I have an Expressive personality and my wife often describes me as an open book. This trait (sharing personal information) can be used to build rapport and trust with others but it can also make some feel uncomfortable. We need to understand, appreciate and respect others' need to keep personal business private, even when we don't completely understand why they hesitate to share details.

Highly effective people are careful not to make others uncomfortable through inappropriate self-disclosure and/or prying into personal issues.

The fourth quadrant (*Things I Don't Know; Things Others Don't Know*) is called the Potential. This window receives the least attention but in many ways it's the most important. This is personal and organizational exploration at its best. Perhaps you and others may not have thought you would be good at a particular task, but you take that risk, others take a risk and the potential becomes a reality!

I grew up with a speech impediment and in eighth grade found myself in a speech class. While the speech therapy worked, I was apprehensive to speak publicly and lacked confidence. My teacher didn't consider me for her speech team for various and understandable reasons. In fact, my reputation as the class clown probably factored into her perception of me more so than my speaking ability. But a wonderful thing happened. I pushed myself and took a risk. I signed up for the speech team and despite any reservations of my likelihood of success, my teacher took me under her wings. Thanks to the potential, I now make a living speaking across the country.

Highly effective people look for the best in others, push others to be their best, and are open to the possibilities of re-defining both self and others.

QUESTIONS FOR CONSIDERATION

1. From a personal perspective, which quadrant do you think has shaped your life?
2. From an organizational perspective, which quadrant do you think has the greatest impact (both positive and negative)?
3. How do you increase the Arena?
4. What strategies do you use in eliminating your Blind Spots?
5. What specific examples do you have related to the power of the Potential?
6. What applications do you see for using the Johari Window?

SUGGESTED ACTIVITY

Build the Johari Window with your team. Start with the Arena by going around the room and having everyone tell one thing others might not know about them personally. Transition to the Blind Spot by asking for one thing that you suggest the other person consider doing differently (be careful with this portion of the exercise; consider a trained facilitator and establish clear ground rules). End with the Potential by having those that feel comfortable share an area that would stretch them personally or professionally if given the opportunity. Lastly, debrief the activity.

Source: Joseph Luft, *Of Human Interaction: The Johari Model* (Palo Alto, Calif.: Mayfield Publishing Company, 1969).

THE APPRECIATION OF DIFFERENCES

In over 25 years in business, I have rarely seen or experienced discrimination in the workplace as related to race, gender, age, national origin or sexual preference. Not that it doesn't exist (unfortunately it does), but I have been blessed not to have experienced or witnessed it. What I have seen and experienced throughout my career is a lack of appreciation of differences on how one generally approaches life. While natural and understandable, assuming others see the world out of the same lens is unrealistic at best and damaging at worst.

We're born with certain personalities. My personality is different than my sister's. Our parents never sat us down and said, "Patty, you're going to be Analytical. Greg, you're going to be Expressive." I didn't set out to meet and marry someone opposite than me but like many couples, it happened (opposites do attract). I didn't intend to place my likes, wants and preferences on my children only to hear, "Dad, I'm not like you!" but it happened. It wasn't my intention to get crossways with my boss because I didn't give him the information and details he needed but it happened, and at the expense of my career with that particular company.

In short, our personalities, our approach to problems and how we view the world varies from person to person. We all bring value to the table. The key is to value both what others and we bring to the table, while understanding and appreciating the differences. If we can harness that diversity, we succeed both individually and organizationally.

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People buy on emotion, justify with facts.

THE MESSAGE

7% Words

**38% Tone**

55% Non Verbal

100% Meaning
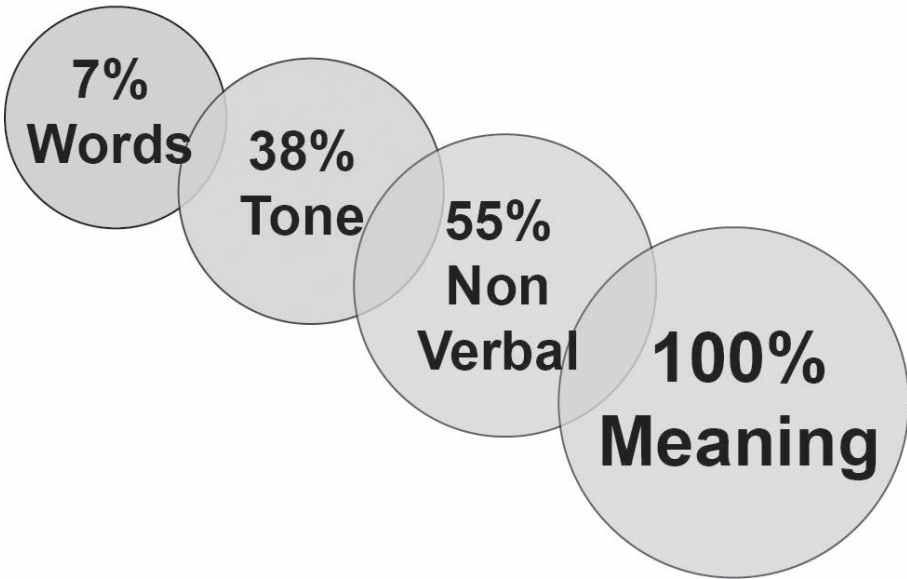
YOU ARE THE MESSAGE.

Roger Ailes, nationally acclaimed political consultant, media owner and author, said it best, "You are the Message." Unfortunately, we usually spend more time on the content of the message versus the most appropriate delivery method and communication style. And to make communication more challenging, research indicates only seven percent of the message is derived from the actual words we use. The remaining message is from the tone of our voice (38 percent) and nonverbal communication (55 percent).

BODY LANGUAGE

According to social psychologist Amy Cuddy, the 55 percent (Nonverbals, specifically Body Language) is a significant predictor in how
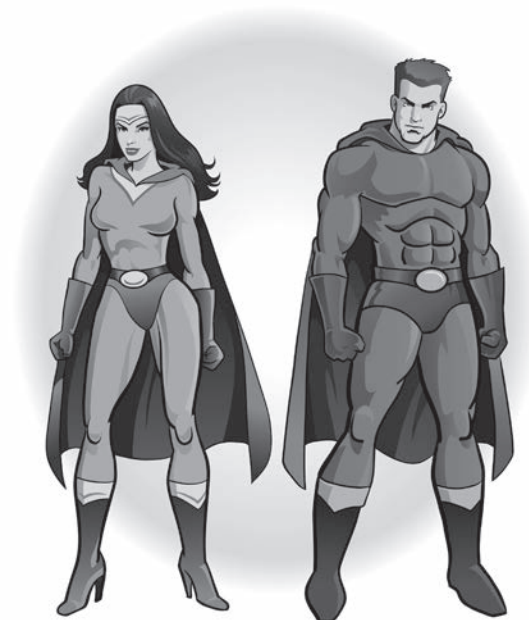
others see us as well as how we see ourselves. Cuddy suggests power posing – standing in a posture of confidence even if we don't feel confident can affect testosterone (dominance hormone) and cortisol (stress hormone) levels in the brain, and might even impact our chances for success. Cuddy's theory is that because our bodies change our minds and our minds change our behaviors, our behavior changes can change our outcomes. Rather than "fake it until you make it," Cuddy suggests we "fake it until you become it!"

Amy Cuddy, Presence: *Bringing Your Boldest Self to Your Biggest Challenges* (New York: Little, Brown and Company, 2015).

THE USE OF COMMUNICATION MODELS

There have been thousands of books written on communication theory. I've read many of those books and as an undergraduate communication major, the required courses were so academic and boring I routinely questioned my choice of study. It wasn't until I was exposed to numerous communication models did I intuitively understand the communication

process. And there's definitely no shortage of communication models and personality profiles out there!

A FEW ASSUMPTIONS AND DANGERS OF USING A COMMUNICATION MODEL

The first assumption is that as adults we learn from models. While we could describe certain aspects of the communications process, the retention would be minimal without a mental model.

The second assumption is that for the most part everything we do, as related to communication, is productive. It's only when we take this asset and use it inappropriately that it becomes a liability.

The third assumption is that from a communications perspective we are born with the ability to view the world from basically four windows. While we view the world through all four windows, we tend to look out of one or two more than the others.

The fourth assumption relates to the value of building rapport with the one we're attempting to influence. Rapport simply means we like and feel comfortable with people we perceive as similar and with those we feel understand and appreciate us. Having a communication model increases the likelihood that we can predict and match one's preferred mode of communication.

"All models are dangerous, some are useful."

The *fifth* assumption is it can be counterproductive and potentially dangerous to label others or yourself with any single model. Individually, our communications patterns are way too complex to be described or

explained in any one model. The intent of the Social Style model is to simply add a tool to our communications repertoire, enhancing individual performance and organizational effectiveness. In short, to enhance our Soft Skills.

Figure 1

THE SOCIAL STYLES MODEL

The Social Styles model was designed (Buchholz, Lashbrook & Wenburg, 1976) to measure the assertiveness, responsiveness and versatility of an individual based on perceptions of his communication behaviors. The model is established by looking at two types of behavior. At one end of the spectrum, the communicator is task-focused (see Figure 1). In a team meeting, for example, a supervisor who is task-focused may exhibit this behavior by assertively proclaiming, "Folks, its 8 a.m., let's get started!"

On the other extreme, a team member in the same meeting who tends to be people-focused may delay the meeting to allow members and guests to socialize and discuss the weekend's activities. The meeting may not start on time but in her mind the time spent is an investment in the meeting's success. Both styles are effective, just different communication approaches. The challenge is to be in the middle with the flexibility of moving in either direction depending on the situation and the needs of the team or the individual.

On the horizontal axis of the Social Styles model are two additional communications extremes, which complete the model. On the right side is tell-directed (see Figure 2). A team member who is more tell-directed may

Figure 2

exhibit this behavior by forcefully saying, "We've talked about this for years! We just need to do it and stop studying it!" On the left side of the model, a team member in the same meeting who is more ask-directed may exhibit this behavior by raising her hand and saying, "I'm not sure if others feel like I do, but don't you think we've studied this long enough?" Again, both styles are effective, just different approaches. Again, the challenge is to be in the middle with the flexibility of moving in either direction depending on the situation and the needs of the team or individual.

These four quadrants are the foundation of the Social Styles model (see Figure 3). At the top right, communicators are task-focused and tell-directed. Those who look out of this window more than the other three are Drivers.
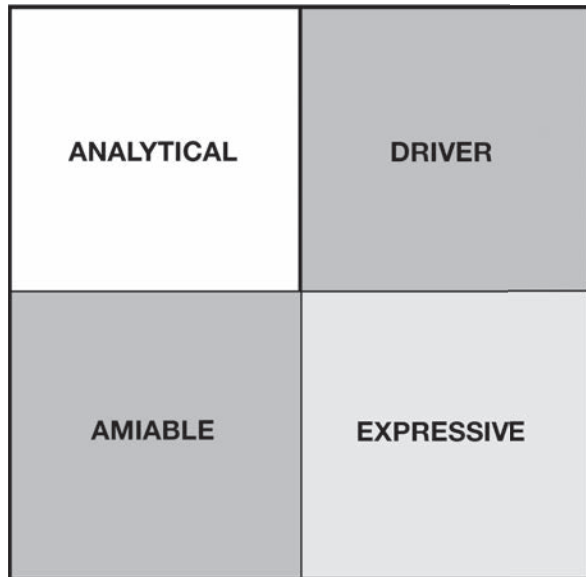
Key Point: While we look out of all four windows, we typically

Figure 3

look out of one or two more than the others. In a presentation (assuming a larger audience with representatives from all four Social Styles, which is typically a safe assumption), target the Drivers first! If you fail to do this, Drivers will very likely walk out on you, i.e., faking a phone call or restroom break.

When you're communicating with the Driver, don't waste time by asking about family or talking about your golf game. Quickly state the purpose for your visit. Drivers are more influenced by the bottom line and more from what, than from whom.

> **Effective communicators customize the delivery of the message based on the communication preferences with whom they are communicating.**

In the top left quadrant are Analyticals (task-focused, ask-directed). In a presentation, target the Analyticals next (after the Drivers) or risk them mentally checking out, i.e., doodling or daydreaming. When targeting an Analytical, slow down your presentation and do your homework. Outline the main points and anticipate the thorough questions. Analyticals are influenced by the research says, or the data suggests. Analyticals, like Drivers, are influenced more from what, rather than from whom.

In the bottom right quadrant are Expressives (people-focused, tell-directed). With Expressives, be excited about your topic, or they'll never completely engage. They typically want to spend more time getting to know

Small successes precede big successes. — Steven Covey

you, and are usually animated. Expressives readily share information, and are easy to read. They can have short attention spans, and a low need for detail. Provide bullet points speeding up your presentation from your previous meeting with the Analyticals. Most Expressives would rather slow you down, than speed you up. Expressives are influenced more from whom, than from what. Get away from the podium, use gestures, and be excited about your topic. Don't make the Expressive wonder if you believe in your topic.

In the bottom left quadrant are Amiables (people-focused, ask-directed). Amiables will not be influenced unless you're likeable. Amiables, similar to the Expressives, are influenced more from whom, than from what. When communicating with an Amiable, take your time and be sincere. Personal stories work well with Amiables. Arrive early to a meeting and greet as many participants as possible. This personal touch will build rapport with your audience as well as reduce your nervousness once you start your presentation.

DRIVER/ANALYTICAL
Credibility
IQ
Management
Brain
Logic
Organization
Scaffold
RFP

EXPRESSIVE/AMIABLE
Likeability
EQ
Leadership
Heart
Faith
Culture
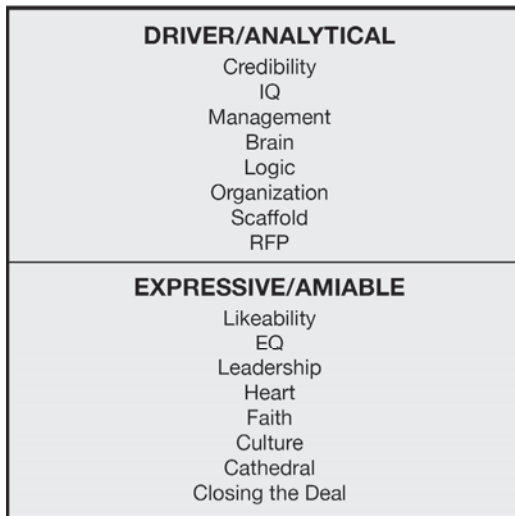Cathedral
Closing the Deal

Figure 4

For illustration purposes, the following model separates the Social Styles model into two segments: Driver/Analytical and Expressive/Amiable (see Figure 4).

- The top part of the model (Driver/Analytical) is Credibility while the bottom part
- (Expressive/Amiable) is Likability.
- The top part of the model is IQ, the bottom is EI.
- Top part of the model is Management, the bottom is Leadership.
- Top part is the Brain, the bottom is the Heart.
- Top part is Logic, the bottom part is Faith.
- Top part is Organization, the bottom part is Culture.
- Top part is Scaffold, the bottom part is the Cathedral.
- Top part is RFP, the bottom part is Closing the Deal.

YOUR NEXT PRESENTATION

1. Target Drivers first by clearly stating the purpose of your presentation. If you fail to do this, expect an exodus of people faking phone calls, restroom breaks, etc.
2. Slow the presentation down and hit the Analyticals next with a well-organized, systematic and logical outline.
3. For Expressives, pick it up and show excitement for the topic outlining impact and significance. You should consider adding graphics, animation, and music.
4. Build rapport with Amiables by being likeable. Personal stories with authentic and heartfelt emotions when and where appropriate.

Interestingly, many marketing materials follow this sequencing of communication. Enter USA Today. The first section is a bullet-

pointed highlight of the day's news (Driver). Second, the Money section (Analyticals). Third Sports (Expressives) and fourth, the Life section (Amiables).

Colleges and universities profile the quick facts regarding graduating rates and tuition costs. (Drivers) on page one of a brochure. Page two is more detail about admission standards, information needed for tuition assistance (Analyticals). Page three highlights sports teams, excitement on campus (Expressives), ending with a professor and her students on the university lawn experiencing a close-up and personal lecture (Amiable).

ASSUMPTIONS ABSENT INFORMATION ABOUT YOUR AUDIENCE

(Presentations should include all four Social Style quadrants, but depending on the audience one or two quadrants could dominate.)

- Early morning meetings: Primary focus on Drivers/Analyticals
- Evening presentations: Primary focus on Expressives/Amiables
- Business Groups: Driver/Analyticals
- Technical Groups: Analyticals
- Educators: Expressive/Amiables
- Sales/Marketing: Expressives/Amiables
- Younger audiences: Expressives/Amiables

Five minutes early is ten minutes late.

STRESS SHOWS IN COMMUNICATION

Back-Up Behaviors

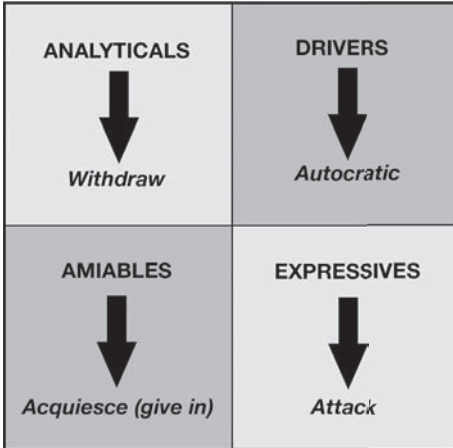| ANALYTICALS	DRIVERS
↓	↓
Withdraw	Autocratic
AMIABLES	EXPRESSIVES
↓	↓
Acquiesce (give in)	Attack

Figure 5

Each Social Style quadrant has a Back-Up behavior that appears during stressful situations. Under normal conditions, we operate out of our preferred and dominant style, an effective mode of communication. However, under stress we go to a Back-Up response mode. Back-up modes are unproductive at best and often destructive. Individuals who habitually operate in Back-Up mode are unemployable. Politicians who habitually operate in Back-Up mode are unelectable. Employees who habitually operate in Back-Up mode are at best ineffective and at worst will sabotage an organization's bottom line. Soft Skills are rarely present but often needed when operating in one's Back-Up mode.

The lack of Soft Skills is often a contributing factor (if not *the* contributing factor) for stress and resorting to "Back-Up" mode!

The Back-Up mode of Driver is Autocratic (see Figure 5). Common phrases used to describe Drivers who are operating out of their Back-Up mode are Autocratic, Dictatorial, or "my way or the highway."

———————

Our days are happier when we give people a piece of our heart rather than a piece of our mind.

The Back-Up mode of the Analytical is to Withdraw. Common phrases used to describe Analyticals who are operating out of the Back-Up mode are "I'll take my ball and go home" or "I'll go hide out in my office."

The Back-Up mode of the Expressive is Attack. If a fellow co-worker has ever snapped and sworn at you, he or she was most likely an Expressive. The Back-Up mode of the Amiable is Acquiesce (give-in). Common phrases used to describe an Amiable who operates out of their Back-Up mode are Wishy Washy and/or always gives in.

The value of being aware of one's Back-Up mode is the ability to monitor both individual behavior as well as recognizing when others are under stressful conditions. Ideally, we operate in our normal communication mode most of the time. When we experience stress and go to our Back-Up mode, we recognize this shift and do whatever possible to get back to our normal, more productive communication style. Unfortunately, this doesn't always happen. A third part of the Social Styles model is a phenomenon called Z-ing Out, which should be avoided at all costs!

Z-ING OUT

Z-ing Out occurs while under stress and we cannot/do not get back to our normal, more productive style of communication, we travel from one Back-Up mode to another. The Driver under stress goes to his/her Back-Up of Autocratic (see Figure 6). If they cannot get back to their normal Driver style, he will move over to the Back-Up of the Analytical, which is to Withdraw. At this point, if they cannot recognize they are under stress and move back to their normal style of communication—they will go to the
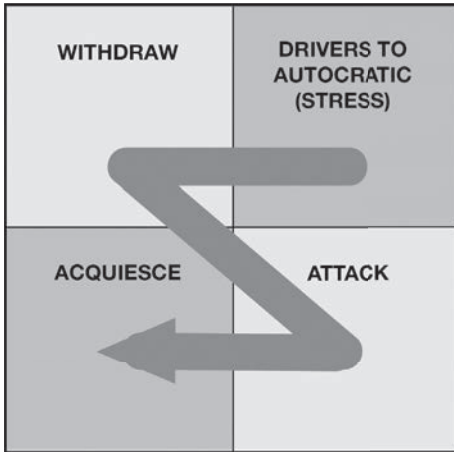

A wise man once said nothing.

Figure 6

Expressives Back-Up mode and Attack. The Z is completed as the Driver then heads to the Back-Up of the Amiable and Acquiesces.

An example of a Driver Z-ing Out was Richard Nixon during the 70s Watergate crisis. Nixon became Autocratic demanding key staff to engage in illegal activity only later to Withdraw to Camp David. Nixon eventually began his Attack by blaming liberals, communists and Democrats. Nixon completed his Z-ing Out by resigning (Acquiesce).

Many feel Bill Clinton demonstrated the Z-ing Out pattern during the Monica Lewinski scandal. Bill Clinton, the Driver became Autocratic by controlling all data and accounts of his relationship with Lewinski. Like Nixon, he retreated to Camp David and actually traveled abroad more frequently than before (Withdraw). Predictably, Clinton and his staff started their Attack on Ken Starr, the Republicans and the vast right-wing conspiracy. As only Clinton could do, he cheated the Social Styles model and sort of Acquiesced by going on national TV and saying, "I did not have a relationship with that woman." A full-scale Acquiesce would have been a resignation. Not in Clinton's playbook.
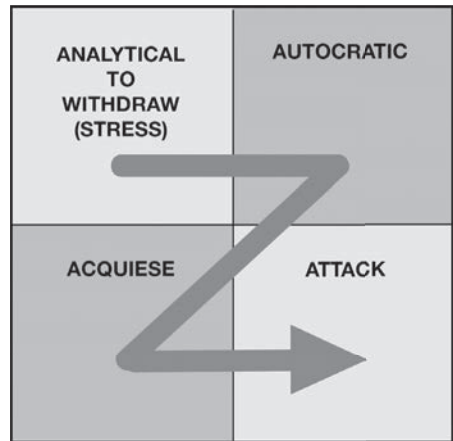

Figure 7

The Analytical's back-up is Withdraw. If the Analytical cannot reduce her stress and return to a normal mode of communication, the Analytical will travel across the Social Styles model to Autocratic (with their data) then down to Acquiesce completing the Z-ing Out pattern with Attack (see Figure 7). An example would be the financial team member attempting to persuade an organization that the numbers don't add up and under stress hides in his office (Withdraw). They eventually emerge becoming Autocratic with their many reports. After failing to convince the decision makers, the Analytical throws their hands up saying, "Go ahead, and take this company down the tubes" (Acquiesce) only later to reappear and Attack by saying "I told you so."
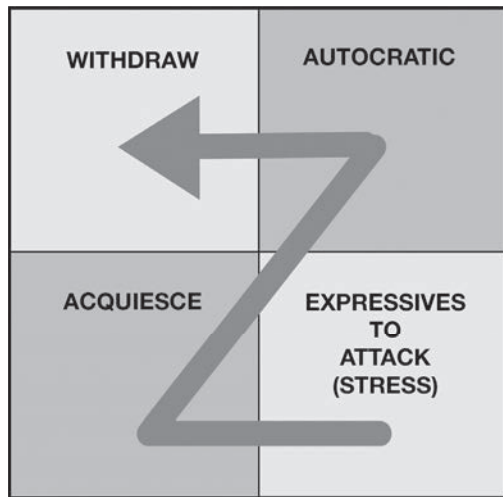
The Expressives back-up mode is Attack. After the Attack (usually verbal) the Expressive will realize how bad they've just screwed up and apologize (Acquiesce). If the other person will not accept the apology, the Expressive will then become Autocratic by making a case of how they're not appreciated and no one understands, etc. Expressives will then leave the scene (Withdraw). Expressives will not stay away long as they love a good fight (Figure 8). Expressives under stress are usually all bark and no bite.

Amiables back-up mode is to Acquiesce. The three other styles (Driver, Analytical and Expressive) have the ability to recognize when they are in Back-Up mode and exhibit the proper stress management and return to

Figure 8

Figure 9
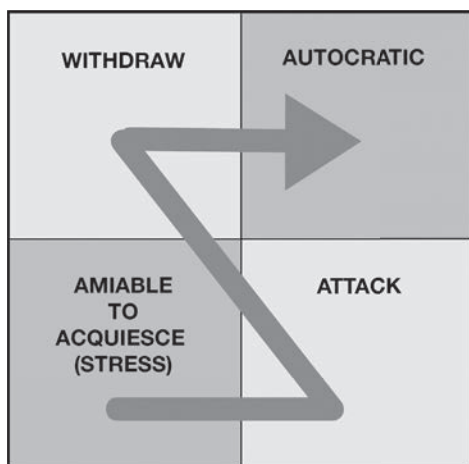
normal communication. While the Amiable may recognize they're Z-ing Out, they reach a point of no return very quickly in the process. An Amiable will give in and give in and give in and give in (Acquiesce). But run for the hills when the Amiable starts Z-ing Out (see Figure 9).

The Amiable Attacks (uncharacteristic for the Amiable) and then Withdraws. The final Z-ing Out phase for the Amiable is to become Autocratic by controlling the relationship. While the Expressive under stress attacks with more bark than bite, the Amiable growls and growls and growls but when they bite, it is vicious!

VERSATILITY

While no one would suggest an Analytical attempt to be an Expressive or a Driver try to become an Amiable, the communication challenge is Style Versatility. Style Versatility is a reflection of a person's willingness to adapt and cope with a variety of individuals and situations without sacrificing his/her own personal communication style. In short, if your favorite tool is a hammer, be careful not to treat everyone else like a nail. Remember, "You are the Message."

Soft Skills & Versatility go "hand in hand!"

IN THE MIDDLE

The challenge is to be in the middle of the Social Style Model (Figure 10). The goal is communication balance allowing movement from one style to another natural and comfortable.

AVOIDING THE FOUR CORNERS

If you're in one of the four corners, even communicating within that quadrant will be a challenge (too analytical for other Analyticals) and nearly impossible to communicate effectively with those in the other quadrants. (Figure 11). Unfortunately, we all know those who spend the majority of their lives in the four corners. What do you call these people? Unemployable, incarcerated, unproductive, unelectable, expelled, habitual performance plan participants, etc.
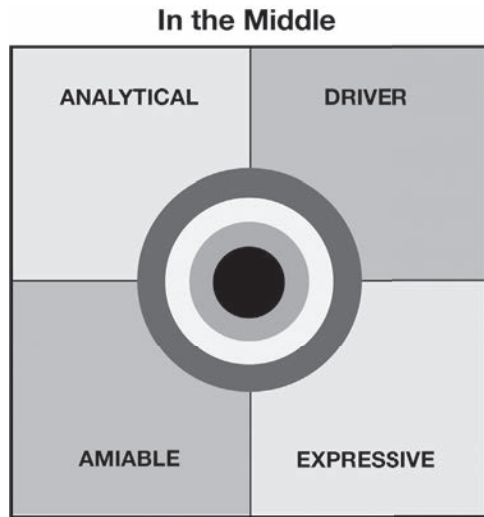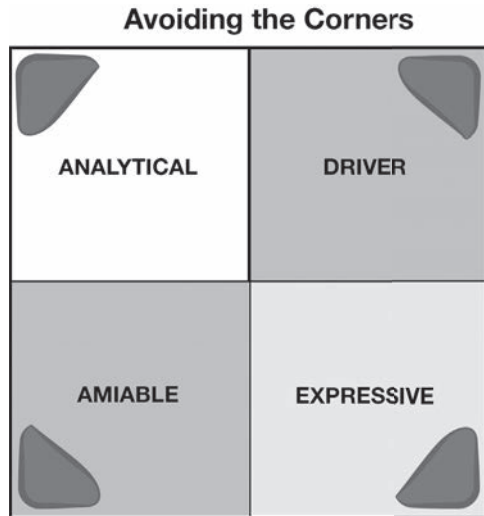

Figure 10

Figure 11

YOU ARE THE MESSAGE.

- Your Smile is your Logo.
- Your Personality is your Business Card.
- How you leave others feeling after an encounter is your Trademark.

QUESTIONS FOR CONSIDERATION

1. Which style best describes you?
2. What would you consider to be your strengths related to your preferred style?
3. Weaknesses?
4. Which style drives you crazy? Why?
5. What could you learn from that style if you could better understand and appreciate it?
6. What is the predominate style in your workplace? How does that style help? Hurt?
7. What is the least dominant style in your workplace? What is the impact?
8. Describe times when you go to your Back-Up? Cause? Effect? How do you prevent it?
9. Describe when others go to their Back-Up? Cause? Effect?
10. What is the impact of Z'ing Out in the workplace? At home?
11. How does one achieve balance and stay in the middle?
12. Have you ever been Credible at the expense of being Likeable?
13. What about Likeable at the expense of being Credible?
14. Does your organization's marketing materials factor in unique communication needs and styles of target audience(s)?

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One's future can be predicted by one's current friends.

You Never Get a Second Chance to Make a First Impression!

Harvard Business School professor Amy Cuddy has been studying first impressions for more than 15 years, and has discovered patterns in these interactions. In her book *Presence*, Cuddy says people quickly answer two questions when they first meet you:

1. Can I trust this person?
2. Can I respect this person?

Psychologists refer to these dimensions as warmth (Soft Skills) and competence (Hard Skills) respectively, and ideally you want to be perceived as having both.

Interestingly, Cuddy says that most people, especially in a business, believe that competence is the more important factor. After all, they want to prove that they are smart and talented enough to handle your professional needs.

But, in fact, warmth or trustworthiness, is the most important factor in how people evaluate you. "From an evolutionary perspective," Cuddy says, "it is more crucial to our survival to know whether a person deserves our trust." It makes sense when you consider that in cavemen days it was more important to figure out if your fellow man was going to kill you and steal all your possessions than if he was competent enough to build a good fire.

While competence is highly valued, Cuddy says it is evaluated only after trust is established. And focusing too much on displaying your strength can backfire.

Smooth seas never made a skilled sailor.

Cuddy says certain business people are often so concerned about coming across as smart and competent that it can lead them to skip social events, not ask for help, and generally come off as unapproachable.

These overachievers are in for a rude awakening when they're not considered for career enhancing opportunities because nobody got to know and trust them as people.

"If someone you're trying to influence doesn't trust you, you're not going to get very far; in fact, you might even elicit suspicion because you come across as manipulative," Cuddy says. "A warm, trustworthy person who is also strong elicits admiration, but only after you've established trust does your strength become a gift rather than a threat."

DON'T IMMEDIATELY WRITE THEM OFF.

Certain personalities take longer than others to develop lasting relationships. Give it time; don't give up, in most cases it will be worth it. However, certain people you will never be able to develop a relationship. It's them, not you. Move on.

The human heart has so many crannies where vanity hides, so many holes where falsehood lurks, is so decked out with deceiving hypocrisy, that it often cheats itself." — John Calvin

All Stressed Up and No Place to Go

by Skip Wirth

For over 36 years, stress, its effects on the body and life management skills for mediating the harmful effects of chronic stress, has been my passion. Throughout the years, I have spoken to well over 1000 audiences on some form of this topic, and for good reason. Stress is now recognized as the number one killer. This is not the world according to Skip; this comes from the American Medical Association. In fact, the American Institute of Stress estimates that 90 percent of all visits to doctors are for stress-related disorders. How can this be? Have you ever picked up your newspaper and read a headline stating, "Another Person Killed by Stress"? Not likely. Stress is a killer by proxy and is behind the five leading causes of death in America.

Several weeks following September 11, 2001, I was invited to be the guest speaker for a Chamber of Commerce. I eagerly accepted the offer, but my thoughts quickly turned to, "What can I say to this group that will help to lift their spirits, give them hope, and help them to reclaim those parts of their lives that have them spinning out of control?" America was still hurting, my audience was still hurting, and I was still hurting. The memories of that horrible day still haunted us. My speech, "All Stressed Up and No Place to Go" was written precisely for this occasion. In essence, it is an overview of seven characteristics of stress resistance. Much credit goes to Dr. Raymond B. Flannery, Jr. who authored the book, *Becoming Stress Resistant,* a must read! Raymond B. Flannery, *Becoming Stress Resistant: Through the Project SMART Program* (New York: The Crossroad Publishing Company, 1990).

We all know people who just seem to glide through life. Even though they encounter difficult life circumstances, they always bounce back. What do they have that others don't? If they have it, can we have it also? How

much of it do we need? Is it possible to incorporate what they do into our lives and become more like them? YES!

In studying these individuals, researchers such as Dr. Flannery, Dr. Herbert Benson and Hans Selye, among many others, have identified characteristics these people have in common that make them less vulnerable to the harmful effects of stress, characteristics that add years to your life and life to your years.

The seven characteristics of stress resistant people are as follows:

1. *Stress resistant people take personal control*. When confronted with a problem or stressor, these people take charge. They take self-initiated, self-directed problem-solving strategies to resolve the problem. They don't roll over and wait for others to come to their rescue. They are empowered, not overpowered. They know what personal resources are available to them and they bring them to bear. After the horror of 9/11, feelings of being out of control were pervasive. However, those feelings were replaced with planned, organized and self-directed strategies to rebuild their lives.

2. *Stress resistant people are task involved*. All of us need a reason to live. A purpose in life. A task that we are personally or existentially committed to. Examples of task involvement include our families, jobs, church activities, hobbies, volunteer projects, and our pets. We need to feel like we matter, that we make a difference. We know it as self-esteem. We strive to become valued partners in our life's journey. Have you noticed that when a person retires from work but fails to fill that once occupied space with something meaningful, they often wither and die? Boredom is a very powerful, negative life force and is best avoided. The German philosopher Nietzsche wrote, "A person with a '*why*' to live for can bear most any '*how*.'"

3.   *Stress resistant people seek social support.* We need each other, and this need is biologically rooted. You may tell yourself, "If it weren't for all of these people I would feel saner." Quite the opposite is true. Research shows that people with few or no close contacts die at higher rates for every major cause of death. Recently, chronic loneliness was risk-equated to a one pack per day smoking habit. If you are a lonely smoker, you are in deep doo! Just for a moment, reflect on all the helpful social exchanges in your life: love, affection, trust, respect, support, empathy, nurturing, dignity, appreciation, listening, caring and bonding, just to name a handful. Bottom line, we need each other!

4.   *Stress resistant people make wise lifestyle choices.* This is where the rubber meets the road. Mark Twain wrote, "The only way to keep your health is to eat what you don't want, drink what you do not like, and do what you'd rather not." Unfortunately, far too many Americans subscribe to that notion. In 2001, the Centers for Disease Control (CDC) reported that only one fourth of American adults exercised enough in the 1990s. Only 25.4 percent of adults met government recommendations for physical activity. Nearly 30 percent reported no physical activity at all (except for blinking and clicking). The CDC recommends 30 minutes of moderate exercise, like walking, five times a week, or 20 minutes of vigorous exercise such as running, cycling, rowing or swimming, three times a week. The 30-minute requirement can be broken into chunks as small as 10 minutes, with everyday activities like gardening. Walking may be the perfect exercise. "Regular

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Those who plants trees, knowing they will never sit in their shade, has at least started to understand the meaning of life.
— Rabindranath Tagore

physical activity such as walking is probably as close to a magic bullet as we will come in modern medicine," said Dr. JoAnn Manson, Chief of Preventative Medicine at Harvard's Brigham and Women's Hospital. "If everyone in the U.S. were to walk briskly 30 minutes a day, we could cut the incidence of many chronic diseases 30 percent to 40 percent." Modifications in lifestyle could prevent or delay 75 percent of illness and disease. This is startling! What comprises the remaining 25 percent? Genetics, for which you have no control over, and environment, for which you have very little control over. That 75 percent modification in lifestyle is a large, powerful stick for which you have complete control! Just for clarity, lifestyle encompasses your diet, exercise, stress management, sleep, safety (do you wear seat belts?), substance use/abuse (smoking, excessive alcohol, drug abuse), as well as other lifestyle factors. When you make wise lifestyle choices, your body becomes your fortress.

5. *Stress resistant people have a sense of humor.* When I was young, I remember hearing on a television variety show that, "Laughter is the best medicine." I remember thinking that sounded great, but how do they know that? Do doctors prescribe laughter for their patients? Sure, laughter felt good like a warm blanket, but the best medicine? In recent years, a great deal of scientific evidence supports that assertion. Humor and laughter stimulate the immune system, lowers blood pressure, increases endorphin levels (the hormone that makes you feel good), decreases stress, helps oxygen to be utilized more efficiently, and helps to control pain. Too bad we can't put humor in a pill form and bottle it! Researchers discovered that on average, toddlers laugh 400 times a day. Adults laugh only 15 times a day. My first impression, "What a rip-off! What price am I paying by giving up 385 laughs a day?" Actually, my laughing habits are more like the toddlers. Researchers also found that

anger (opposite of happiness) triples mortality rates, and that whining, which is anger through a smaller opening, has similar consequences.

6.   *Stress resistant people espouse religious values and have an ethical regard for others.* This probably comes as no surprise to most of you, even in our get ahead at any cost, competitive environment. All of the great religions of the world say the same thing: love your neighbor. You remember the Golden Rule — do unto others. Dust it off because it still applies in a deep and visceral way. Studies show that religious people tend to live healthier lives. "They are less likely to smoke, to drink, to drink and drive," says Harold Koenig, M.D., Associate Professor of Medicine at Duke. In fact, people who pray tend to get sick less often, as separate studies at Duke, Dartmouth and Yale Universities reveal. Consider some statistics from these studies:

- Hospitalized people who never attended church have an average stay three times longer than people who attended regularly.
- Heart patients were 14 times more likely to die following surgery if they did not participate in a religion.
- Elderly people who never or rarely attended church had a stroke rate double that of people who attended regularly.
- In Israel, religious people had a 40 percent lower death rate from cardiovascular disease and cancer.

Also, says Koenig, "People who are more religious tend to become depressed less often. And when they do become depressed, they recover quickly from depression. That has consequences for their physical health

Sometimes the grass is greener on the other side because it's fake.

and the quality of their lives." What goes on in our personal lives is powerful medicine indeed!

7. *Stress resistant people are optimistic.* I am fortunate because I inherited this one from my mother. Throughout my youth and adulthood, she was the epitome of optimism—light, cheery, funny, and encouraging. She was one of life's cheerleaders. Optimism, a close cousin to happiness, protects the heart and lungs, boosts the immune system, reinforces self-esteem and helps reduce long-term stress. Studies now prove that happy people are more likely to get and stay married, have friends and participate in organizations, says Sonja Lyubomitsky, from the University of California at Riverside. "They are more likely to pursue goals, more energetic, more likely to be hired and less likely to be fired." "Optimism is a frame for how you view the world and happiness is an emotion," explains Harvard University's Laura Kubzanksy. Just 10 percent of happiness comes from individual circumstances, 50 percent from genetic inheritance and 40 percent is uncharted. Do you know how to tell the difference between an optimist and a pessimist? An optimist wakes up in the morning and proclaims, "God, it's a good morning!" A pessimist wakes up in the morning and grunts, "Good God, its morning!" Same morning—different view.

These seven characteristics are not unlike ingredients to a wonderful recipe. Incorporate these ingredients into your life and something wonderful transforms — YOU! In order to make these ingredients easier to remember, I have repackaged them into Skipisms that I call "The Seven Fs":

1. Faith
2. Family
3. Friends

4. Food
5. Fun
6. Fitness
7. Focus

What a recipe for life! Bon Appetit!

HOW STRESSED OUT ARE YOU?

In 1967, psychiatrists Thomas Holmes and Richard Rahe decided to study whether stress contributes to illness. They surveyed more than 5,000 medical patients and asked them to say whether they had experience any of a series of 43 life events in the previous two years.

Each event, called a Life Change Unit (LCU), had a different weight for stress. The more events the patient added up, the higher the score. The higher the score, and the larger the weight of each event, the more likely the patient was to become ill.

The Holmes and Rahe Stress Scale

To score your stress levels, simply select Yes or No for each of the events in the Statements column that have happened to you in the last year.

The following table is taken from "The Social Readjustment Rating Scale", Thomas H. Holmes and Richard H. Rahe, "The Social Readjustment Rating Scale," *Journal of Psychosomatic Research*, Vol. 11, no. 2 (1967): 213-218.

It's better for people to wonder why you're not talking,
than to wonder why you are.

43 Statements to Answer	Yes	No
1 Death of spouse (100)	○	○
2 Divorce (73)	○	○
3 Marital separation (65)	○	○
4 Jail term (63)	○	○
5 Death of close family member (63)	○	○
6 Personal injury or illness (53)	○	○
7 Marriage (50)	○	○
8 Fired at work (47)	○	○
9 Marital reconciliation (45)	○	○
10 Retirement (45)	○	○
11 Change in health of family member (44)	○	○
12 Pregnancy (40)	○	○
13 Sex difficulties (39)	○	○
14 Gain of new family member (39)	○	○
15 Business readjustment (39)	○	○
16 Change in financial state (38)	○	○
17 Death of close friend (37)	○	○
18 Change to a different line of work (36)	○	○

43 Statements to Answer	Yes	No
19 Change in number of arguments with spouse (35)	○	○
20 A large mortgage or loan (31)	○	○
21 Foreclosure of mortgage or loan (30)	○	○
22 Change in responsibilities at work (29)	○	○
23 Son or daughter leaving home (29)	○	○
24 Trouble with in-laws (29)	○	○
25 Outstanding personal achievement (28)	○	○
26 Spouse begins or stops work (26)	○	○
27 Begin or end school/college (26)	○	○
28 Change in living conditions (25)	○	○
29 Revision of personal habits (24)	○	○
30 Trouble with boss (23)	○	○
31 Change in work hours or conditions (20)	○	○
32 Change in residence (20)	○	○
33 Change in school/college (20)	○	○
34 Change in recreation (19)	○	○
35 Change in church activities (19)	○	○
36 Change in social activities (18)	○	○

43 Statements to Answer	Yes	No
37 A moderate loan or mortgage (17)	○	○
38 Change in sleeping habits (16)	○	○
39 Change in number of family get-togethers (15)	○	○
40 Change in eating habits (15)	○	○
41 Vacation (13)	○	○
42 Christmas (12)	○	○
43 Minor violations of the law (11)	○	○

Total = _____

Note: If you experienced the same event more than once, then to gain a more accurate total, add the score again for each extra occurrence of the event.

Score Interpretation

Score	Comment
11-150	You have only a low to moderate chance of becoming ill in the near future.
150-299	You have a moderate to high chance of becoming ill in the near future.
300-600	You have a high or very high risk of becoming ill in the near future.

So, how stressed out are you? Specifically, what Action Items do you plan to implement to reduce the stress in your life?

Stress Action Plan		
WHAT	WHO	WHEN

LAUGH, THINK, AND CRY

Most of us can remember what has been called the greatest college basketball game of all time: the 1982 NCAA Championship game that featured North Carolina State upsetting the favored University of Houston team. I personally will never forget coach Jim Valvano running on the court, all his players already paired up with another teammate, desperately looking for someone to embrace. That scene is in heavy rotation in the opening sequence for every NCAA tournament broadcast, but more importantly for me, and I'm sure for many others, is the feeling of wanting to jump through

my TV and embrace Jim Valvano. That scene has never left me. In fact, it has provided the inspiration and my personal goal to be sincerely happy for other's success as I was for Jim Valvano at the end of that game in 1982.

Ten years after that famous game and only a few months before losing his battle to cancer, Jim Valvano received the Arthur Ashe Humanitarian Award. And in front of thousands of supporters and millions of TV viewers, he challenged us to do three things every day. The following is an excerpt from that famous speech:

> To me, there are three things we all should do every day. We should do this every day of our lives. Number one is Laugh. You should laugh every day. Number two is Think. You should spend some time in thought. Number three is you should have your emotions moved to tears, could be happiness or joy. But think about it. If you Laugh, you Think, and you Cry, that's a full day. That's a heck of a day. You do that seven days a week; you're going to have something special.

The Laugh and Think every day are easy to comprehend and most would agree are doable. But what about the cry every day? Do we really want to cry every day? Jim Valvano didn't mean a sad cry as much as he meant what I describe as a Holy Spirit cry. If there is a part of the Holy Trinity that is both under preached and misunderstood, it is The Holy Spirit. The Holy Spirit is Christ within us, and if you've started to cry in

Replace 'no problem' with 'my pleasure'.

church when that praise and worship song tugged at your heart, that's The Holy Spirit. If you see a father and a grown son embrace at a restaurant and you find yourself getting watery eyes, that's The Holy Spirit. Laugh, Think, and Cry every day.

The 7 Habits of Highly Effective People®

Stephen R. Covey, *The 7 Habits of Highly Effective People: Powerful Lessons In Personal Change* (New York: Simon and Schuster, 1989, 2004).

1. **Be Proactive**
   - Responsible
   - Initiative
   - Choose Attitudes & Moods
   - Take Victim Glasses Off
   - Accountability
2. **Begin with the End in Mind**
   - Plan Ahead/Set Goals
   - Purpose & Meaning
   - Mission & Vision Driven
3. **Put First Things First**
   - Prioritization
   - Work a Schedule
   - Follow the Plan
   - Discipline/Organization
4. **Think Win-Win**
   - Balance what you want with what other's want
   - Deposits in other's Emotional Bank Account
   - Conflict Resolution
   - Forgiveness and Reconciliation

5. **Seek First to Understand, Then to Be Understood**
   - Active Listening
   - Be Here Now
   - Put Yourself in their Shoes
   - No Interruptions
   - Patience
6. **Synergize**
   - Appreciation of Differences
   - Teamwork
   - Creativity
   - Problem Solving
   - Humility
7. **Sharpen the Saw**
   - Mind
   - Body
   - Spirit

How would you rate yourself on these Seven Habits? Which ones need improvement? Developmental Strategies include the following:

RICH HABITS FOR YOU

A certified financial planner and CPA Tom Corley wrote a book entitled *Rich Habits,* where he breaks down a five-year study on 233 wealthy people (defined as having an annual income of $160,000 or more and a liquid net worth of $3.2 million or more) and 128 poor people (defined as having an annual income of $35,000 or less and a liquid net worth of $5,000 or less). In his book he was able to separate out rich habits and poor habits. He explains that everyone has some rich habits and some poor habits, but we should strive for more rich than poor. Here are a few of his findings.

They always keep their goals in sight.

"I focus on my goals every day."
Rich who agree: 62 percent
Poor who agree: 6 percent

Similarly, 81 percent of wealthy people create daily to-do lists, compared to 19 percent of the poor. Corley says that successful people are goal-oriented and are constantly creating goals even throughout the day.

They keep their cool.

"I've been known to lose my temper."
Rich who agree: 19 percent
Poor who agree: 43 percent

Corley concluded that those who are poor tend to not be able to control their emotions. Having the ability to keep a cool head in any situation can pay off in the end.

They don't watch a lot of TV.

"I watch TV one hour or less per day."
Rich who agree: 67 percent
Poor who agree: 23 percent

Similarly, only six percent of the wealthy watch reality shows, compared to 78 percent of the poor. An interesting figure, though if Netflix counts as TV, then I personally may be poor forever.

They read, but not necessarily for fun.

"I love reading."
Rich who agree: 86 percent
Poor who agree: 26 percent

Rich people do love reading, but they favor nonfiction. More specifically they are reading self-improvement books, 88 percent of them for 30 minutes each day, compared to two percent of poor people.

They go above and beyond in the office.

"I do more than my job requires."
Rich who agree: 81 percent
Poor who agree: 17 percent

This is the easiest to identify correlation to wealth of all Corley's questions. Those who go above the call at work are often recognized and rewarded to continue earning more.

They monitor their health.

"I count calories every day."
Rich who agree: 57 percent
Poor who agree: 5 percent

Corley says that wealthy people value their health, and even shared a client's explanation of why. His wealthy client admitted he exercises and eats healthy because he knows that the end of his career will be his biggest earning years.

They watch what they say.

"I always say what is on my mind."
Rich who agree: 6 percent
Poor who agree: 69 percent

A few conclusions could be drawn from this statistic, but I am reminded of a quote often attributed to Roger H. Lincoln. *"There are two rules to success: 1) Never reveal everything you know."*

Thomas C. Corley, *Rich Habits: The Daily Success Habits of Wealthy Individuals* (Minneapolis, Minn.: Langdon Street Press, 2010).

THE POWER OF A HANDWRITTEN NOTE

A handwritten note is indeed a lost art as we've become way too dependent on electronic communication and to be honest a little lazy. While authenticity is the key, a handwritten note can definitely assist in giving one the edge. But most importantly, it's just plain classy!

The following are a few tips on what I consider to be the *anatomy of a good note*. These tips come from many years of staring at a blank piece of paper wondering what the heck to say.

The Anatomy of a Great Note

Make it short and sweet. I receive a fair amount of thank you notes from those who attend my workshops. My attention span is not what it used to be. While I read every sentence for the most part, if it goes too long I start to scan. It's a note, not an epistle.

(1) **The Introduction sentence**, the reason for writing. I usually start my notes with, "Just a short note to…" I don't remember where I

picked that up but I like it and if nothing else it gets me started. For example, "Just a short note to let you know how much I enjoyed our conversation last night at the chamber of commerce dinner." Or, "Just a short note to thank you for lunch yesterday!"

(2) Personalize the appreciation. The second sentence should support and reinforce the first sentence. For example, "I especially enjoyed the stories you told about your children and the success they're having in your company." Or, "The advice you shared with me on how best to engage my employees was extremely helpful." The second sentence personalizes the note and lets the recipient know you're not just writing the note out of self-interest.

(3) Assurance. This sentence simply lets them know you're there for them. "Greg, if I can ever be of assistance to you, please do not hesitate to call upon me." Notice how I started this sentence with the recipient's name. It's always a nice touch to start the note with her/his name and use at least once within the body of the note. Everyone loves to hear his/her name.

(4) Reiteration. This last sentence simply reminds the recipient why you're writing and adds just another opportunity to show sincere appreciation. I always end with, "*Again*, thank you for the time you spent with me yesterday." "*Again*, thank you for the gift."

(5) Closing words. A good friend ends most notes with, "Cheers!" This might be too informal for most notes but I always enjoy his correspondence. I typically end with My Best, Kind regards, and Sincerely, are always options.

(6) Signature. Assuming you have personalized stationery with your name somewhere on the note, I wouldn't worry about being legible. Just make sure you sign it! For my younger workshop participants,

I urge them to make their signature look more presidential, versus the first time you mastered cursive writing in grade school.

To your success,

Greg Coker

PACKING PARACHUTES

A friend of mine tells the story of a US Navy sailor he accidentally met several years after that sailor had actually saved his life. He was sitting in a restaurant in Kansas City as a man about two tables away kept looking over at him. He didn't recognize him. A few minutes into his meal the sailor stood up, walked over to my friend's table, looked down at him, pointed his finger in his face and said, "You're Captain Plumb."

My friend looked up and said, "Yes, I'm Captain Plumb."

The sailor said, "You flew jet fighters in Vietnam. You were on the aircraft carrier Kitty Hawk. You were shot down. You parachuted into enemy hands and spent six years as a prisoner of war."

My friend said, "How in the world did you know all that?"

The sailor replied, "Because, I packed your parachute!"

My friend, Captain Charles Plumb, USNR, (Ret.), is the author of *I'm No Hero* and travels the world telling this powerful story. The following is an excerpt from a recent conversation:

"Greg, after that encounter, I was speechless. I staggered to my feet and held out a very grateful hand of thanks. This guy came up with the perfect response. He grabbed my hand and said, 'I guess it worked!'"

"Indeed it did, my friend", I said. "And I must tell you, I've said many prayers of thanks for your nimble fingers, but I never thought I'd have the opportunity to express my gratitude in person."

He asked, "Were all the panels there?"

"Well," I said, "I must be honest—of the eighteen panels in that parachute, I had fifteen good ones. Three were torn, but it wasn't your fault, it was mine. I jumped out of that jet fighter at a high rate of speed, and very close to the ground. That's what tore the panels in the chute. It wasn't the way you packed it."

"Now, let me ask you a question," I said. "Do you keep track of all the parachutes you've packed?" Now what follows is perhaps the most significant part of the story.

"No," he responded. "It's enough gratification for me just to know that I've served," responded the man who packed my parachute.

I didn't get much sleep that night. I kept thinking about that man. I kept wondering what he might have looked like in a Navy uniform; bib in the back, bell-bottom trousers, and a Dixie-cup hat. I wondered how many times I might have passed him on board the Kitty Hawk. I wondered how many times I might have seen him and not even said "Good morning," or "How are you?" or anything. You see, I was a fighter pilot and he was just a sailor. But how many hours did that sailor spend at that long wooden table in the bowels of that ship weaving the shrouds and folding the silks of those life-saving parachutes? I'm ashamed to admit that at the time, I could have cared less, until one day my parachute came along and he packed it for me!"

Be swift to hear, slow to speak, slow to wrath. — James 1:19

Charlie Plumb asked me some very thought-provoking questions that I will pass along to you as the excerpt of the conversation continues:

"How's your parachute packing coming along? Who looks to you for strength in times of need? And perhaps, more importantly, who are the special people in your life who provide the encouragement you need when the chips are down?"

Plumb continued, *"Perhaps it's time right now to give those people a call and thank them for packing your parachute. I needed a variety of parachutes when my plane was shot down over enemy territory, I needed a physical parachute, a mental parachute, an emotional parachute, and most importantly, a spiritual parachute."*

I'm often asked: *"How did you do it, Commander? How did you survive six years in a prisoner of war camp? I could have never done it."*

My answer is always, *"Of course you could." My secret for enduring six years of hell is really not a secret at all.* First and foremost, *I had faith in an omniscient God, knowing that His will would be done. I never doubted that I could persevere; I simply trusted God's promise to answer my prayers. I also loved my country, its people, and its freedoms. I realized that, because of the human element, mistakes could be made. But in growing up I had discerned that most of the people in this great land are honorable and compassionate. If it had not been so, I would not have accepted the commission to protect these ideals.*

Second, I had self-discipline. *It would have been easier to avoid torture by succumbing to my captive's interrogations. It would have been easier to assume helplessness by blaming an evil world. I could have rationalized myself into mental and physical paralysis. Quite simply, I could have just simply laid the bricks. However, strict self-obedience gave me the ability to persevere.*

Third, I had pride. *I was proud to know an omnipotent God. I was then and continue to be proud of my country and its heritage. I was proud of my family. I was proud of myself. So, I will ask again, who packed your parachute?*

Who packed your parachute? Are they still alive? If so, how should you thank them? Whose parachute are you packing?

WHAT DOES THE OXYGEN DO WHEN YOU WALK IN THE ROOM?

On a recent facility tour with a client, we heard from a very bright technician about a particularly technical part of their operation. Technically way over my head, I started to drift noticing photos, awards and diplomas on his office wall. Numerous accommodations from his time in the Navy, but the one that grabbed my attention was a photo of a Naval submarine. After several in our group wrapped up the Q&A, I asked the question, "Can you tell us about submarines?"

He lit up and began to tell us about his experience on a nuclear submarine during his tour of duty in the Navy. We were all captivated about his stories of being cramped up for many months, technical specifications, the control of noise should there be an enemy submarine nearby, etc. But what fascinated me the most was his proudly declaring, "I was responsible for the oxygen."

He explained that oxygen on board a submarine is released either through compressed tanks, an oxygen generator, or some form of an oxygen canister that works by electrolysis. Oxygen is either periodically released throughout the day at specific time intervals or whenever the computerized

system detects a reduction in oxygen levels. He also told of certain conversations he had with the captain of the submarine in which certain behavior was desired and/or needed modified.

As he described, when the men or women were a little restless due to adverse conditions (rough seas), the captain would direct my friend to reduce oxygen levels creating a more melancholy mood. When the situation required more alertness, the captain would order more oxygen creating a more heightened awareness.

In my workshops, I spend quite a bit of time discussing IQ (intelligence quotient) and EQ (emotional quotient). Emotional Quotient is how we connect with other people. I, like many others, believe one's EQ is a better predictor of success in life than one's IQ. Ironically and before the above interaction, I had periodically defined EQ as what happens to the oxygen level when you walk into a room.

We all know that person that when they walk into a room it lights up. We rush to greet them and in most cases they're rushing to greet us. They ask questions and they're excellent listeners. They're genuinely concerned about us. In short, the oxygen level increases. The converse is true. We all know that person that when they enter a room the oxygen masks drop. It's all about them and they're horrible listeners. They never ask about others, only what's going on in their lives.

What happens to the oxygen level when you walk into a room?

YOU DON'T HAVE TO SAY ANYTHING!

We've all been in that situation where we're trying to console someone and have no idea what to say. For me, I usually walk away feeling like my words didn't help that much at all. Most try to relay a similar experience as

to communicate, "I know how you feel," when we really don't. When I lost my job, a friend called me and simply said, "I'm sorry." That was the most consoling of all the calls.

Sociologist Charles Derber describes the tendency to insert oneself into a conversation as conversational narcissism. It's the desire to take over a conversation, to do most of the talking and to turn the focus of the exchange to oneself. It is often subtle and usually unconscious. Derber writes that conversational narcissism is the key manifestation of the dominant attention-getting psychology in America. It occurs in informal conversations among friends, family and co-workers. The profusion of popular literature about listening and the etiquette of managing those who talk constantly about themselves suggests its pervasiveness in everyday life. Derber describes two kinds of responses in conversations: a shift response and a support response. The first shifts attention back to yourself, and the second supports the other person's comment. Here is a simple illustration:

Shift Response
Abbie: I'm so busy right now.
Reed: Me too. I'm totally overwhelmed.

Support Response
Abbie: I'm so busy right now.
Reed: Why? What do you have to get done?

It takes a long time to grow an old friend.

Here's another example:

Shift Response

Janet: I need new shoes.

Will: Me too. These things are falling apart.

Support Response

Janet: I need new shoes.

Will: Oh yeah? What kind are you thinking about?

Shift responses are a hallmark of conversational narcissism. They help you turn the focus constantly back to yourself. But a support response encourages the other person to continue their story. In my quest to become the Best Version, I trying to be more aware of my instinct to share stories and talk so much about me. I try to ask questions that encourage the other person to continue. I must admit, I struggle.

HOW GRITTY ARE YOU?

In her book, *GRIT: The Power of Passion and Perseverance*, Angela Duckworth suggests one's Grit, along with EQ, is a better predictor of success in life than talent or IQ. Grit is gender neutral and can be learned. Common words for grit are stick-to-it-iveness, tenacity and that never, never, never give up mentality.

I had the opportunity to spend the day at Fort Benning Army Base in Columbus, Georgia, home of the Army Rangers and Special Forces. Having lunch with the Special Forces team, I asked one of the members what separates them from everyone else. Without hesitation, this small-framed soldier responded, "*We never give up.*" He continued, "No offense, but when the enemy has you pinned to the ground, you'll likely break at some point. I will not." On the Grit Scale, he would be off the chart.

Duckworth offers a three-step process to enhance one's Grit:

1. Identify your burning interest/passion.
2. Practice (Talent x Effort = Skill. Skill x Effort= Achievement. Effort counts twice! Practice doesn't make perfect. Perfect practice makes perfect).
3. Develop a sense of higher purpose (believe your passion will make a significant difference in yourself and in the lives of others).

Duckworth developed the following Grit Scale. To take the Grit Scale, respond to the following 12 items. Be honest. Remember, there are no right or wrong answers!

1. I have overcome setbacks to conquer an important challenge.
    - Very much like me
    - Mostly like me
    - Somewhat like me
    - Not much like me
    - Not like me at all

2. New ideas and projects sometimes distract me from previous ones.
    - Very much like me
    - Mostly like me
    - Somewhat like me
    - Not much like me
    - Not like me at all

3. My interests change from year-to-year.
    - Very much like me
    - Mostly like me
    - Somewhat like me
    - Not much like me
    - Not like me at all

4. Setbacks don't discourage me.
   - Very much like me
   - Mostly like me
   - Somewhat like me
   - Not much like me
   - Not like me at all
5. I have been obsessed with a certain idea or project for a short time but later lost interest.
   - Very much like me
   - Mostly like me
   - Somewhat like me
   - Not much like me
   - Not like me at all
6. I am a hard worker.
   - Very much like me
   - Mostly like me
   - Somewhat like me
   - Not much like me
   - Not like me at all
7. I often set a goal but later choose to pursue a different one.
   - Very much like me
   - Mostly like me
   - Somewhat like me
   - Not much like me
   - Not like me at all
8. I have difficulty maintaining my focus on projects that take more than a few months to complete.
   - Very much like me
   - Mostly like me

- Somewhat like me
- Not much like me
- Not like me at all

9. I finish whatever I begin.
    - Very much like me
    - Mostly like me
    - Somewhat like me
    - Not much like me
    - Not like me at all

10. I have achieved a goal that took years of work.
    - Very much like me
    - Mostly like me
    - Somewhat like me
    - Not much like me
    - Not like me at all

11. I become interested in new pursuits every few months.
    - Very much like me
    - Mostly like me
    - Somewhat like me
    - Not much like me
    - Not like me at all

12. I am diligent.
    - Very much like me
    - Mostly like me
    - Somewhat like me
    - Not much like me
    - Not like me at all

Scoring:

- For questions 1, 4, 6, 9, 10 and 12 assign the following points:

  5 = Very much like me

  4 = Mostly like me

  3 = Somewhat like me

  2 = Not much like me

  1 = Not like me at all

- For questions 2, 3, 5, 7, 8 and 11 assign the following points:

  1 = Very much like me

  2 = Mostly like me

  3 = Somewhat like me

  4 = Not much like me

  5 = Not like me at all

- Add up all the points and divide by 12. The maximum score on this scale is 5 (extremely gritty), and the lowest scale on this scale is 1 (not at all gritty).

Angela Duckworth, Christopher Peters, Michael D. Matthews, and Dennis R. Kelly, "Grit: Perseverance and passion for long-term goals," *Journal of Personality and Social Psychology*, no. 9 (2007): 1087-1101.

EMOTIONAL INTELLIGENCE: HOW WE HANDLE OUR RELATIONSHIPS AND OURSELVES

Our emotions are contagious and play a crucial role in our personal effectiveness and success. If we resonate energy and enthusiasm, our effectiveness and success will be enhanced. The converse is true. If we spread negativity, mistrust, fear, and intimidation, our effectiveness and success will be diminished. We excel not just through our *skills & smarts*, but how we *connect* with others.

In *The Emotional Intelligence Quick Book*, authors Travis Bradberry and Jean Greaves describe four main components of Emotional Intelligence:

1. Self-Awareness (Helpful tools: Social Style Model, Johari Window, feedback from others);

2. Self-Management (Keeping your emotions in check, managing negative behavior, operating from dominant Social Style versus Back-Up and not Z-ing out);

3. Social Awareness (Awareness of cliques, your effect on others, team/organization dynamics, increasing the Arena); and

4. Relationship Management (Aware of and commitment to repairing broken relationships, recognizing and appreciating others, developing new relationships, maintaining current ones, and reconnecting with old ones).

From both a life and organizational perspective, Emotional Intelligence is changing our concept of "being smart." Emotional Intelligence (EI) how we handle ourselves and our relationships—coupled with our intelligence—determine life and career success. We've all witnessed someone with an extremely high IQ coupled with low EI crash and burn. Sadly, many are hired on their expertise only later to be fired on their personality and lack of Soft Skills. In the sports world, there are many examples of a winning coach fired after numerous self-destructive incidents and low EI behavior.

LIKEABLE AND CREDIBLE

Politically, many candidates are recruited based on their resume and defeated as a result of not connecting with voters, or worse, they're simply unlikeable. From a non-partisan observation, Hillary Clinton is perceived as unlikeable, hence the book by Edward Klein titled, *Unlikeable*. Former President Bill Clinton on the other hand was and is perceived to be very

likeable and credible. Former president George Bush (43) is perceived as likeable but not always credible. Ronald Reagan joins Bill Clinton, in my opinion, as both likeable and credible.

ENGAGEMENT

We follow leaders with whom we connect. In fact, numerous Gallup Polls cite the number one reason for employee engagement is a personal relationship with one's immediate supervisor, a supervisor with high EI that recognizes the link between relationship and performance. Unfortunately, our view of human intelligence has been narrowly focused, often ignoring a crucial range of abilities that matter immensely in terms of success in our business and personal lives. Emotional Intelligence may explain why people of high IQ flounder and those of modest IQ coupled with high EI do surprisingly well.

EI AND JOB TITLE

Bradberry and Greaves also make the connection between EI and job title. Their findings are both surprising and alarming. They found that EI scores rise from front-line supervisors to middle management, but beyond middle management, there is a steep decline in EI scores. For the titles of director and above, scores sharply decline with CEOs on average having the lowest EI scores explaining the earlier statement, "Many CEOs are hired on their expertise and fired on their personality."

Travis Bradberry and Jean Greaves, *The Emotional Intelligence Quick Book* (New York: Fireside, 2005).

BE HERE NOW: LEVELS OF LISTENING
QUESTIONS FOR CONSIDERATION

1. How would you rate your EI? Others EI in your organization?
2. List what you feel are key components of EI?
3. How can EI be developed and strengthened?
4. What is the impact of high EI in the workplace?
5. What is the impact of low EI in the workplace?
6. Which does your organization value most? Explain.
7. What is the relationship between Soft Skills and EI?
8. What does EI do the further you move up the organizational chart?

Levels of Listening

Listening to Understand

Listening to How it applies to me

Listening to Judge, Evaluate, and/or Win

Listening to Tell My Story

Not Listening at All (In Another Place)
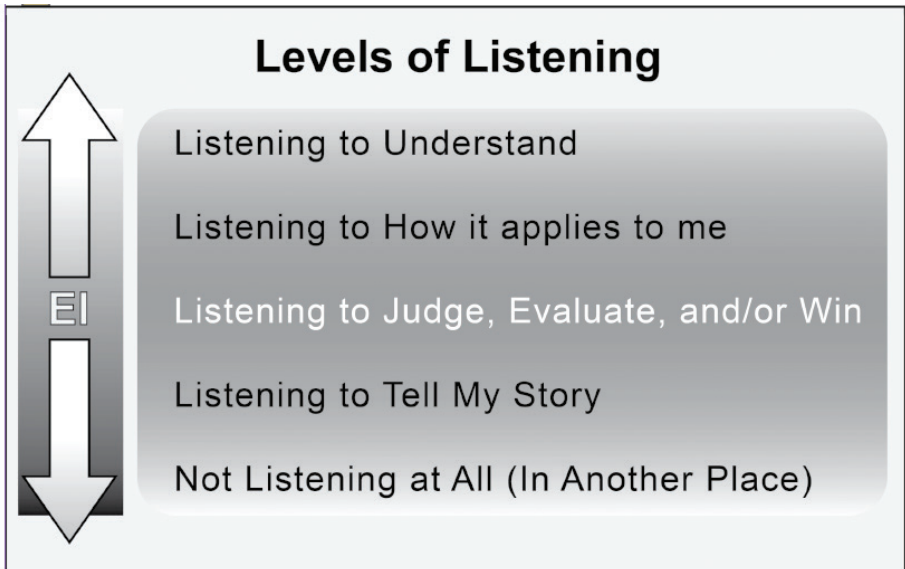
Source: *Soft Skills Field Manual.* Greg Coker (2006).

YES FACE OR NO FACE

Thomas Jefferson and his modern-day Secret Service were riding cross-country on horseback when they came across a swollen river and the bridge had been washed out. On the river's bank was a man who needed a ride across the river. After scanning the group, the gentleman approached Thomas Jefferson and asked for a ride across the river. Jefferson, as the story is told, obliges. After the short journey across the river, Jefferson lets the man off his horse and trots away.

The modern-day Secret Service scolds the gentleman by saying, "How dare you ask the president of the United States for a ride across the river! You could have asked any of us but you asked him." The gentleman's response, "First of all, I didn't realize he was President of the United States. Secondly, some people in life have a Yes face and some have a *No* face. I simply asked the *Yes* face.

Overall, do you have a Yes or No face at work? At home? What are the positions within your organization that require a Yes face/voice? Do you have the right people in the right seat in these key positions?

THINK AND GROW RICH
by Napoleon Hill

The well-known and best-selling book, *Think and Grow Rich*, by Napoleon Hill is a classic for those who desire to achieve higher levels of success. This, along with, Zig Ziglar's *See You at the Top* are must reads. The following is an overview of his philosophy.

First Principle: Desire

For anyone to be successful, it is crucial that there exist within them the desire to be great or at least better than their current state. Without this desire, there would be no motivation or cause for action. Simple wanting or a wish will not produce results, as it is just wishful thinking. What is needed is a deep burning desire for something that will automatically result in actions that will bring results. For true success, desire is necessary, as wishes will only result in frustration. Desire focuses on the presence of something or the addition of something, whereas wanting focuses on the lack of something.

Whenever you focus on the lacking part, you attract more lack into your life subconsciously. When you focus on the desire, you are consumed by the feeling of having that thing in your life to the extent that you are already picturing what it would feel like to have it in your life. It is this desire that catapults you into action that brings results. Desire pushes you out of your comfort zone because when you desire something, you will not sit idly without doing everything possible to attain the object of your desire. This creates the attraction and brings into your life everything you desire.

Second Principle: Faith

When a desire stems and attracts emotions that arise from deep within one's belief, it attracts faith as well. For a desire to come true, you must have faith that it is possible and that it will come true. When you truly have faith in a desire and believe it will come true, it starts manifesting into its physical self. Those who believe they are not worthy of love, even on a subconscious level, often find themselves continuously in the same pattern of relationships that they somehow sabotage even if it may seem that they are the victims in it. This is because of our own deep existing beliefs.

Our beliefs hold so much power that they almost always come true so if you want a desire to become real, believe in it and have faith that it will

come true. You have to truly believe that you deserve what you desire and it will be yours soon. It is faith that makes desires come true. If you find it is hard for you to have faith, repeat affirmations, which state that the desire will come true. If you keep repeating something, it will start sounding true and soon enough the idea will not sound alien to you.

Monitor your beliefs and when you start identifying a pattern of self-limiting thoughts, pick deliberate affirmations and repeat them in order to counter the limiting beliefs.

Third Principle: Auto Suggestion

There is a strong reason why we do not believe in our own wishes and even though we want something, we do not believe we deserve it. This is a state of being brainwashed. We have been brainwashed by the society to believe we are unworthy of what we desire and that wanting something is sinful. Deep within us, these beliefs exist which makes it difficult for us to believe we deserve something.

In order to get rid of these beliefs, you need to meditate. Go somewhere quiet, relax your mind and repeat the beliefs you want to plant within you. Focus on your worthiness and having faith. With time, the seeds you plant during your meditative stage using affirmations will transform into beliefs. Additionally, start writing things you desire on small placards or notes and read them several times a day in order to remember what you want and place them firmly in your subconscious mind.

Fourth Principle: Specialized Knowledge

If acquiring knowledge ensured success, professors would be the wealthiest of the lot. However, that is as far from the truth as possible. Just having knowledge doesn't make one intelligent or even successful. This is proven by the fact that information is available to everyone these days. All the knowledge of the world is just a mere click away and yet few in the

world are successful. This is because it is not acquiring knowledge but using it that makes one successful. The correct use of specialized knowledge can make one successful which is why instead of focusing on gaining knowledge, focus on the knowledge that will make your desires come true and help you achieve success.

Fifth Principle: Imagination

Imagination can prove handy if used for the right purpose instead of just using it for one's entertainment. Creative imagination is the kind that comes in useful when you want to become successful. In other words, the effects around us cause synthetic imagination and creative imagination becomes the cause of the effects around us. When you use creative imagination to visualize and picture the fruits of your desires as a reality, they soon take form and in fact become a reality.

Sixth Principle: Organized Planning

In order to succeed, you need a concrete plan. This plan should be a way to achieve what you desire. Take your time to draft a plan and then write it down. Once you write it down, the chances of it becoming a reality increase, so always make sure that you write down your plans and then proceed to divide them into workable goals.

Seventh Principle: Decision

The type of decision Hill talks about in his book are firm and resolute decisions, instead of the ones that are formed and forgotten about in an instant. People who keep forming and changing their decisions are barely ever able to achieve what they desire. You need to believe strongly in your decisions to the extent that once you have taken a decision, it becomes concrete and must be followed through.

However, this doesn't mean a decision cannot be changed. However, a decision that is changed regularly is not much of a decision. Take strong and well-thought-out decisions and then see them through to the end.

Eighth Principle: Persistence

Many people fail at their first attempt. They might fail on their hundredth attempt but the simple fact is that the 100th failed attempt proves their dedication and this strength of desire will ensure they succeed at some point in the future. Many people give up on the first attempt, claiming that the challenge is too tough for them and as a result these people barely ever succeed. In order to succeed, there should be an unwavering quality to the desire. In other words, you want it and you will do anything and spend as long as it takes to make this desire a reality.

Ninth Principle: Power of the Master Mind

One of the most important principles, this principle explains that in order to achieve what you desire, you need to align your thought vibrations with similar vibrations which can be achieved by keeping company of likeminded people. By choosing your company wisely, you will be surrounded by the right kind of motivation that will inspire and challenge you. If, instead, you surround yourself with lazy people who tend to slack off, with time you will fall into the same mindset and forego all desires. By surrounding yourself with people who motivate you to reach higher, you will achieve more.

Tenth Principle: Transmutation

Hill explains that we all have a strong energy within us that we use to charm and attract the people we have an interest in. If we gather this energy and use it through creative imagination, we will be able to sound and seem more charming to people. This charm can help us get what we want by convincing people around us, through whom we may be able to achieve what we desire.

Eleventh Principle: The Subconscious Mind

Oftentimes, we truly want something but are limited by our beliefs and not being able to align vibrations in a manner that will help us make the desire a reality. We can control our subconscious mind by controlling

and quieting our conscious mind and instilling the beliefs we want to see reflected in our lives. This is best achieved through meditation because we can truly control and tune into our subconscious. In simple words, our subconscious is the real mastermind that decides what will and will not manifest in our lives.

Twelfth Principle: The Brain

According to research, when our creativity spikes, our subconscious mind reaches a state where it can be programmed comparatively easily which is why we need to be involved in creative tasks that help us get into the right state of the mind. When we repeat affirmations in our conscious mind while allowing ourselves to reach this state of mind through creative visualizations or imaginations, the pictures in our conscious mind are perceived as reality by our subconscious mind.

In simple words, when we visualize something, our subconscious mind cannot differentiate between the scene being a figment of our imagination or actual reality.

Final Principle: The Sixth Sense

This is your intuition or gut feeling and it becomes more profound when you start meditating and tuning into your subconscious mind. Your subconscious mind is your connection with the infinite wisdom of the universe. When we tune into our subconscious, which is in turn tuned into the universe, we get answers to our questions that would otherwise have eluded us. These answers may come to us as hunches or gut feelings and this is why they must not be ignored.

Napoleon Hill, *Think and Grow Rich* (New York: Penguin Group, 1937, 2008).

Zig Ziglar, *See You at The Top* (Gretna, Louisiana: Pelican Publishing Company, Inc., 1975, 1977, 2000).

How do you rate on these 13 Principles? Strengths? Weaknesses? Specific Action Plans for improvement?

THE OPTICS

Actions often speak louder than words, and as leaders we cast a shadow that follows us everywhere we go and can either attract others or cause them to go the other way. Unfortunately, in many cases we're unaware of the message that's being sent by our actions. Take for instance the university president that parks every day in the closest spot with a sign that reads, "Reserved Parking for the President." She only parks there because that's where her predecessor parked before her, unaware of the message that's being sent. Or New Jersey Governor Chris Christie and his family sunbathing on the beach he had just ordered closed to the public due to the government shutdown amid the state budget standoff at the capitol. This optic ended his political career.

Other organizational examples include but not limited to lavish customer entertainment, excessive drinking, executive perks, first class travel, work hours, dress, decision making, automobile choice.

What are your optics? Take this opportunity to list the ones both you individually need to be more aware and your organization.

Personal Optics	Organizational Optics
*	*
*	*
*	*
*	*
*	*
*	*

THE ENERGY BUS

Writer Jon Gordon in his latest book, *The Energy Bus*, offers practical advice and universal themes of positive attitude in the form of a business fable. While usually not a big fan of such fables, this book touched me and receives a great deal of comment during my workshop debriefs. Gordon provides 10 sensible, commonsense rules for approaching life with positive energy.

10 RULES FOR THE RIDE OF YOUR LIFE

1. You're the driver of the bus.
2. Desire, vision and focus move your bus in the right direction.
3. Fuel your ride with positive energy.
4. Invite people on your bus and share your vision for the road ahead.
5. Don't waste your energy on those who don't get on your bus.
6. Post a sign that says, "No energy vampires allowed" on your bus.
7. Enthusiasm attracts more passengers and energizes them during the ride.
8. Love your passengers.
9. Drive with purpose.
10. Have fun and enjoy the ride.

As Gordon writes, "I have witnessed the amazing power of positive energy. . . deep down I know it matters and I know it works." His rules will help you cultivate positive energy in your own life.

Jon Gordon, *The Energy Bus: 10 Rules to Fuel Your Life, Work, and Team with Positive Energy* (Hoboken, New Jersey: John Wiley & Sons, Inc., 2007). www.TheEnergyBus.com

THE ART OF COMMUNICATION AND
BUILDING RAPPORT

I usually start most workshops by telling participants my wife wanted me to relay a message to you before getting started, "Greg sucks at this at home." So what I'm about to share are my thoughts as a communication practitioner but most importantly as someone who has failed miserably at many of these.

Please add to this list.

- Authenticity is a must. If the other person thinks you're faking it, you're worse off than not communicating at all.
- Talk less; ask more questions.
- Use others name throughout the conversation. Bonus: Use their children's names.
- Be brief; spare the excruciating details. If others want more details, they'll ask for them.
- No epistles when texting others. The odds of the other person reading are slim to none. Slim just left the room.
- Same with Voice Mail messages. Be brief.
- No Close Talkers. We all have personal space so please don't invade it.
- No Quiet Talkers. I shouldn't have to strain to hear you.
- No Loud Talkers. If the table next to you gives you a funny look as if to be saying, "Pleasssse!" you may have broken this rule.
- Ask about the other person versus talking about you the entire conversation. Low hanging fruit: "How's your family doing?" "You enjoying your job?" "Tell me more about your trip."
- Personalize your voice mail. Don't waste this opportunity to make an impression.

- Avoid putting anything on social media that could make others feel inferior (exotic vacations, new purchases, perfect kids receiving awards, etc.)
- Please refrain from ending sentences with, "Right?"
- Please refrain from ending sentences with a rising inflection that almost sounds like a question/hesitation but not.
- Please refrain from starting a sentence with "So . . ."
- Stop typing when someone enters your office. If a desk is between you and the other person, walk around and join them (removing the barrier).
- Never, ever, ever embarrass the other person by saying, "You don't remember me do you?"
- If you have the least amount of doubt the other person doesn't remember you, introduce yourself again. They'll probably say, "I know who you are," but do it anyway.
- When nametags are used, place it over the right side of your chest versus the left (where most pockets are) as most are right-handed, reducing the awkward eyes (as you shake hands) moving across your chest if they have indeed forgotten your name and just gotten caught.
- Send handwritten notes.
- Buy personal stationery.
- Use Emoji's. Especially if the meaning of an email could be perceived as curt.
- Avoid One Upping other's stories and experiences.
- Avoid talking about experiences with others when someone in the group may have not been there and/or a member of your clique.
- Avoid cursing.

- Firm handshake. No wimpy ones or death grips.
- Monitor your breath.
- Don't eat with mouth open or make smacking noises while eating.
- Watch grammar. Most folks who have a problem with grammar usually only have it with a few words or issues (subject-verb agreement) and are usually aware of the problem. I Googled "Grammar Problems" and multiple videos popped up. In short, it's easier than ever to correct this problem.
- Monitor your alcohol consumption.
- Never have your photo taken with an alcoholic beverage in hand.
- Diversify. As a social scientist, I regularly observe the same races sitting together during workshops, social gatherings, etc. I sincerely think this phenomenon is unconscious but noticeable nonetheless.
- Speak to be understood; listen to understand.
- Get to the point and avoid rambling.
- Be polite. Thank you and please. . ., please.
- Stories should be short and sweet.
- Don't hold others hostage at social gatherings, meals, etc. and monopolize conversations.
- Dance with the unpopular kid (socialize with that person no one else will or does).
- Don't leave spouses and children out of the conversation.
- "Be Here Now." We've all been with that person that clearly is looking over our shoulder for that other person to enter the room.
- Take that annoying Bluetooth device out of your ear in public!
- If you must take that call, take it outside! No one else wants to hear it.

- Silence or vibrate phones in a meeting! Amazing so many continue to ring in important meetings.
- Limit Shop Talk in social settings.
- Avoid bragging.
- Avoid controversial topics if possible. But if you must, attack issues not people. And, protect the self-esteem of others. If it gets nasty, cut it off!
- Share the Big Guy or Gal with others. Take the senior leader and introduce her or him to others.
- Be careful not to be perceived as Brown Nosing.
- Erase "No problem" from your vocabulary. Replace with "My pleasure."
- Be careful with the word "but." It's real meaning: Disregard all previous information.
- Be the Sail versus the Anchor.
- Be sincerely happy for others. I saw a friend who had stopped drinking and lost 60 pounds. He looked amazing! I couldn't stop telling him how great he looked and how proud I was for him. He literally made my day by how he radiated. I walked away wondering how being that sincerely happy for others is such a rarity. Sure, I may tell someone congratulations on that new job but do I communicate with the same intensity I did with my friend who lost 60 pounds and stopped drinking?
- Leaders don't create more followers; leaders create more leaders.

The Man in the Glass
Peter "Dale" Winbrow, Sr.
(*Apologies for the non-gender inclusive language, copyright 1934.*)

When you get what you want in your struggle for self
And the world makes you king for a day.
Just go to the mirror and look at yourself
And see what that man has to say.

For it isn't your father or mother or wife
Whose judgment upon you must pass
The fellow whose verdict counts most in life
Is the man staring back from the glass.

You may be like Jack Horner and chisel a plum
And think you're a wonderful guy.
But the man in the glass says you're only a bum
If you can't look him straight in the eye.
He's the fellow to please – never mind all the rest,
For he's with you clear to the end.
And you've passed your most dangerous, difficult test
If the man in the glass is your friend.

You may fool the whole world down the pathway of years
And get pats on the back as you pass.
But the final reward will be heartache and tears
If you've cheated the man in the glass.

First published in *The American Magazine, 1934.*

So, what did you see when you look in the mirror? What do you like most? Improvement areas?

Best Version Action Plan		
WHAT	WHO	WHEN

Spread love everywhere you go: First of all, in your own house. Give love to your children, to your spouse/significant other, to the next-door neighbor...Let no one ever come to you without leaving better and happier. Be the living expression of God's kindness; kindness in your face, kindness in your eyes, kindness in your smile, kindness in your warm greeting. — Blessed Mother Teresa of Calcutta

Chapter 8

Setting your Anchor

————

I've boated much of my adult life. I inherited a small fishing boat from a neighbor who was my nautical mentor. My second boat was an 18-foot ski boat, eventually graduating to a 21-foot run-about. While each boat had an anchor, it didn't get much use as the lake where we boated was very deep and throwing an anchor overboard proved pointless. In addition to depth, the bottom of the lake was littered with debris because it had not been cleared before flooding. The intent was to create a source of water for an electric generation plant, only later becoming a source of recreation. After being out of the boating business for several years, my wife and I decided to purchase a 27-foot Cruiser. After getting our new boat in the water, a friend of mine informed me that I didn't have the proper anchor. So, I bought a new anchor, connected it to 150-feet of rope and threw it overboard. I felt it hit the bottom and tied the remaining rope on the nearest cleat.

Settled into a cove several hundred feet from the bank, I turned on the music and stretched out for a little R & R. Just as I closed my eyes, I heard my wife scream, "We're on the bank!" What just happened, I thought. I had

felt the anchor hit bottom and knew I had more than enough rope. I pulled the anchor up, started the engine and cruised back to our original spot. Once again, I dropped anchor and within just a few short minutes, I heard my wife yell, "We're on the bank again!"

A few weeks later, I had a conversation with a friend with much more experience in the boating business than me. After describing my dilemma, my friend asked, "Do you have a chain attached to your anchor?" "A chain?" I asked. "I had what I thought was the proper anchor and 150-feet of new marine-grade rope." My friend explained that without the weight of a few feet of chain, my anchor was never setting. It was simply dangling around the lake floor and never serving its intended purpose.

THE ANCHOR, THE ROPE, THE CHAIN, THE BOTTOM & THE VESSEL

Like many unexpected and seemingly unimportant events, my boating situation can teach us quite a bit about the strategic direction of our organization. The associated metaphors can be the glue for both internalization of key concepts and a valuable tool for sharing these important organizational lessons with others.

THE ANCHOR

When I think of an anchor I think of stability. An anchor is something that keeps us grounded. In an organization, it's our mission and vision. An anchor can be our company values, our history, our culture, and our purpose for existing.

KEY QUESTIONS

1. Do we know the anchors of our organization?
2. Do we think about them on a regular basis?

3. Do they provide the focus needed to serve others?
4. Are our anchors inspirational?
5. Do they ground us?
6. Do we schedule enough time communicating our anchors with employees, customers, investors, and board members?

THE ROPE

The rope connects us to the anchor. Tiny strands bonding together, intertwined, becoming stronger and stronger. From an organizational perspective, it's our employees, our investors, our customers, and our leadership team. The rope represents our policies, procedures, our goals, and objectives. When I purchased the 150-feet of rope for my boat, I remember the salesperson explaining the importance of marine-grade rope. "Not just any rope would do!" he exclaimed.

KEY QUESTIONS

1. Is our organizational rope marine-grade?
2. Do we occasionally lower our standards and cut corners out of convenience, time and budget constraints?
3. How strong is our rope?
4. What kind of job are we doing intertwining individual strands to make our initiatives and key business strategies as strong as possible?
5. Is our rope long enough? Is it attached to the anchor?
6. Are there knots in the form of organizational obstacles in our rope?
7. If so, what are the major causes of organizational knots?
8. Are they easily untangled?

THE CHAIN

The chain sets the anchor. In a sense, the chain is the most important, but often the most overlooked, part of the trio. One might experience moderate success, albeit short-lived, without the chain. When I tossed my anchor without the chain, the weight of the anchor and the calmness of the water gave me an impression of success. But when the winds picked up and the currents changed, we were on the bank. Organizationally, what happens when the winds pick up and the currents change?

The chain includes the empowerment of our employees. It's the power of engagement. It's the trust we have in our employees and they in us. It's the ownership our team feels as a result of having input in the direction of the organization. The chain is the culture we've worked so hard to create, maintain and channel into peak performance. It's our mission, vision, goals, and objectives coming alive. It's teamwork (many strands intertwined) and the sense of appreciation between all team members. It's forgiveness and reconciliation in the workplace. And without the chain, our anchor is simply dangling around the water's floor never serving its intended purpose.

KEY QUESTIONS

1. Does your organization have a chain?
2. What happens when the organizational winds pick up and the currents change?
3. Have you been drifting with the currents of change, or setting a steady course?
4. Have you experienced success in spite of not properly setting your anchor?
5. Can that success be sustained?
6. How much is not having a chain costing your organization; or one that is not strong and appropriately linked?

THE BOTTOM

The major reason I never considered using an anchor during my early boating years was the depth of the lake and the condition of the bottom. The local utility company never envisioned the lake for recreational use. They simply flooded the river creating a water supply for electric generation. The result was rotting trees, barns and other debris just below the surface making for hazardous conditions. Over the years, thousands of boaters have cut their rope after realizing their anchor was tangled in the sunken detritus.

KEY QUESTIONS

1. What does your organizational bottom, your competitive landscape, look like?
2. Depending on what's at the bottom, marine experts recommend different types of anchors.
3. Is the bottom muddy or is it sandy? A rocky bottom or one littered with shipwrecks?
4. Do you consider what's on the bottom before choosing anchors?
5. From a market perspective, do you spend enough time evaluating the waterways before launching your vessel?
6. And when do you know it's time to cut the rope?

THE VESSEL

What's the condition of your vessel, your organization? While we did some due diligence before purchasing our boat, we recently discovered a leak in the fuel tank. Additionally, the mechanic noted a few concerns with our engine. Both issues will prove costly and steal our time away from the lake.

KEY QUESTIONS

1. Should we have done a better job in our due diligence?
2. Did our boat advisors steer us in the right direction?
3. Could these problems have been identified before we decided to purchase?
4. How much will the repairs cost?
5. What preventive maintenance measures should be taken moving forward?
6. What future investments should be made?
7. Should we even be in the boat business?
8. Do we have a rainy-day fund for unexpected expenses?
9. How long will we be out of commission?
10. How much does the time away from the lake really cost?

These setbacks have definitely made our family more cognizant of the condition of our vessel. But most importantly, it has made us more aware of the changes we need to make our journeys both safe and enjoyable. Bon Voyage!

_____

If a picture is worth 1,000 words, then a metaphor is worth 1,000 pictures.

Chapter 9

Conclusion: Welcome to the 15 Percent

———————

Approximately 85 percent of readers only read the first three chapters of a book. The reason is that most authors write to be published versus writing to be read. And while *Healing the Wounds: Forgiveness and Reconciliation* is no *War and Peace*, hopefully I've provided some degree of motivation for you to consider forgiveness and reconciliation as a key issue within your organization. And, perhaps a key issue for you personally. Bottom line, the majority of those that have been hurt and/or have hurt others are not only open to forgiveness and reconciliation, they're seeking it!

FINALIZE ACTION PLANS

So, finalize the Action Plans (Individual, Team & Organization) you started at the beginning of this book, recommitting to follow through with those plans. Like you, I'm a pretty responsible person, but if it doesn't get on an Action Plan, the odds of it getting done are slim to none (Slim just left the building). It could be as simple as sharing this book with someone you need to forgive and reconcile. Or, in your next team meeting, mention forgiveness and reconciliation as an issue that perhaps needs

to be addressed. Consider using *Healing the Wounds: Forgiveness and Reconciliation* as a team building opportunity having each of your associates read and discuss in an upcoming retreat, ending your time together with, "I Seek Your Friendship."

IN CLOSING

Thank you for your time, your openness to the ideas and concepts shared in this book and your consideration for forgiveness and reconciliation being more of an issue in your organization than you had originally imagined. I close in memory of my uncle Jim Catlett who spent his entire career in economic development and job creation. At his funeral, an old country preacher declared the following:

"Here lies a man who was responsible for thousands of jobs recruited to his community. And one of the greatest gifts you can give a man or women is a job."

I feel certain that country preacher would join you and me in agreeing that an equally great gift is *a job where forgiveness and reconciliation is woven into the fabric of that organization's culture and practiced on a regular basis.* May God bless you, your family and your organization.

To your success,

Greg Coker

INDIVIDUAL, TEAM & ORGANIZATION DEVELOPMENT OPPORTUNITIES WITH GREG COKER

Leadership Coaching

My coaching is designed and customized to help successful people achieve positive, lasting behavior change that maximizes individual effectiveness and organizational harmony.

As an author, workshop leader and leadership coach, I help you better understand how our personal approach and the environments in which we operate can often trigger unproductive behaviors. Through simple and practical advice, I can help you achieve and sustain positive behavioral change.

The following **10 Step Process** outlines the fundamentals of the coaching relationship. If you will follow these basic steps, you will achieve positive change!

1. **Determine Desired Behavior.** You cannot be expected to change behavior if you don't have a clear understanding of what the desired behavior looks like.
2. **Determine Key Stakeholders.** Not only do we need to be clear on desired behaviors, we need to be clear on the key stakeholders with whom you will solicit feedback.
3. **Collect Feedback.** I personally interview all key stakeholders to get confidential feedback on your behalf.
4. **Develop Themes** (based on the feedback)**.**
5. **Reach Agreement on *Key Behaviors* for Change.** My approach is pretty simple and focused, generally recommending 1-3 key areas for behavioral change.

6. **Follow-Up with Key Stakeholders.** Follow up with each key stakeholder that provided feedback, collecting additional suggestions on how to improve on the key areas targeted for improvement is paramount.

7. **Develop an *Action Plan.*** I ask that you come back with a plan of what you want to do. My job is to help you get better at what you believe is most important — not to tell you what to change.

8. **Develop an ongoing *Follow-Up* process.** Ongoing follow-up will be very efficient and focused. Within six months, we will conduct a two-to-six item survey with key stakeholders. They will be asked whether you have become more or less effective in the areas targeted for improvement.

9. **Review Results & Determine Next Steps.** We build on your success by determining the logical next steps.

10. **End Formal Coaching Process** (when results have been achieved)**.** My goal is not to create a dependency relationship but rather a lasting friendship with you and a continued resource for your organization.

Healing the Wounds: Forgiveness and Reconciliation in the Workplace Keynote

Most organizations are not reaching optimum levels of performance for numerous reasons, with the *lack of forgiveness and reconciliation among coworkers* ranking at the top of that list. While most employees eventually forgive, they rarely reconcile (true reconciliation, working together again as before the incident) believing reconciliation means resolution (addressing the incident). Forgive and reconcile, but don't discuss the past, is the compelling message Coker delivers with a powerful keynote!

In Healing the Wounds: Forgiveness and Reconciliation in the Workplace, Greg Coker offers a refreshing and firsthand perspective on this unchartered organizational dynamic, while building a convincing case on why forgiveness and reconciliation is indeed a key business issue that today's leaders can no longer afford to ignore.

Audiences will leave more motivated to become the best version of themselves and better equipped with the tools to create a culture of forgiveness and reconciliation within their organization.

Building Cathedrals: The Power of Purpose Keynote

Coker's first book, *Building Cathedrals: The Power of Purpose*, is based on a story that has been told for over 300 years that illustrates the most productive and successful people in life and in business are those of purpose. And while many have heard a version of this apocryphal story, Coker has discovered the origin of this life-changing story to the world's most famous architect, Christopher Wren, who was commissioned to rebuild Saint Paul's Cathedral after the fire of 1666 that devastated London. Coker captivates as he enriches this story dissecting the leadership qualities of Christopher Wren and revisiting the fire of 1666 and its redemptive qualities not only to London but also in our personal and organizational lives as well.

He introduces a powerful metaphor, a Cathedral, as something that adds purpose to our lives and business, that drives our behavior, while encouraging us to not only find our Cathedral, but to help and support others in finding their Cathedral. The Bricklayers in the story provide the backdrop for a rich discussion on employee engagement and the dynamics that occur in modern day organizations. The highlight of the keynote are personal stories of people who are building modern day Cathedrals and those who have experienced personal fires, but like London were able to

come out stronger, quicker, faster. Coker concludes with a list of simple yet powerful examples of how we have the amazing power and the responsibility to touch, inspire and engage others in a deep and meaningful way.

The Hard Facts About the Soft Skills Keynote

Greg Coker's approach to Soft Skills is driven by a laser-like focus on *purpose* and *engagement*. While most Soft Skill programs are singularly focused on basic work skills and way too academic, Coker taps into each participant's innate pursuit for purpose, engagement and the need to contribute. He readily acknowledges the hard or technical skills are the most important and praises workforce developers for the work they're doing in this area. But now more than ever, employers are demanding we prepare employees with the Soft Skills needed for career readiness and workplace success. In his entertaining, inspirational and educational presentation, Coker outlines strategies for career success and individual effectiveness.

Soft Skills Boot Camp

With Soft Skills serving as the foundation for Greg Coker's 25-year training & development career and having been exposed to the best models on personal and organizational effectiveness, he naturally felt a responsibility and a calling to provide a solution to what employers were saying was a very serious problem, "*Employees, new and existing, are lacking the Soft Skills needed for individual and organizational success. Additionally, the lack of Soft Skills is impacting our ability to recruit new business and industry.*"

After hundreds of interviews with employers, employees, economic development professionals, chambers of commerce, local/state government and numerous others, three issues emerged:

1. We haven't defined Soft Skills. Most have a general idea of what is meant by Soft Skills but many lack the specifics needed for improvement, performance feedback/coaching and workforce development.
2. We haven't built the business case for Soft Skills. Specifically, how much do Soft Skills actually benefit local business and industry? How much is the lack of Soft Skills actually costing our community in recruiting new business/industry?
3. Most importantly, we haven't done the best job training employees, local communities, school systems and those responsible for workforce development by providing easy to understand, non-academic and immediately usable tools guaranteed to enhance Soft Skills.

Based on the above issues, this powerful workshop was developed with *three goals:*

1. Define Soft Skills.
2. Build both the business and life case for Soft Skills.
3. Provide easy to understand, non-academic tools that are guaranteed to enhance Soft Skills.

Module 1-The Power of Purpose and Engagement
- Building Cathedrals versus Laying Bricks
- Levels of Engagement
- Reasons for Engagement
- Strategies for Engagement
- It's all about the Relationship

Module 2-Individual Grit
- The Redemptive Qualities of a Fire
- Stress Resistant People
- Perseverance and Determination

Module 3-Communication Excellence

- Self-Disclosure & eliminating Blind Spots
- Communication Style
- Destructive Communication Behaviors under Stress
- Emotional Intelligence

Module 4-Teamwork

- Steps of Team Growth
- Evolution of Peak Performance
- Team Conflict and Resolution
- Team Leadership/Followership

Module 5-Culture and Organizational Dynamics

- Cultural Barriers
- Governance
- Change
- Forgiveness and Reconciliation
- The Unwritten Rules for Succeeding in the Workplace

Module 6-Knocking Your Socks Off Customer Service

- What Customers Want
- Recovery
- Two Basic Customer Needs
- The Customer Report Card
- Buying on Emotion, Justifying with Fact

Module 7-Problem-Solving and Action Planning

- Three Basic Questions
- A Problem-Solving Model
- Creativity
- Project Management
- Facilitation Skills

Module 8-Management & Leadership
- The Differences
- Situational Leadership
- Readiness Levels
- How's My Driving?
- Followership & Leadership

Soft Skills Boot Camps are 100 percent customized to fit your organizational needs, currently offered in both half-day and full-day sessions. The *Soft Skills Field Manual* accompanies each workshop. Customized DVD and an online version are also available. From the front-line to the CEO, Greg Coker's message resonates with and applies to everyone.

The Perryville Battlefield Leadership Experience

A perfect balance between historical significance and modern-day applications to individual leaders, teams and organizations.

The Battle of Perryville was fought on October 8, 1862, in Perryville, Kentucky (Boyle County), and was considered one of the most important and bloodiest battles of the Civil War as well as the largest battle fought in the state of Kentucky. Today, many Civil War battlefields (*Gettysburg, Antietam*) are coupling important lessons from the Civil War, its battles and commanders with modern day applications to organization effectiveness, leadership development and creating a more competitive landscape.

Now for the first time and significantly more affordable and game-changing than other programs, The Perryville Battlefield Leadership Experience is a must in taking your organization to even greater heights. This sacred and solemn site nestled in the beautiful rolling hills of the

Bluegrass is a perfect setting and laboratory for your next retreat.

Your day starts with a through orientation with your workshop leaders Colonel Fred Johnson, USA, (Ret.), a 29-year Army veteran with four combat tours and author of *Five Wars: A Soldier's Journey to Peace* and Greg Coker, former corporate executive, two-time best-selling author and consultant to America's top companies. Following a solemn, thought-provoking and information-packed tour of the battlefield, participants move to a workshop setting where battlefield lessons are applied to organizational dynamics, all guaranteed to enhance organizational excellence after the workshop experience.

> *"I hope to have God on my side, but I must have Kentucky."*
> —Abraham Lincoln

The Emerging Leader Program

This program is specifically designed for those who aspire to and envision in senior leadership positions within your organization. Five sessions are the hallmark of this leadership development program. Each session starts with lunch on Tuesday and concludes Thursday at noon. Traditional classroom learning, networking among fellow leadership participants, high caliber guest speakers, an increased state-wide perspective of challenges/opportunities and industry tours are the five pillars of The Emerging Leader Program. Tuition includes food and transportation during program with participants responsible for room and board and transportation to and from each session.

Topics include:

- The Power of Purpose
- Leadership
- Management (mini-MBA)

- Engagement
- Negotiation
- Stress Management
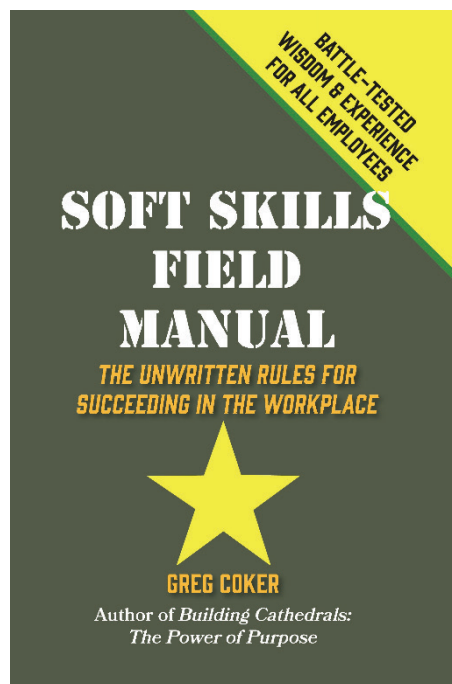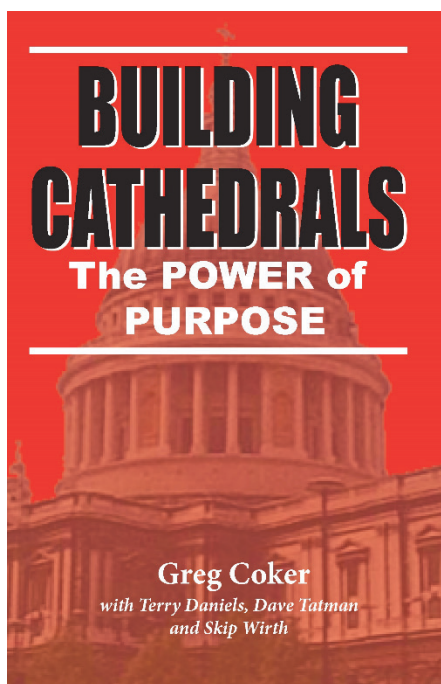- Customer Service
- Strategic Planning

Speakers include:
- Fortune 500 CEOs
- Governors/Political Leaders
- Entrepreneurs
- Government Officials
- Law Enforcement
- Local Leaders

Other Books by Greg Coker

Building Cathedrals: The Power of Purpose
Soft Skills Field Manual, The Unwritten Rules for Succeeding in the
Workplace

In Healing the Wounds: Forgiveness & Reconciliation in the Workplace, **Greg Coker offers a refreshing and firsthand perspective on this unchartered organizational dynamic, while building a convincing case on why forgiveness and reconciliation is indeed a key business issue that today's leaders can no longer afford to ignore.**

And like his two previous best-selling books, Healing the Wounds: Forgiveness & Reconciliation in the Workplace is easy to read and jam-packed with the best models and perspectives on individual, team and organizational effectiveness. Readers will turn each page more motivated to become the best version of themselves and better equipped with the tools to create a culture of forgiveness and reconciliation within their organization.

Considered an expert in human behavior and organization dynamics, Greg Coker is the author of Building Cathedrals: The Power of Purpose and Soft Skills Field Manual. Greg's website is www.gregcokerdevelopment.com; he can be reached at 270.223.8343

Forgiveness is a choice, not an emotion. If you wait until you "feel" like it, you'll likely not do it. And, reconciliation doesnt necessarily mean resolution. Forgive and reconcile but don't discuss the past.