



A Tale of 2 Cultures... “Culture is character at scale.”

Hiding minivans vs. Spending the weekend working on “someone else’s problem”!

Why?

“It was normal. That kind of thing happened all the time.” In other words: *this is how we do it here!*

Dorothy Day often said: “We must make the kind of society where it is easier for people to be good.” Be honest. In your culture, is it easier to hide minivans or press the stop button and miss a production goal? Is it easier to sign up for things that you disagree with or to have the uncomfortable conversation? Do people buy into the budgets, strategies, measurements, vision, hiring decisions, etc. Or is it easier to just go along without buying in? Is it easier to lead or follow? Flip Dorothy Day’s statement: Can you make a culture where it’s hard not to lead, hard not to be creative, hard not to take responsibility?

Where do you hide minivans? (in business)

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Where do you hide minivans? (in your personal leadership and life)

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What will you do about this? Who / what processes can help? Will you go to Gemba (“the real world”) more often? Howard Schultz visited 25 Starbuck’s unannounced every week. Why? To confront reality.

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2 + 2 ≠ 4. In culture and teams, you know this. You’ve experienced it. Reflect on a team/project where 2+2 was significantly greater than 4. What do you think was the magic? Invest time studying this. Bill Campbell (coach to CEOs in Silicon Valley) said he “asked questions and told stories rather than giving advice.” Something this simple can often drive the culture in a completely different direction.

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Pillars – The “Who are you BECOMING?” Framework

Why do most leadership development programs fail? Simple. The **know/do gap**. There’s a massive gap between what we **know** about leadership and what we **do**. There’s a massive gap between what we know about saving for retirement and what we do. The same holds true for being a great parent, spouse, friend, sibling, building relationships with peers at work, maintaining good health, etc! The know/do gap. Think about this: what things do you know you should do more of? Less of? You **know**, don’t you? That’s exactly why I built the Who are you BECOMING? Framework... to help close that gap.

Start by writing down several traits (or skills) that you’d like to build into your life, family, and culture. A year from now, you’d like to be more _____ ... better at _____ ... less _____! It may help to think about people and organizations you admire. What impresses you about them? Don’t wait to be perfect to get started. Write down a few traits. You might end up with dozens. Star a few that would be easy or fun to start with or would make a significant impact on your life, leadership, and culture. **INVITE a peer, friend, family member, or members of your team to join you on this journey.**

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Pick 3 from above. Don’t overthink this. You can revisit and change later. List potential (& preferably simple, repeatable) ways to drive each pillar into your life, organization, & leadership.

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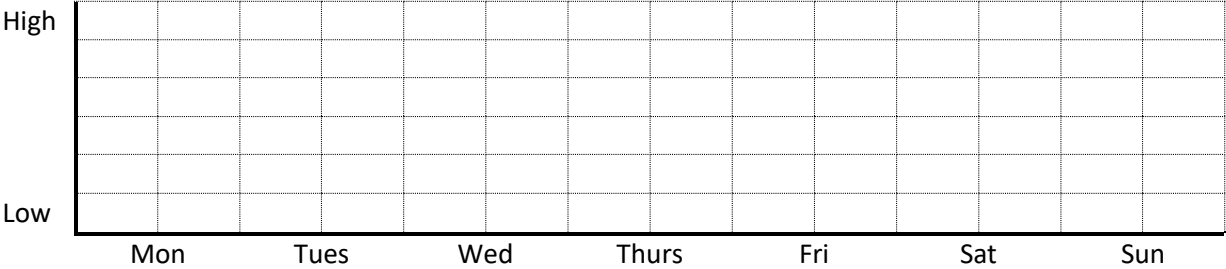
Pillar 2: _____
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Pillar 3: _____
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Pillar Example #1 – Energy

You can't give what you don't have. If your energy is low, how much do you accomplish? If your team's energy is low, how productive are they? What does it take to regain momentum? Track your energy level. Is there a consistent pattern? Do you align your most important and highest potential activities with your highest energy level times? Do you need to make some changes? If you haven't already done so, **INVITE a friend, family member, or co-worker to join you on this journey.**



List some things that flood your life with energy and passion. Jot down at least 5. Can you weave them into your schedule daily? Weekly? Monthly? Annually? Do you need to add a few? Some of mine include travel, touching history, biographies, movies and music that inspire. Put a few in your calendar.

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Discuss this with a friend/mentor. Collect options to sustain or build energy, passion, focus, inspiration.

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Pillar Example #2 – Master the art of letting people know they matter!

Churchill’s note from almost 80 years ago challenges me. Does it challenge you? When was the last time someone described you as a “master at letting people know they matter”? Write down 7 names. How will you let each know that he or she matters? By what date? What words or story will you share?

Person 1: _____ (Date ___ / ___)

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Person 2: _____ (Date ___ / ___)

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Person 3: _____ (Date ___ / ___)

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Person 4: _____ (Date ___ / ___)

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Person 5: _____ (Date ___ / ___)

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Person 6: _____ (Date ___ / ___)

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Person 7: _____ (Date ___ / ___)

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How did it go? Will you continue the practice? How? When? Will you put it in your calendar? How will you hold yourself accountable? Will you extend the practice to people you bump into but don’t know?

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Greatness is 1 sentence

Clare Boothe Luce gave several U.S. presidents the same advice: “Greatness is 1 sentence.” In other words, greatness requires tremendous clarity. Your plate’s full, but who decided what belongs on your plate? We all talk about clarity, yet it’s still incredibly rare! Collect some words or phrases that resonate with you, ideas that might fit in the sentence for your life. Don’t worry about refining now. We’ll get to that. When you think of the person you want to be remembered as, what words or phrases stand out?

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Score yourself on clarity, on a scale of 0 to 10. Be honest. What parts of your life have more clarity? What parts have less? Where do you want to improve?

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Create pockets of clarity. Perhaps start with a few roles/relationships (1 at work, 1 at home, and 1 additional). For example, “As a boss, I will become more _____.” Or “I want my daughters to KNOW that I love them no matter what!” Write a few words that define success in that role today.

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Role:
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Role:
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We followed you with drones!

Imagine that we followed you with drones for the last few weeks. Together we're going to watch the time-lapsed movie of your life. Would it scream: "Clarity. Focus. Simplicity." OR... "Busyness. Complexity. Chaos!" What are your biggest distractions? Look through your texts and emails. Which people help you stay focused? Which do not? Which activities are incredibly worthwhile? Which are not? What will you do about it? Go back to the drone movie – what is in there that you should do more of? Less of? Stop doing entirely? Start doing?

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I recently lost a very close friend. He battled cancer for several years, but was finally told by several doctors: "Get your affairs in order." If you knew you had just 3, 6, or 12 months to live, what would you definitely spend time doing? What would you definitely not waste time doing? For example, a few nights ago my daughters were building a Lego city. I was busy watching some sporting event. If I knew I had 12 months or less to live, that game (and I don't even remember who was playing, let alone who won) would definitely go on the "Don't waste time doing" list.

Definitely spend time doing:

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Definitely don't waste time doing:

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Make Chili

Clarity is a lot like making chili. Decide on just a few items that you will try to live. Like making chili, taste it, add spices, cook a while longer, reheat, taste again... Live with those few phrases/words/ideas and then “reheat” them. Revise them. Get them closer to what you are really looking for. Keep track of your focus and iterations either below or on the previous page.

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Who do you know that seems to lead with clarity? Will you ask about their process for becoming clear?

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What organizations operate with a level of clarity that you admire? How will you learn more about them?

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“If your role models don’t make you positively uncomfortable, maybe you need new role models.”



People haven't heard you till they quote you! John Wooden: "If they didn't learn it, you didn't teach it!"

Do you communicate with clarity? If the people around you aren't quoting you, they probably haven't really heard you. Abe Lincoln's Gettysburg Address was just 10 sentences. The speaker just before Lincoln held the audience spellbound for 2 hours with what is known by many as the "other Gettysburg Address!" But... most people don't even know that speaker's name, let alone what he spoke about. Did Lincoln understand the power of clarity? Take one of your messages from the earlier pages and turn it into a very clear and concise message. Make a 2nd version of the same message. Then a 3rd. And 4th!

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3 ?s – People on your team, in your family, in your company should have clarity around these 3 questions. Do they? 1) What are we doing? 2) Why are we doing it? 3) Where do I fit in? Early in my career, I managed a factory that supplied Toyota. They sent a team to my factory several times each year to help us improve. On one visit, a Toyota executive showed me what I call a *One Sheet*. It's a single piece of paper that clearly summarizes the expectations for each employee. For over a decade, every employee I've hired gets a *One Sheet*. Try to keep the entire *One Sheet* to 5 **or fewer** bullet points. No fine print! Make one for one of your team members. ...and for yourself!

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“Happen to the World!”

Mrs. Male was unique. Have you had a teacher like her? Who are some people in your life who “happen to the world” on a regular basis? What are some lessons you can learn from their lives?

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There’s a big difference between “happening to the world” and letting the “world happen to you.” Describe some situations where you let the world happen to you. For example, some people let the weather, traffic, or a family member happen to their attitude. Sound familiar?

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4/2 Meeting Challenge: Pick 1 meeting. Make it 2x as effective. 2x as engaging. And ½ the time.

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S + R = O [Situation + Response = Outcome] Pick 1 relationship. Pretend you’re 100% responsible for improving that relationship. What things could you do, big or small, to make a significant improvement? Which will you do?

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“The unexamined leader is not worth following.”



Practice Courage: Brave and Daring Day!

One of the greatest lessons from the “Who are you BECOMING Blueprint” is this: when you pick a pillar and stay with it, you find many ways to drive it into your life and culture. Practice courage every single day this week. What could you do if you had your own Brave and Daring Day? You may want to ask some friends, peers, and family what they would do. Write down things that would move life forward and require courage. Just brainstorm and make a big list. (Courage Categories include: Conversations. Goals. Experiences. Adventures. Relationships. Introductions. Business Strategies.) Momentum is powerful. Star a few that you can and will do today. Circle a few that seem like a big deal right now.

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Moments of courage can affect years of our lives. Reflect on moments of courage in your life and the impact those moments have had. Reflect on moments without courage and their impact.

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Practice Courage

Courage is contagious. So is cowardice. Let's keep adding to the list of things you can do to build courage. Post at least 1 thing on our page this week that took courage to do and moved your life forward. Include at least 1 thing you'd try if you knew you couldn't fail. Food for thought:

- Admit a mistake/apologize
- Propose an idea/different approach
- Ask for help
- Email/call a role model
- Say "I'm not sure."
- Change your look
- Increase eye contact
- Let silence make you (or others) uncomfortable
- Ask someone for their opinion
- Share your honest opinion
- Stop doing so you can think about what you're doing
- Make a scare jar (vs swear jar)
- Physical challenge
- Emotional challenge
- Mental challenge
- Encourage someone
- Share an experience that impacted your life
- Speak differently (speed, volume, quantity - get outside your comfort zone)
- Tell a story
- Learn something you think is hard
- Eat somewhere new
- Order something new
- Take the 1st step towards rebuilding a relationship
- Let someone else make a decision/and live with the results
- Ask tough but important questions



Practice Courage

Put a stake in the ground! When's the last time you did that around something important? Examples might include: No emails before breakfast. No technology during important conversations. We're having a date night this week. I'm going to exercise this afternoon. We're taking a trip to _____ with the whole family. Write out a few things that you might want to put a stake in the ground on. Usually 100 stakes is not the best way to start, so think through this. Make a commitment that you'll keep. For example, this month, I will work out for at least 15 minutes every single day. Or, we'll visit a National Park this summer. Or I'll let _____ own that decision (and the results of it, good or bad).

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Is there a dream you've put on hold for too long and it's time to put a stake in the ground around it? For example, when I decided to write my first book, I started telling friends and family... and then audiences at keynotes... that the book would be available by November of that year. Talk about a stake in the ground!

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Practice Courage

No. Say it out loud. “No.” Again. “No.” Louder. “NO.” More emphasis. “NO!!!” I dropped my phone at Stonehenge because I don’t say no to enough things. I let myself get too busy. Do you? Have the courage to say no more often. Have the courage to let your “Yes” mean yes and your “No” mean no. Have the courage to do what you sign up for and to not sign up for things you’ll not do. Write down a few things (I expect that you can list at least 3) that you will start saying no to.

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Yes = Yes. No = No. To live this more frequently, you may need a few strategies or responses for those situations that you don’t handle so smoothly. Map out some strategies for effectively saying no when it is appropriate. This includes saying no to distractions!

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Practice Courage

We lie loudest when we lie to ourselves! You have people in your life who have dramatically shaped the person you are. Think about it. Reflect on this thought: “I would not be the person I am today were it not for the influence of _____.” Each of us needs more people like that in our lives. Commit to finding one more person who meets you where you are but doesn’t let you stay there. A person who will hold you accountable to your potential. A person who will both encourage and challenge you. A person who cares enough to help you look in the mirror. Put a date in the calendar. By that date, you will find another person who will challenge, inspire, encourage you to become who you are capable of becoming. The impact of people who do this is priceless. Get one more in your life. Seek. Find one.

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Some of the best mentors are “Invisible.” Coach John Wooden collected Invisible Mentors. They are mentors we’ll never meet in person. Often, they are mentors from history. Two of Wooden’s invisible mentors were Abe Lincoln and Mother Teresa. He read dozens of books about each of them. They challenged him to become who he was capable of becoming. Who could go on your list of Invisible Mentors? What will you do to start allowing these mentors to have more influence in your life?

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Almost 8 O’Clock

Where ever you are, be there. Be really there. Be real and be there. Be. Really. There. Practice being 100% present for at least 1 conversation every day. Remember deliberate practice: “Get from” the conversations. What went well? What didn’t go so well? Were you 100% present the entire time? When did you disconnect? Did you let something distract you? What will you try differently next time?

Over a decade ago, I decided to practice listening at least once each day. It did NOT go well in the beginning. I like to “nod people on.” Can you relate? I finally decided I’d try to really listen for at least 1 minute. Then I tried for 2 minutes. I would score myself after some conversations. (0 to 10) Give it a try. Then try again!

Conversation 1: _____

Conversation 2: _____

Conversation 3: _____

Conversation 4: _____

Conversation 5: _____

Conversation 6: _____

Conversation 7: _____

