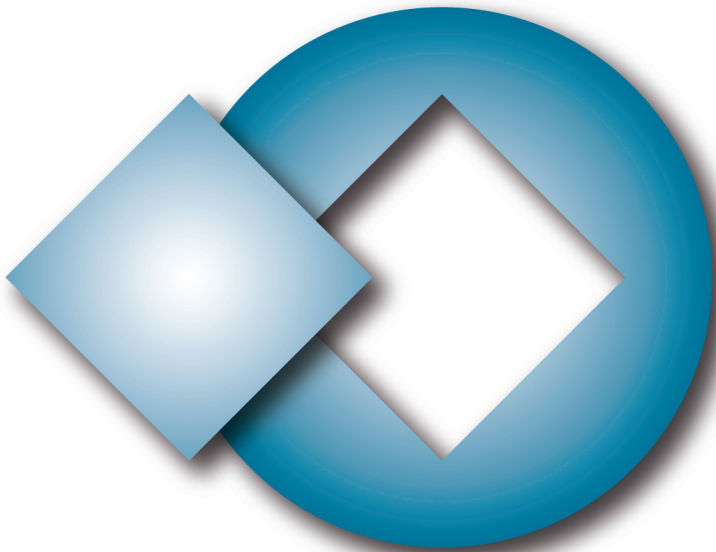


"New results require new thinking.
The Missing Piece in Leadership is a shift
from the 'way it's always been done' to a
'what's possible?' mindset that creates an
endless well of options and opportunities."

Stephen M. R. Covey
author of *The Speed of Trust*

The Missing Piece In Leadership

How to Create the Future You Want



Doug Krug

Foreword and Introduction

Incoming mortars or enemy snipers firing on my convoy are nothing compared to the hazards and obstacles unintentionally created by the ‘not awares’ inside our organizations today at every level.

I’m proud to say I’ve known and closely followed Doug Krug the last 14 years of my recently completed 30 year military career. Doug’s simple, yet powerful insights and practical tools work for everyone... that is, everyone who truly wants to see a positive change in the world we live in.

One of the most humble and humorous experts on leadership, Doug embodies that inspirational leader he writes about, able to catalyze and sustain shifts in thinking to ignite the potential of and bring out the absolute best in every individual or organization he awakens.

Doug’s third book, *The Missing Piece In Leadership*, is a “must have” reminder to keep creating and living in the future we want, instead of the one the ‘not awares’ force us into.

Colonel (Retired) Debra M. Lewis,
former USACE District Commander, Iraq;
Harvard MBA;

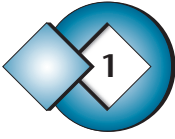
Graduate of first West Point class with women;
CEO Duty, Honor, America Tour (www.DutyHonorAmerica.com)
“Pay Attention to What REALLY Helps Our Veterans, Military & Families”

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My intention is to plant seeds of ideas
and raise doubts about what we believe.
Many of our beliefs are inherited,
not opinions we've thought through.

Vine Deloria
Standing Rock Sioux, friend,
thought leader and author of 27 books



One Question Leadership Assessment

As a leader, when your people see you coming,
when they see your name on their caller ID, or on
an e-mail, do they say, “Oh boy,” or “Oh sh#t?”

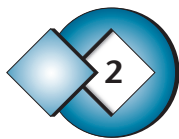
Whatever your answer, it doesn't mean you are either a *good* or *bad* leader. What is important is *awareness* of your own *effectiveness* as a leader.

The real journey of discovery
is not in seeking new lands,
but seeing what has always
been there with new eyes.

Marcel Proust
French Novelist and Philosopher

Management is doing things right;
leadership is doing the right things.

Peter Drucker
Drucker School of Management
Claremont Graduate University
Author of numerous business books



What *Is* Missing in Leadership?

The *Missing Piece in Leadership* is written for those whose job it is to produce results through others. This is my definition of a leader—someone who has a responsibility to produce results through people.

There is nothing new any leader needs to learn to more effectively, even inspirationally, produce more and better results through their people.

Additionally, there is nothing new any team *needs to learn* to produce outstanding results—given the right leadership.

Virtually everyone who reads *The Missing Piece in Leadership* can probably remember a leader they reported to that they couldn't wait to get away from. The reason for not wanting to work for that leader likely had less to do with what they knew and more to do with where they came from—their mindset, and the attitude that mindset created.

What is missing in leadership is the understanding that *effective* and *inspiring* leadership is more a function of where a person *comes from*, their *mindset*, than it is a function of what or how much they know.

**The missing piece in leadership is
the leader's *mindset* or *come from*.**

An effective *mindset* cannot be mandated. Each person's *mindset*, or *come from*, is a compilation of what they've experienced and how they think about and act on those life experiences.

For example, being told in a leadership training class to be more respectful of others doesn't cause someone to suddenly shift their mindset to coming from a place of respect. Shifting a mindset takes an entirely different process than being told how to be a better leader. A mindset shift happens from within each individual person based on perceived benefits.

MICHELLE'S STORY

Michelle, a manager with a public utility, shared the experience of her personal mindset shift. Michelle managed ten field offices. Her responsibilities included visiting each of the field offices for one day every two weeks on a rotating schedule.

She had a similar experience each time she visited a field office. As soon as she walked in the door she was inundated with new problems for her to solve.

On one particular field office visit Michelle's stress level was high. She knew there had to be a better way to handle their problems. She asked herself,

- How can I do this differently?
- What if I don't have to be the one with the solutions?
- What if I *created* the belief that I had to be the one with all of the answers?

After thinking about these questions, Michelle had a flash of inspiration. In that moment she asked the office team if it would be helpful for them to have someone in charge, right there in that office. This would be someone to solve the problems right away, when they first came up.

"Of course!" was the collective and immediate response.

Michelle told them that she couldn't promote anyone, and she couldn't give anyone an increase in pay. She told them that she would be willing to delegate the responsibility to anyone that wanted to volunteer to be the daily *person-in-charge*—someone to handle problems when they came up.

Four out of the ten employees in the office raised their hands. She asked them to work out a rotating schedule amongst themselves.

Michelle repeated this exercise in each field office. Though the numbers were different in each office, the common thread was that at the end of her rotation there was at least one *person-in-charge* in each location.

After setting the *person-in-charge* process in place, three significant things happened:

First, the number of problems she was greeted with when she walked in the door was greatly reduced.

Second, when people began to realize their answers were as good as those of their peers who had volunteered to be in charge for the day, more people wanted to be included as the *person-in-charge*.

The third was that people began to solve more of their own problems. For example: one day Bill was the *person-in-charge*. The very next day, Mary was in charge and a problem came up for Bill. He immediately started to look for Mary to solve his problem. Then it hit him.

If that same problem had come up the day before, he would have been the one to solve it. After asking himself, "What would I do?" he handled it. People began handling more and more of their own problems daily.

Michelle had heard, more than once, that it was important to empower people. She could even make a good argument herself for how important empowerment is. It wasn't until she experienced the benefits of her own shift in thinking that she was truly able to empower her people.

TO REPLACE OR NOT TO REPLACE

Another example of a needed mindset shift in leadership occurred when I received a call from the Vice President of Human Resources for a well-known company. She told me that her CEO wanted to replace the entire executive team over the next few months. This HR leader knew the potential dangers of this and asked for help in dealing with the situation.

I met with the CEO. He agreed to have me spend a week with him and his current leadership team in a retreat setting before acting on his plan to replace his team.

As I facilitated this off-site retreat, the CEO had an “aha” experience. He realized that there were some things he could do differently to bring out the best in each of his executives and that he already had the right team!

A whole new level of trust, cooperation and commitment developed once the leader shifted his own mindset. With that mindset shift, his attitude about his team changed. The team went on to achieve new levels of effectiveness in the following months. All of this happened because the leader chose to make a shift in his own mindset first.

My work in leadership development over the past 20-plus years has provided a laboratory for insights. This laboratory has given me insight into what it takes to achieve and sustain a mindset that produces more and better results with less and less stress and effort.

This learning laboratory includes 15 years as part of the Johns Hopkins University Division of Public Safety Leadership MBA. During this time I taught the Capstone, the last three credit-hours, of a specialized MBA Program.

This also includes having worked with the governor’s cabinets in three states, on the faculty of a number of leadership development programs throughout the federal government and numerous executive teams throughout the public and private sector.

The Missing Piece in Leadership shares the latest insights in the quest for understanding how to achieve the *mindset* or *come from* where creating more and better results with less stress and effort are natural outcomes.

A number of stories are also included to illustrate specific leadership qualities essential for producing more of the desired results quicker and with less stress. Additional stories and case studies are located at our website at www.MissingPieceInLeadership.com.

One more thing, writing a book of this kind was a little tricky. At times I am sharing my own experiences, either of life in general or of my personal leadership experiences. When doing so I refer to myself as “I.” Other times you will see “us” or “we.” This refers to our team’s experience, which may or may not be mine directly.

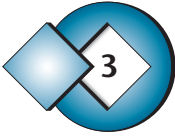
The next chapter begins the exploration of the mindset required to produce more of the outcomes you want.

...institutions must go hand in hand
with the progress of the human mind.
As that becomes more developed,
more enlightened,
as new discoveries are made,
new truths discovered
and manners and opinions change,
with the changes of circumstances,
institutions must advance also
to keep pace with the times.

Thomas Jefferson

A leader's role is
to raise people's aspirations
for what they can become
and to release their energies
so they will try to get there.

David Gergen
Advisor to Presidents Nixon,
Ford, Reagan and Clinton



The Mindset of An Inspiring Leader

The most important trait of effective, inspiring leaders is their *mindset* or *come from*.

The mindsets of those leaders who are effective, inspiring and masterful at producing results include high levels of *awareness*, *mindfulness* and *presence*.

These leaders are:

Aware ...

Of how they are perceiving whatever situation they face.

That most of their people have a high level of expertise in specific areas of their jobs.

That their people have the solutions to most of the issues their teams face.

That the job of a leader is to ask the right kind of questions and listen, support and manage as their team members move them to and beyond their goals and objectives.

Mindful ...

That the answers that people are more likely to listen to and most easily implement are their own.

Of each person's strengths and utilize their people in ways that draw upon those individual strengths.

Presence ...

Having a high enough degree of confidence in themselves to live in the moment.

Coming from *awareness, mindfulness and presence*—we call it *AMP*[™]—isn't a new idea. It's actually reconnecting with, or truly getting back to the basics of how we are—when we are at our best.

In both stories from the previous chapter, the quality of the outcome was greatly improved beginning with enhanced awareness by the leader.

With Michelle and her field offices, the first step in the transformation occurred with the awareness that she thought she had to be the one with all the answers. Mindfulness and presence came into play in the meeting with the first field office. Until then, she was just doing what she thought bosses were supposed to do.

In the second story, the CEO wanted to have his entire executive team replaced. The transformation in thinking began for the CEO as he became conscious of the ways he was contributing to the performance of the people who reported to him.

AMP IN ACTION

Kim Humphrey is a Commander with the Phoenix Police Department. I have known Kim for many years and consider him to be a truly effective, inspired, inspiring leader. Through the years he has demonstrated his awareness, mindfulness and presence—*AMP*—through his ability to make more of the right decisions in a wide variety of situations. This one story offers many examples of the distinctions of truly effective leadership.

This story is about a law enforcement agency. If this approach will work in that militaristic, top down and sometimes cynical environment, imagine how successful it could be in your organization.

The following box contains questions that are meant to help you increase your *AMP*. Take the time to explore your own answers to these

questions and to share the questions with your team. By exploring your team's answers, you will increase their *AMP* as well as yours.

These *AMP* It Up boxes appear throughout the chapters.

AMP It Up



Questions to consider while reading
Commander Humphrey's story:

- *As a leader, what stands out for you?*
- *What similarities do you notice to circumstances you've encountered as a leader?*

KIM'S STORY IN HIS OWN WORDS

Going from an enforcement command assignment with nearly 300 officers to a Public Relations assignment with a staff of mostly civilians, was, needless to say, a dramatic shift. I found myself thrust into a world about which I had little knowledge.

The technical aspects alone of handling an internal television station for police training and information was completely out of my league. As a commander, I felt not only lost, but completely overwhelmed by my lack of understanding of what these people actually did for the department.

However, one thing I realized, having been a commander for the past five years, was that my role was not to know everything. I had come to appreciate the fact that I had to rely on the expertise of the people that worked with me to accomplish the goals set before us, whether it was reducing crime in a poor neighborhood infested with gangs or improving our communications to the media.

I learned about the Bureau's excellent work with the media and our outstanding work on providing training videos and messages from the chief. I was a bit shocked when I heard about something else for which they were responsible.

My feelings about this were somewhat tainted due to my recent personal experience. What I am referring to is the police department's annual awards ceremony. This is an opportunity for the department and the community to thank the police for uncommon bravery and excellence in service during the past year.

Unlike my friend who is in sales, we don't have cash bonuses or vacation trips to give away. Officers are nominated and, if rewarded, receive medals of lifesaving, performing lifesaving CPR or other similar deeds leading to medals for valor. These represent bravery above and beyond, where they put their life on the line to save others.

The ultimate medal is given to surviving family members when an officer sacrifices his or her life in the line of duty. One would assume this would be an incredible celebration, where officers and their families were recognized and there was pride in wearing the uniform.

This is essentially the ultimate opportunity to serve and do something above and beyond what was expected and be recognized for those extraordinary efforts.

Unfortunately, my mind immediately reflected back on the last such ceremony I had attended. A couple of officers in my precinct were being awarded and I went in support. I arrived at a nice venue, a theatre in the downtown area.

As I walked in to the event I was somewhat surprised. First, the refreshments consisted of small cookies on platters and small Dixie cups with punch. I thought the budget for this must be small.

Then I entered the theatre to find my options for seating were unlimited. Essentially the place was nearly empty. I knew there had to be at least 75-100 officers receiving awards, so where were their families? Where were their friends?

For that matter, where were all the officers slated to receive the awards? The event was held at night to accommodate families and some were there, but clearly not many.

As the ceremony started, it became clear that many of the awardees were not even present to receive their award. As I sat there feeling sorry

for those that were there to be awarded, I couldn't help but think how sad it was that this was not well attended.

It felt like no one seemed to care about what these courageous individuals had done for their community, for their department, for their fellow officers. I knew this wasn't true, but for some reason the ceremony had lost its luster; something was different.

As this memory faded from my mind and I was drawn back into the reality of the moment, I was now leading the team of 35 people who were responsible for that event; this was my new team.

What had happened to get them to the point where this event became so routine that they did not step back and realize what was happening? Knowing we would have to start soon to plan the next year's event, I stored these thoughts away for an upcoming planning meeting.

As people filed into the meeting to discuss the planning for the award ceremony, I noticed immediately they didn't seem interested in this particular topic. I would even go so far as to say, they looked like they really would rather be anywhere else.

Clearly this was not their favorite thing to do. As I started, I asked a few basic questions, like who was responsible overall, and how they divided up the work. The responses only further confirmed what I sensed.

This was something they **HAD** to do—not something they **WANTED** to do.

They looked at this as a necessary evil that was perpetually forcing them to do a significant amount of work that they really had little interest in.

I carefully expressed my experience at the last event. This included weaving my thoughts about the last ceremony into a relatively soft criticism that would hopefully get them to realize what I had concluded; that this event had really lost its sense of what it was all about.

Their reactions to my soft criticism were quick. As soon as I started to explain how disappointed I was that they did not have anything other than punch and cookies, they immediately fired back.

The first round from several individuals revolved around the fact that they have a minimal budget for this, that the event is a significant amount of work, that no one really appreciates them and that frankly, they just do what they have to because it's a requirement. They would prefer someone else took on the duties and would really prefer to never have to do another one again.

As I listened to them express their frustration, the one common theme heard over and over was why and how we "can't" do it any other way. It was either:

We can't do anything extravagant because we have no money;

We can't get carried away because we have a small group;

We can't do something big with no resources;

We can't get any support to do it any other way;

Or; we can't do anything different because we are following policy on how to do the ceremony.

As I listened, I knew internally that these were really just excuses, but their tone suggested they really were not even interested in doing it differently, even if I answered all their excuses.

Sensing this was not the right approach, I decided to ask a different question. "What is the goal (the point) of having this ceremony?"

At first they didn't really seem engaged and pointed out that we have a policy that says we do ceremonies. I emphasized that I was trying to get at the meaning behind the ceremony. "Why do we have any kind of ceremony at all?"

This time the answers seemed to flow in the direction I was hoping:

To celebrate the great things officers did during the year.

To recognize and reward our officers for their bravery and courage.

To recognize our officers and show them how proud we and the community are of them for what they did.

As these comments started to flow, I captured their thoughts on the white board. The result was:

To celebrate the bravery, courage and extraordinary work of our officers so they and our community feel proud of their service.

I then read it back to them and rephrased my original question about the last ceremony. “So, do you think that was accomplished at the last award ceremony?” This time the answers came back quickly with, ‘No, not really.’”

A number of heads nodded in agreement. Seeing this opportunity, I then asked, “Then what can we do to change that—what can we do to make that statement (on the white board) a reality?”

I would like to say the positive responses started to roll at that point, but they almost immediately began with statements to the effect that it would be nice but we can’t do this or we can’t do that.

Again, realizing I needed to reframe their context, I had an epiphany. Before I even thought it through, I blurted out, “You know what, we need to drop this word ‘can’t.’ From now on we are going to be known as **The Bureau Who Took The ‘t’ Out Of Can’t.**”

No sooner than I said it—I realized how ridiculous that sounded. The smiles on their faces only reinforced that that line was probably on the top of someone’s list for the corniest slogans they ever heard.

This was again reinforced when the meeting was over and I found a poster size sheet of paper plastered on the wall outside my office which read, “Public Affairs Bureau,” across the top. Below it, it was inscribed, “The bureau that takes the ‘t’ out of can’t.” Under this, in giant letters was the word “CAN’T” with the universal circle and slash mark through the “T”.

I know it was corny, but the point was made. Almost immediately, our meeting had a different tone, people that started to say “We can’t...” were cut off by their peers and reminded, usually in a humorous way, that we can’t use the word “can’t”!

I invited them to toss out the past and just be as creative as they wanted to in planning; essentially, the sky is the limit. Of course as they started brainstorming all these new ideas, I have to admit I didn’t expect some of what I was hearing, essentially, I wasn’t sure that what they suggested was even possible.

By way of example, they had an idea, that they would contact all the local news anchors. The idea was to ask them to create a video on their local news set, with the anchors “reading” the story of the officer’s actions that led to the award. In other words, the video would appear to be a news cast in which the local anchor was telling the deeds of the officer as if it were part of the local news.

They envisioned the anchor saying,

On May 5th, Officers Johnson and Ramirez were on routine patrol when one of them noticed an apartment on fire. The officers immediately responded, banged on the door as they were being told children were trapped inside.

The officers knocked down the door, and with no safety equipment entered the fully engulfed apartment.

Seconds later they emerged from the smoke carrying two small children. They then performed CPR on each. The actions of these officers saved the lives of these children and Officers Johnson and Ramirez are receiving the medal of lifesaving in keeping with the highest standards of the Phoenix Police Department.

The team also suggested that these videos be downloaded into a computer. Then on the evening of the annual award ceremony we have multiple large screens and projection video booths that officers and their families could walk into.

Once inside a booth, an attendant would ask their name and then as their family and friends stood by, show this video clip.

This was just their idea of what to do during the reception before the actual ceremony began. They wanted to have a specific theme that the entire night revolved around, with all the decorations and ceremony based on that theme. They wanted to have celebrities, live at the event, giving out the awards rather than having a department executive read off the awards.

They wanted to have entertainment during the reception, such as live music and other entertainment for children of officers; like puppets or a magician that just walked the crowd. They wanted to have the event in the Orpheum Theatre which is attached to our new City Hall building.

This beautifully restored building holds 1200 people and is a significant attraction just for its setting. As this list of what they wanted to do began to grow, I realized that once their creativity had been unleashed, they had become more and more excited about the event.

They spent several months planning and working to make their event a reality. The invitations were over the top attractive, they personally called every award recipient and encouraged their attendance and before the event we had nearly 300 confirmed recipients, over 95 percent of all the awardees acknowledging their desire to attend.

My job in all of this was to facilitate, to help them get the resources needed and frankly to stay out of their way when it came to the creative aspects of the event. One fear I had was definitely that of failure—failure in the sense that no one came to the event; failure in the sense that the employees didn't like the event; and, failure in the sense that the work being done by these folks would go unnoticed and unappreciated.

As the day drew closer, the many creative ideas seemed to becoming more of a reality. On the day of the event, I woke up at about 6:30 a.m., knowing it was going to be a long day. The event didn't start until 5 p.m. that night, but surely the team would want to get down to the Orpheum and City Hall to ensure all was ready.

However, the phone call at 7 a.m. from our lead secretary was somewhat of a surprise. When I answered, she simply said, "Where are you?"

"At home, getting ready for work," was my instant reply, wondering why this was important.

She immediately replied, "Well, we are all here and we were just wondering when you would be here."

I was not sure I heard her correctly, I asked, "You are all where?"

She said, "At work, setting things up, getting it ready."

I didn't recall us making plans to get there that early—and, I had no expectations that people would spend this much time on this. She joked that they had all decided they had to get there early and be sure it all got done, and she just wondered why I didn't show up.

This good natured attitude was part of this entire experience so far that had made me proud to work with these people. Now it was evident, they had taken ownership, I wasn't directing, I had not told them when to come in, but they had decided it was critical to get there and be sure all went well.

After I arrived, I saw what could only be described as an amazing effort of teamwork and cooperation as they worked so hard to put their plans into the reality they had envisioned. The decorations were going up all over, a stage was set for musicians, the caterer was putting up food stations in every conceivable corner of the hall.

The video crew was testing the large screens and the computers with all the video clips. Later, celebrities began to show up. Joe Garigiola, Miss Arizona, Bill Keane (cartoonist, *Family Circle*) among others. They had agreed to show up before the actual ceremony at the reception and just mingle with crowd.

The reception was held in our City Hall atrium, which is attached to the historic Orpheum theatre. It featured the video kiosks, the food, the celebrities mingling, and live music among many other aspects.

I noticed people were arriving early, a dozen or so people had showed up before it was all set up. I saw a few families, kids with their mother, or father wearing a uniform, looking excited about this opportunity to see their parents receive an award.

Unfortunately, with all the logistics, I really could not hang around and see how the reception was going. I needed to divert my attention to the Orpheum and ensure the formal aspects of the ceremony were ready.

Of course, we realized we had forgotten the medals back at headquarters and someone was running back to get them; the celebrities were

not showing up where they were supposed to be; and a myriad of other logistical nightmares were taking place.

I noticed the details seemed to work out, everyone seemed to be pitching in, no job was a job beneath anyone. I saw individuals assigned to do one aspect, jump in and help others. It was truly amazing to see this group come together and put all their plans into action.

As I worked back stage behind the curtains, I heard the loud speaker in the theatre. What I would describe as a “pre-recorded” voice came over the system, asking people to please move to the center of the isles to make it easier for those coming in to find seats. I didn’t remember asking the theatre crew to do this and then it occurred to me that it was probably just a pre-recorded message they play at all events.

However, after I heard it again, I decided to take a look from behind the curtain. To say I was shocked is an understatement. The reason this message was being broadcast was because there were hardly any seats available and there were crowds in the isles looking to find a place to go. I looked up and the balcony, which was not supposed to be opened, was now filling up as the theatre had decided they had to do something to handle the crowd. The theatre was FULL.

The ceremony itself was just as the team had envisioned. The celebrities did a wonderful job of showing appreciation for the work of the officers, the video tributes were outstanding, from the prerecorded message from Senator John McCain in Washington, DC, to the survivors of the officers who had lost their lives in the line of duty.

It was difficult even for our staff to keep their composure as the widows walked up and accepted the awards from the Chief. It seemed like before we started we were rolling a video tribute at the end of the ceremony that no doubt left hardly a dry eye in the house.

There was a significant sigh of relief two hours later when the curtain closed and the announcer said, “Good night.” All of that work, all of those hours, the sheer exhaustion on the looks of the team said it all.

We made it without any major problems. We really had no time to reflect on the event. As people were leaving, we began the arduous

work of cleaning up and breaking down. The entire crew stayed, the last of our “stuff” was packed and we drove it a few blocks to headquarters to our office. As we unloaded just before midnight, it was hard to imagine this 16 to 18 hour day.

As we unloaded the last few boxes, I stopped in my office and noticed the flashing light on my phone signifying I had a message. I thought it odd, considering I checked the messages right before the event in case we had any last minute issues that someone was trying to get a hold of us.

So who would call after hours? I normally would have just left it until the following Monday morning; I was ready to collapse, but I went and played back the message.

The person on the line identified themselves as a family member of an officer that had received an award that night. They simply said, they had just come from the award ceremony and they had an incredible night and wanted to thank whoever was responsible for the event. As the message closed out, I thought how nice it was for someone to immediately call and leave the message but my thoughts were interrupted as apparently there was another message.

This one was from an officer, who said he had never been to an award ceremony, but he went tonight and had to call and say thank you to all the people who worked on the event. He went on to say that he had never felt more proud to be a Phoenix Police Officer.

To my surprise there were about a dozen of these messages on my machine. These included my supervisor thanking us, family members, other officers, all stating that it was an incredible event. Some talked about specific aspects, others just praised the entire evening and talked about how it was the best ceremony they had ever attended.

As I drove home, I could not help but feel pride for this team, the team that started off with a hundred reasons why this type of event could not be done, had pulled off an amazing event that some will never forget. I reflected back on the vision statement, the overall goal they had defined and realized that it had been done.

To celebrate the bravery, courage and extraordinary work of our officers so they and our community feel proud of their service.

Anyone who was there, had to have felt proud for the department, their city, their family member, their friend. They walked away knowing they were appreciated and valued for their sacrifices and incredible work.

The weekend was a perfect break both physically and mentally for all of the team that had worked so hard to make this a reality. As Monday rolled around, I found myself at work, with a need to say thank you for all their hard work. And, to remind them that what they had done had made such a significant impact on the lives of the people that had attended.

As the team all gathered in that same room we had when I came on board, I tried to think of something profound to say and to thank them. However, just before we gathered together, I had decided on a different approach. I looked around the room and said, "I just wanted to get everyone together now that the job was done, and rather than say anything, I want you to listen to something."

I had taped the voice mails, which at this time had grown significantly over the weekend, I had copies of the numerous emails I received, and rather than say another word, I just pressed play. Then I sat back and let them feel what I had felt for them.

One by one the messages threw praise at their efforts, some very emotional but all with the same feeling, the night was not only a success, but it had touched people in a way that many would never forget.

I assumed by the end of that experience they would rather set this issue aside for awhile, but no sooner than we were about to close out this meeting, someone said, "You know, it has to be bigger and better next year!" And, it was.

...

Commander Humphrey quickly created the shift in thinking essential to produce a highly successful outcome. His story is an example of what is possible when a leader operates from a high level of *AMP* (*awareness, mindfulness and presence*).

Humphrey accomplished all of this with the same people and no additional organizational budget or resources. A large part of what Humphrey and his team created was community involvement and donations. When they stopped thinking it couldn't be done, they discovered a lot of outside support. Far too often lack of resources is an excuse, more than it is a reason something can't be done. Leadership is about achieving the goals and objectives with the team you have to work with.

AMP It Up

Review the two questions asked at the beginning of this chapter:

As a leader, what stands out for you?

What similarities did you notice to circumstances you've encountered as a leader?

Also consider:

What's one thing you might do differently after reading Humphrey's story?

What are the similarities in his story with a situation you have faced?

What did you notice about how Kim used questions?

The next chapter continues the exploration of effective, inspiring leadership, including my personal wake-up call.

My job was to create the climate
that enabled people to
unleash their potential.
Given the right environment,
there are few limits to
what people can accomplish.

Captain D. Michael Abrashoff,
Former Commander USS Benfold
Author, *It's Your Ship* and *It's Our Ship*

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Daniel Pink

Author, *Drive* and *A Whole New Mind*

AMP Press



ISBN-13: 978-1-885331-40-3



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