

LEADING WITH HEART

Five Conversations that
Unlock Creativity, Purpose,
and Results

JOHN BAIRD AND EDWARD SULLIVAN



**HARPER
BUSINESS**

An Imprint of HarperCollinsPublishers

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FIRST EDITION

Library of Congress Cataloging-in-Publication Data has been applied for.

ISBN 978-0-06-305293-2

22 23 24 25 26 LSC 10 9 8 7 6 5 4 3 2 1

INTRODUCTION

A Little Heart Makes a Big Difference

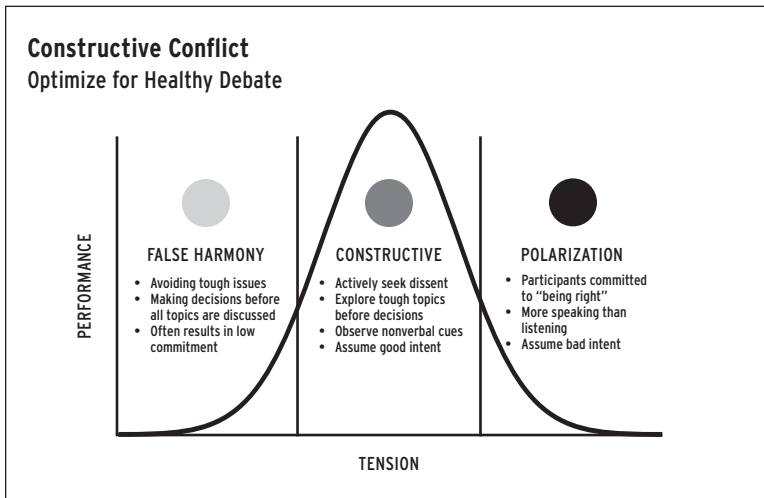
CHARACTERISTICS AND OUTCOMES

HEART-LED COMPANIES	FEAR-LED COMPANIES
Lower turnover	Higher turnover
Decentralized decision-making	Inefficient overreliance on authority
Employees feel empowered to take smart risks and experiment	Risk avoidance and little experimentation and innovation
Healthy and constructive creative conflict	Absence of conflict and/or toxic backstabbing and secrecy
Rigorous debate and truth-seeking in meetings	Awkward silence and approval-seeking in meetings
Strategic alignment	Competing priorities
Sharing of resources to support company goals	Hoarding of resources to support departmental goals
Seamless flow of crucial information leading to early problem detection	Withholding of crucial information leading to unnecessary crises

2

WHAT FEARS ARE HOLDING YOU BACK?

Leading with the Right Amount of Fear



The Leadership Fear Archetypes

FEAR RESPONSE	ARCHETYPE	CORE FEAR	“TELL” BEHAVIOR
FREEZE	Perfectionist	Fear of getting it wrong	Chronic indecision & nitpicking
FLIGHT	People pleaser	Fear of not belonging or being accepted	Conflict avoidance & craving consensus
FIGHT	Impostor	Fear of being seen as incompetent	Arrogance, anger & irritability

Making Fear Your Ally

NAMING MY FEAR

My fear: I am a perfectionist, and I have let my perfectionist behaviors negatively impact the performance of the team and the organization. These behaviors have caused us to continually miss launch deadlines, resulting in poor bottom-line performance of the company.	
My goal: To avoid analysis paralysis and commit to making decisions more quickly.	
STOP-START-CONTINUE BEHAVIORS	
STOP	<ul style="list-style-type: none">• Overanalyzing and trying to make everything perfect• Having unnecessary meetings
START	<ul style="list-style-type: none">• Assigning other team members to drive for closure on decisions sooner• Limiting the debate time on issues
CONTINUE	<ul style="list-style-type: none">• To make quality decisions while getting product out more quickly• Support each other after tough debate

Seeing and Working with the Fears of Others

WHAT IT LOOKS LIKE ...	WHAT MIGHT BE GOING ON ...
Colleague cuts you out of meetings.	FIGHT or FLIGHT: Colleague might be feeling competitive and is experiencing a fear of being outshone by you.
Colleague redoes your work.	FIGHT: Colleague is fearful of making mistakes and feels a compulsive need to make everything 5 percent better.
Direct report continuously does subpar or late work.	FREEZE: Direct report is so battered by stress and nitpicking that she no longer tries.
Direct report surprises you with negative feedback in your performance review.	FLIGHT: Direct report does not feel safe enough to address his concerns with you and feigns agreement and trust.
Boss makes lots of last-minute and unreasonable demands.	FIGHT: Boss is triggered by the pace and stress of the job and can no longer think long-term, tries to control everything.
Boss gives terse feedback and always seems irritated with you.	FIGHT: Boss is triggered by feeling unqualified for the job and externalizes that impostor syndrome onto you.

3

WHAT DESIRES DRIVE YOU, AND WHICH MIGHT DERAIL YOU?

What Is Desire?

BEHAVIORS THAT TELL US WHEN OUR DESIRES ARE MOTIVATING OR DERAILING

DESIRE	MOTIVATING	DERAILING
ACCEPTANCE AND LOVE	<ul style="list-style-type: none">• Responding well to feedback• Expressing gratitude• Showing generosity of spirit• Demonstrating healthy sexual boundaries• Focusing on the team	<ul style="list-style-type: none">• Constantly seeking feedback and credit• Hoarding information or budget• Demonstrating unhealthy sexual boundaries• Focusing on self

**BEHAVIORS THAT TELL US WHEN OUR DESIRES
ARE MOTIVATING OR DERAILING (CONTINUED)**

DESIRE	MOTIVATING	DERAILING
COMPETITION	<ul style="list-style-type: none"> • Commitment to excellence • Being intrinsically motivated to be the best • Focus on efficiency • Creativity and innovation 	<ul style="list-style-type: none"> • Irritability and a tendency to criticize • Morally ambiguous decision-making • Obsessive focus on rivals
CURIOSITY AND LEARNING	<ul style="list-style-type: none"> • Delegation of decisions • Openness to new ideas • Creativity and innovation 	<ul style="list-style-type: none"> • Inability to delegate • Creative chaos • Systemic indecision
POWER AND STATUS	<ul style="list-style-type: none"> • Focusing on getting things done • Mentoring and coaching • Being willing to get hands dirty • Making respectful requests of team 	<ul style="list-style-type: none"> • Focusing on titles and perks • Giving orders and overdelegating • Behaving as if “above” some tasks • Making unreasonable requests of team
SERVICE AND JUSTICE	<ul style="list-style-type: none"> • Using language of inclusion • Being open to dialogue • Embracing science and data 	<ul style="list-style-type: none"> • Using language of exclusion • Focused more on being right, than doing what's right • Embracing fringe theories

NOTES

Introduction

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