

Note-Taking Handout

The Twelve Core Action Values

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Values Coach Inc.™

Transforming People through the Power of Values

Transforming Organizations through the Power of People™

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These are *your* values

The Twelve Core Action Values already are your values. I know that because these are universal and eternal values that have been (and continue to be) honored in every culture in the world. The challenge, of course, is to make these values real in your work and in your life. Without action, values — no matter how noble-sounding — are just good intentions, words on the wall. In this course, we'll look at ways to put *action* into your values. Each of the twelve core values we will cover is built upon four cornerstones.

A core value is a deeply held personal philosophy that guides how you think, how you set goals and priorities, how you make decisions, how you build relationships, and how you manage conflict.

The Twelve Core Action Values

And the Cornerstones that Put Action into those Values

Laying a Solid Foundation

The first six Core Action Values and associated cornerstones develop inner strength of character.

1. Authenticity

Self Awareness
Self Mastery
Self Belief
Self Truth

2. Integrity

Honesty
Reliability
Humility
Stewardship

3. Awareness

Mindfulness
Objectivity
Empathy
Reflection

4. Courage

Confrontation
Transformation
Action
Connection

5. Perseverance

Preparation
Perspective
Toughness
Learning

6. Faith

Gratitude
Forgiveness
Love
Spirituality

Taking Effective Action

The second six Core Action Values and associated cornerstones catalyze action and contribution.

7. Purpose

Aspiration
Intentionality
Selflessness
Balance

8. Vision

Attention
Imagination
Articulation
Belief

9. Focus

Target
Concentration
Speed
Momentum

10. Enthusiasm

Attitude
Energy
Curiosity
Humor

11. Service

Helpfulness
Charity
Compassion
Renewal

12. Leadership

Expectations
Example
Encouragement
Celebration

The Twelve Core Action Values

Laying a Solid Foundation: Core Action Values 1-6

Core Action Value #1, Authenticity

Core Action Value #2, Integrity

Core Action Value #3, Awareness

Core Action Value #4, Courage

Core Action Value #5, Perseverance

Core Action Value #6, Faith

Core Action Value #1 is Authenticity

The greatest triumph of the human spirit is to become the unique and special person you were meant to be; the greatest tragedy is to successfully pretend to be someone else.

Cornerstone #1, Self-Awareness: Use internal observation and external feedback to uncover your truest strengths and passions and the “meant to be” you.

Cornerstone #2, Self-Mastery: Stay out of the *Iron Triangle of False Personality* – manage your emotions, keep your ego out of the way, and pursue only authentic ambitions.

Cornerstone #3, Self-Belief: Work to strengthen each level of the Pyramid of Self-Belief: Self-Concept, Self-Image, Self-Awareness, and Self-Confidence.

Cornerstone #4, Self-Truth: Use Direction Deflection Questions™ to guide your attitudes and your actions to come closer to your best self in every dimension of your life.

“We come into this world with a specific, personal destiny. We have a job to do, a calling to enact, a self to become. We are who we are from the cradle, and we’re stuck with it. Our job in this lifetime is not to shape ourselves into some ideal we imagine we ought to be, but to find out who we already are and become it.”

Steven Pressfield: *The War of Art: Winning the Inner Creative Battle*

Core Action Value #1: Authenticity

Cornerstone 1: Self-Awareness

- Know who you are not
 - ◆ The roles you play
 - ◆ Your thoughts, moods, and emotions
 - ◆ What other people think of you
 - ◆ Your past
- Discover and develop strengths and passions
- Make time to think and reflect
- Recognize your dark side
- Keep a journal, talk to the you of the future, and do a 360-degree self assessment

Cornerstone 2: Self-Mastery

- Escape the Iron Triangle of False Personality
 - ◆ Ego
 - ◆ Emotion
 - ◆ Ambition
- Discipline yourself against impulsivity
- Ask yourself, “who’s talking?”
- Tough love yourself

Cornerstone 3: Self-Belief

- The only empowerment is self-empowerment
- Build on the four levels of the pyramid:
 - ◆ Self-concept
 - ◆ Self-image
 - ◆ Self-esteem
 - ◆ Self-confidence
- Self-belief is not arrogance
- Overrule your inner critic
- Look into the funhouse mirror

Cornerstone 4: Self-Truth

- Give yourself time and space for reflection
- Be who you say you are and pay the price
- The paradox of authenticity

Core Action Value #2 is Integrity

Without integrity, short-term winners inevitably become long-term losers. Integrity is the foundation of trust and respect.

Cornerstone #1, Honesty: Be absolutely honest – especially with yourself. Genuine honesty is more than just not telling lies – it is living the truth.

Cornerstone #2, Reliability: Do what you say you're going to do, when you say you're going to do it, and do it to the best of your ability.

Cornerstone #3, Humility: Virtually every failure of integrity begins with arrogance on the part of those responsible; humility is an essential ingredient of effective leadership.

Cornerstone #4, Stewardship: Honor the obligation to be a good steward of your own resources, the resources of your organization, and of the fragile world in which we live.

“Integrity is never painless. It requires that we let matters rub up against each other, that we fully experience the tension of conflicting needs, demands, and interests, that we even be emotionally torn apart by them...It does not seek to avoid conflict, but to reconcile it.”

M. Scott Peck: *The Different Drum*

Core Action Value #2: Integrity

Cornerstone 1: Honesty

- Be honest and tell the truth
- Avoid people of questionable character and seek out people of positive character
- Admit your mistakes, make good on them
- Don't sugarcoat the truth
- Know when to be tactful and compassionate
- Fear-driven management violates integrity

Cornerstone 2: Reliability

- Do what you say you're going to do
- Develop strength before being tested
- Keep your promises and meet commitments
- Be consistent where it counts
- Hold others accountable for their promises
- Know when to disobey and when to tolerate it

Cornerstone 3: Humility

- How the environment influences you, often without your awareness
- Look past uniforms and business cards
- Be open to constructive criticism and welcome bearers of bad news
- Accept responsibility without guilt
- Keep things simple
- Appreciate the vast mystery of space and time

Cornerstone 4: Stewardship

- We don't own the earth
- Managing personal resources
- Stewardship of organizational resources
- Environmental stewardship

Core Action Value #3 is Awareness

If you're not enjoying the journey, the destination will be a disappointment.

Cornerstone #1, Mindfulness: Inner awareness underlies “the miracle of mindfulness” and “the peace of God that passes all understanding” in the world’s scriptural literature.

Cornerstone #2, Objectivity: See the world as it really is, not as it used to be, as you wish it were, or as you fear it might be.

Cornerstone #3, Empathy: The ability to read another person’s emotions, and to put yourself into their shoes, is the highest form of emotional intelligence.

Cornerstone #4, Reflection: Make sure to make time for yourself – for asking yourself the important questions, and for observing the dominating patterns in your life.

“We resonate with one another’s sorrows because we are interconnected. Being whole and simultaneously part of a larger whole, we can change the world simply by changing ourselves. If I become a center of love and kindness in this moment, then in a perhaps small but hardly insignificant way, the world now has a nucleus of love and kindness it lacked the moment before. This benefits me and it benefits others.”

Jon Kabat-Zinn: *Wherever You Go There You Are*

Core Action Value #3: Awareness

Cornerstone 1: Mindfulness

- All emotional distress springs from a failure of mindfulness
- Learn from the past, plan for the future, but live in the present
- Be today, see tomorrow
- Mindfulness, meditation and breathing
- Be more of the world, not less
- Manage machines, lead people

Cornerstone 2: Objectivity

- See the world as it really is — not as it used to be, as you fear it might become, or as you wish it were
- See yourself as others see you
- Be aware of your vulnerabilities
- Do not over or underestimate a problem
- Distinguish between intuition and gut feel
- Avoid labels, stereotypes, first impressions

Cornerstone 3: Empathy

- Empathy is not sympathy or commiseration
- A key dimension of emotional intelligence: “social radar”
- Walk in other’s shoes
- Playing the “reporter” game

Cornerstone 4: Reflection

- Losing yourself to find yourself
- The power of silence and solitude
- Take time for strategic laziness
- Letting go of the need to control
- The power of prayer
- Transcend attachments to gain freedom
- Success is not always “more”

Core Action Value #4 is Courage

Fear is a natural, hardwired human emotion. You cannot conquer fear; you cannot drive it out of the workplace. The secret is to make fear your ally and not allow it to be your enemy.

Cornerstone #1, Confrontation: Distinguish between anxiety, fear and worry. Give fear a name and it becomes just a problem; it's easier to solve problems than to conquer fear.

Cornerstone #2, Transformation: The symptoms of terror and exhilaration are identical; it's the interpretation that makes the difference: does fear paralyze you or catalyze you?

Cornerstone #3, Action: Fear is a cowardly emotion; it retreats in the face of determined action. Action transforms fear from emotional molasses to emotional jet fuel.

Cornerstone #4, Connection: Fears shrink when confronted by friends.

“The worst, most damaging learning disability – also *by far* the most common, affecting *100 percent* of the population at one time or another – is *fear*. Simple fear. Fear of failing. Fear of looking stupid. Fear of being ridiculed or rejected. It starts in school, but it certainly does not end there. It can continue throughout life, holding people back time and again from trying something new, from learning a new skill or trying some advanced technique or starting a fresh career.” (emphasis in original)

Edward M. Hallowell, M.D.: *Worry: Controlling It and Using It Wisely*

Core Action Value #5 is Perseverance

Every magnificent accomplishment was once the “impossible” dream of a dreamer who simply refused to quit when the going got tough.

Cornerstone #1, Preparation: Adversity can be anticipated in general but not in specific, so prepare the way a fire department trains – getting ready for whatever might happen.

Cornerstone #2, Perspective: Whether it is the best of times or the worst of times depends upon what you choose to see. Choose a positive perspective.

Cornerstone #3, Toughness: Internalize a spirit of contrarian toughness by internalizing the TGAoT (Thank God Ahead of Time) philosophy for dealing with adversity.

Cornerstone #4, Learning: Life’s most important lessons, greatest opportunities, and most cherished friendships are most often formed during times of adversity.

“The clear-cut assessment of many successful individuals anchors around setbacks and rejection. Make no mistake about it: Victories that come easy are cheap. Achievement owes its growth to the striving of the will, the encounter with fear, the ever-present danger of failure. He who has never failed has never succeeded.”

Dennis P. Kimbro: *What Makes the Great Great: Strategies for Extraordinary Achievement*

Core Action Value #5: Perseverance

Cornerstone 1: Preparation

- Obstacles are not optional
- Prepare yourself for inevitable adversity
- Develop physical stamina (sleep, diet, exercise, breathing, hydration, habits)
- Prepare for the worst but expect the best
- Avoid analysis paralysis

Cornerstone 2: Perspective

- Thank God ahead of time for your troubles
- Reach out to help someone else
- Ask great questions in times of adversity
- Anything can look like failure in the middle
- Train your doubt
- Transform despair into determination
- Hope can save an apparently lost cause
- Trajectory is more important than position

Cornerstone 3: Toughness

- Live by the 3-Ps of Perseverance — Purpose, Passion and Patience
- Don't be a victim
- Change your self talk
- Get the help you need, including counseling
- Be tough with yourself, not on yourself
- Don't quit before you even start
- Don't wait for the rescue party
- Know when to yield and when to advance

Cornerstone 4: Learning

- Times of difficulty build character
- We learn more from failure than success
- Adversity opens doors to new opportunities
- Adversity connects us with other people
- Don't stop short of the finish line

Core Action Value #6 is Faith

Throughout history, faith has been a powerful source of strength and solace for humans, a power that transcends specific religious beliefs and practices (or their absence).

Cornerstone #1, Gratitude: Complaining is the anti-prayer – whining about blessings that have not (yet) showed up rather than being thankful for those that have.

Cornerstone #2, Forgiveness: The real beneficiary of forgiveness is not the one who is being forgiven, it's the one who is doing the forgiving.

Cornerstone #3, Love: The Beatles were right: there's nothing you can do that can't be done and there's no one you can save that can't be saved – all you need is love.

Cornerstone #4, Spirituality: People who really do believe that whoever dies with the most toys wins end up being the biggest losers in life.

“We are who we are because of the special mix that makes up our soul. In spite of its archetypal, universal contents, for each individual the soul is highly idiosyncratic. Power begins in knowing this special soul, which may be entirely different from our fantasies about who we are or who we want to be.”

Thomas Moore: *Care of the Soul*

Core Action Value #6: Faith

Cornerstone 1: Gratitude

- Don't take things for granted
- Simplicity is beautiful
- Don't worry, be happy
- Gratitude is the platform for hope
- Whining is the un-prayer; subject your complaints to The Valley Forge Test
- Optimism is the spark plug for hope

Cornerstone 2: Forgiveness

- Forgiveness can be a choice or a gift
- Forgiveness is superior to vengeance
- To forgive does not mean to forget
- Genuine acceptance is prospective forgiveness (be a Dionarap)
- Forgiveness is multi-dimensional

Cornerstone 3: Love

- The Beatles were right!
- Love is not a gushy emotion, it's hard work
- You increase love by giving it away
- The place of love in the workplace
- Sometimes love is tough

Cornerstone 4: Spirituality

- Love is reflected in spiritual tolerance
- The power of prayer
- Faith, health, and healing
- Faith and prayer
- Expect a miracle but don't give God a deadline
- Strong faith builds strong leaders

The Self-Empowerment Pledge

No one can “empower” you but you. It’s an inside job – a job that requires determination and hard work, but for which the payback is enormous. These seven simple promises, if you make them, will help you build upon the solid foundation of the first six Core Action Values by taking effective action. Make the each day’s promise to yourself at least four (4) times a day for a year. It *will* change your life! You can print out mini-posters, read stories, and download all seven tracks of the audio CD at this website:

www.Pledge-Power.com

THE SELF EMPOWERMENT PLEDGE

Seven Simple Promises That Will Change Your Life

Monday’s Promise: Responsibility

I will take complete responsibility for my health, my happiness, my success, and my life, and will not blame others for my problems or predicaments.

Tuesday’s Promise: Accountability

I will not allow low self-esteem, self-limiting beliefs, or the negativity of others to prevent me from achieving my authentic goals and from becoming the person I am meant to be.

Wednesday’s Promise: Determination

I will do the things I’m afraid to do, but which I know should be done. Sometimes this will mean asking for help to do that which I cannot do by myself.

Thursday’s Promise: Contribution

I will earn the help I need in advance by helping other people now, and repay the help I receive by serving others later.

Friday’s Promise: Resilience

I will face rejection and failure with courage, awareness, and perseverance, making these experiences the platform for future acceptance and success.

Saturday’s Promise: Perspective

Though I might not understand why adversity happens, by my conscious choice I will find strength, compassion, and grace through my trials.

Sunday’s Promise: Faith

My faith and my gratitude for all that I have been blessed with will shine through in my attitudes and in my actions.

www.Pledge-Power.com

The Twelve Core Action Values

Taking Effective Action: Core Action Values 7-12

Core Action Value #7, Purpose

Core Action Value #8, Vision

Core Action Value #9, Focus

Core Action Value #10, Enthusiasm

Core Action Value #11, Service

Core Action Value #12, Leadership

Core Action Value #7 is Purpose

Someone with a job is never secure; someone with a calling is never unemployed. The work a person chooses to do, and how they choose to do it, is a key determinant of who they become.

Cornerstone #1, Aspiration: Purposeful people aspire to work that gives them a personal sense of meaning, and to making their corner of the world a better place.

Cornerstone #2, Intentionality: Positive thinking is planning and working to make it happen; wishful thinking is hoping and waiting for someone else to make it happen.

Cornerstone #3, Selflessness: People inspired with a sense of purpose rise above “what’s in it for me?” thinking and commit themselves to a larger good.

Cornerstone #4, Balance: Purpose as a value means being purposeful in every dimension of life, not just in the work you do – also family, community, and personal growth.

“Individuals committed to a vision beyond their self-interest find they have energy not available when pursuing narrower goals, as will organizations that tap this level of commitment.”

Peter Senge: *The Fifth Discipline*

Core Action Value #7: Purpose

Cornerstone 1: Aspiration

- Beyond hunting and gathering; longing for a better world
- Bring your strengths to bear in your work
- 20-20 ambition vs. blind ambition
- Don't outrun your headlights
- What would you do if...?
- Building bridges from where you are to where you want to be

Cornerstone 2: Intentionality

- Make your dream your mission
- Do or do not (there is no try)
- Dealing with dream-stealers
- Have a bias for action
- Think long, act fast

Cornerstone 3: Selflessness

- Transcending ego to find soul
- The foundation of real teamwork
- Be part of a cause that's bigger than you
- Contribution is the antidote to stress
- Exchange the spotlight for a floodlight
- Be in it for the long haul

Cornerstone 4: Balance

- Intentionality in every dimension of your life
- Balance *and* integrate your life and work
- You cannot find time, you must *make* time
- Balance begins with setting priorities

Core Action Value #8 is Vision

Humans are the only creature that can see something in the mind's eye that is invisible to the outside world. Cherish this God-given gift – cultivate it, use it to create your ideal future.

Cornerstone #1, Attention: What you choose to give your attention to will create the platform upon which you create your future vision – choose wisely.

Cornerstone #2, Imagination: Visualization is the verb that precedes the noun of vision; don't abuse your imagination with fantasy and worry; create memories of the future.

Cornerstone #3, Articulation: Before it can become reality, a vision must be articulated in such a way as to inspire passion and confidence in those who must bring it about.

Cornerstone #4, Belief: Belief is a force of nature. All achievement begins in the mind of someone who believes in the possibilities.

“Cherish your visions; cherish your ideals; cherish the music that stirs in your heart, the beauty that forms in your mind, the loveliness that drapes your purest thoughts, for out of them will grow all delightful conditions, all heavenly environment; of these, if you but remain true to them, your world will at last be built.”

James Allen: *As A Man Thinketh*

Core Action Value #8: Vision

Cornerstone 1: Attention

- Attention is the platform for future dreams
- You become what you pay attention to
- The paradox of realism and optimism, and choosing what to see when
- Don't chase what you really don't want

Cornerstone 2: Imagination

- Don't waste imagination on worry and fantasy
- You won't know it when you see it
- Healthy dissatisfaction creates energy, but save your dissatisfaction for what matters
- Focus on authentic dreams and goals; don't be misled by excessive concern for stuff

Cornerstone 3: Articulation

- Transform dreams into Memories of the Future with the 5-A's:
 - ◆ Articulation
 - ◆ Affirmation
 - ◆ Asking
 - ◆ Action
 - ◆ Adaptation
- The four tools and the three paradoxes of big audacious goals
- Couple "impossible" goals and deadlines

Cornerstone 4: Belief

- All great accomplishments were once impossible dreams of dreamers who refused to quit
- You'll see it when you believe it
- The power of collective vision
- It does not take absolute belief, just enough to get started (Mark 9:23)
- Think big, start small
- Vision becomes destiny

Core Action Value #9 is Focus

The One Big Yes requires lots of little No's. Focus is an essential ingredient for effectiveness, whether in your career or hobbies, your financial situation, or your personal happiness.

Cornerstone #1, Target: Be clear about what you really want, and don't waste time, energy and money chasing things you really don't want.

Cornerstone #2, Concentration: When you are clear about what you want, concentrate all of your resources – time, money, and energy – on that goal.

Cornerstone #3, Speed: Cultivate a sense of urgency for achieving your key goals.

Cornerstone #4, Momentum: It is much easier and more productive to keep yourself moving in a desired direction than it is to bog down and have to re-start your engine.

“Every person and every organization is the product of a coalition and the forces within the coalition are always at war. The war is between the trivial many and the vital few. The trivial many comprise the prevalent inertia and ineffectiveness. The vital few are the breakthrough streaks of effectiveness, brilliance, and good fit. Most activity results in little value and little change. A few powerful interventions can have massive impact.”

Richard Koch: *The 80/20 Principle: The Secret to Success by Achieving More with Less*

Core Action Value #10 is Enthusiasm

Ralph Waldo Emerson said “nothing great was ever accomplished without enthusiasm.” That applies to organizations, and it also applies to families and to your personal life.

Cornerstone #1, Attitude: Positive attitudes create self-fulfilling expectations for success and happiness; negative attitudes create self-fulfilling expectations of failure and misery.

Cornerstone #2, Energy: Energy is life, and more than many of us will admit, whether or not we have energy in any circumstance is a matter of choice, not physical state.

Cornerstone #3, Curiosity: Enthusiastic people are curious, and their quest for knowledge and understanding helps to fuel their vision for the future.

Cornerstone #4, Humor: It’s true that humor is good medicine, but people with a sense of humor are also happier and more successful. Fortunately, you can cultivate a funny bone.

“The individual who takes up any activity as a positive adventure can inspire the same attitude in others. The worker who looks for ways to enjoy his work, to be enthusiastic about it, sets the stage for others to follow his example. Always remember that what a person does, for good or for ill, can be contagious... Enthusiasm really is contagious!”

John Marks Templeton: *Discovering the Laws of Life*

Core Action Value #10: Enthusiasm

Cornerstone 1: Attitude

- Program your mental computer for positivity; erase and rewrite negative self-talk
- Avoid toxic emotional negativity: criticizing, complaining, finger-pointing, and gossiping
- Get your body into the act
- Inoculate yourself against Dilbert Disease

Cornerstone 2: Energy

- Whether or not you have energy is a choice
- Be an energy faucet, not an energy drain
- Stress and fatigue are caused by inactivity, not by too much work
- Create energizing little rituals
- The amazing paradox of energy: you create it by using it

Cornerstone 3: Curiosity

- Re-spark a childlike curiosity
- Cultivate a wide-ranging interest
- Ask dumb questions
- Ask penetrating questions
- The 5 Whys
- Enthusiasm and creativity support each other
- Think by analogy

Cornerstone 4: Humor

- Cultivate your humor quotient
- Get into the laughter habit
- Create your own joy list
- It's not humor if it puts someone down
- Get less Dr. Kildare and more Patch Adams

Core Action Value #11 is Service

Whatever you most need in life, the best way for you to get it is to help someone else get it who needs it even more than you do.

Cornerstone #1, Helpfulness: It's important that you reach out to help others, but even more important is the spirit in which you provide that help.

Cornerstone #2, Charity: It is a good thing to donate money to worthwhile causes, and even better to donate your time and energy.

Cornerstone #3, Compassion: Look beneath external appearances and circumstances to perceive the reality of the human being beneath those superficialities.

Cornerstone #4, Renewal: Take care of yourself and ask for help when you need it, because you cannot pour out of an empty pitcher.

“At some point each of us has to discover that our self-interest is better served by doing good work than getting good things. The more our job and our survival is on the line, the easier it is to make this discovery. In this way hard times are an ally.”

Peter Block: *Stewardship: Choosing Service Over Self-Interest*

Core Action Value #11: Service

Cornerstone 1: Helpfulness

- See the job description as a floor, not a ceiling
- Real service means sticking your neck out
- Training is a form of service
- Service recovery transforms dissatisfied people into raving fans
- Service does not mean doing for others what they should do for themselves or rescuing them from the problems they created

Cornerstone 2: Charity

- Be charitable with both time and money
- A treasure shared is a treasure multiplied
- Charity is also a state of mind
- Giving appreciation and recognition
- Practice extravagant generosity
- Engage in random acts of kindness

Cornerstone 3: Compassion

- Catch yourself before you judge others on the basis of superficial appearances
- Genuine compassion entails mutuality
- Don't confuse kindness with blindness
- Transcend self-interest

Cornerstone 4: Renewal

- Service is the best way to escape the Iron Triangle of False Personality
- Ask for help, then be willing to receive it
- Leave people better than you found them
- Be a healer of others to heal yourself
- Give yourself time and space for renewal

Core Action Value #12 is Leadership

Management is a job description; leadership is a life decision. And in today's complex world, organizations need leadership in every corner, not just in the corner office

Cornerstone #1, Expectations: A leader is someone who takes you to a different and better place, and by definition that means having high expectations of self and others.

Cornerstone #2, Example: To assume a leadership responsibility is to give up many freedoms, because leaders speak more forcefully by who they are than by what they say.

Cornerstone #3, Encouragement: An important duty of leadership is to create an environment where people work together with a spirit of pride, collegiality, and friendship.

Cornerstone #4, Celebration: Leaders foster teamwork, community, and a spirit of fellowship by celebrating personal and group achievements – and good faith failures.

“Humility comes naturally to the best leaders. They seldom take credit themselves but instead give credit to the group with which they have worked... They define their job as finding ways of releasing the creative potential that exists within each individual employee and in each group with which they work.”

Richard Farson: *Management of the Absurd: Paradoxes in Leadership*

Core Action Value #12: Leadership

Cornerstone 1: Expectations

- Expect the best from yourself and others; better yet, create heroic self-expectations
- Be a Dionarap
- Replace OR with AND
- Give credit, take blame
- Be clear in your communication and in your performance expectations
- Keep raising the bar and broaden horizons
- What you expect and what you tolerate

Cornerstone 2: Example

- Management is a job description; leadership is a life decision
- Be in it for the long haul
- Leadership entails voluntary loss of freedom
- Be willing to take risks
- Empowerment cannot be given, it can only be claimed
- Be first in attack, last in retreat

Cornerstone 3: Encouragement

- Good leaders help people believe in themselves and in their dreams
- Encourage people to bring their best to work with them, and to share it with others
- Be most visible when times seem darkest

Cornerstone 4: Celebration

- Leaders take the time to celebrate both successes and good faith failures
- Promote a “support group culture” where celebration is a spontaneous occurrence
