

Lynne Cunningham's
Book Review

I just read a great book that I think should be added to your Leadership Library.

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| Book | <i>Courage: the backbone of leadership</i> |
| Author | Gus Lee |
| Pillar of Excellence | All – this is a leadership book |
| Publisher's Weekly Review | In this guide to doing the right thing, Lee presents a self-help approach to solving hard-edged problems. The key to effective leadership, he argues, is "principled conduct under pressure"—in short, courage. While courage is hardly the one-size-fits-all magic bullet that Lee envisions, much of his advice is valuable, particularly that dealing with communication, the thorniest management issue of all. The book is built around extended anecdotes about executives facing tough personnel decisions and having to confront their habits of "avoidant communication," and Lee's reconstructed dialogue is engaging, realistic and instructive. He also offers periodic references to his own, genuinely inspiring transition from myopic, alienated wimp to successful executive, lawyer, executive coach, consultant and bestselling novelist (<i>China Boy</i> , etc.). Granted, this business book has many of the problems typical of the genre: the constant invoking of the book's title, whether or not relevant to the point being made; the regular introduction of acronymed concepts and clumsy coinages; the inspirational speeches and the occasional royal we phrasing ("We now see the difference between high, medium and low core values"). But any book that offers a road map to handling unpleasant workplace conversations is welcome—even if the choices in your everyday life don't require as much courage as in Lee's scenarios. |
| LC Review | Certainly one of the best books I've read this year. There are wonderful lessons for any leader – or emerging leader. The book includes lots of examples both from health care as well as other industries |
| Page | <i>Lynne suggests that you pay special attention to some of these features in the book.</i> |
| 4 | Points of decision are key institutional intersections where crises test our high core values. |
| 16 | Diaphoranta – the essential issue facing you. |
| 24+ | Understanding Low, Middle and High Core Values <ul style="list-style-type: none"> • Low core values are common habits. Low core values are seductive because they emerge from base human instincts and, if they don't result in lawsuits or consent decrees, can produce early, short-term results. • Middle core values are visible best business practices. Middle core values are good values. But they can seduce an executive or a corporation into thinking he or it has achieved genuine excellence. |

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| | <ul style="list-style-type: none"> Great values suggest high core values. There are but three high core values: integrity, courage and character. |
| 71 | <p>85% of organization success depends on communication and interpersonal skills</p> <p>80% of our waking hours are spent in some form of communication</p> <p>75% of supervisory, sales and support staff hours are communication-related</p> <p>70% of all organizational errors are attributable to poor communication and listening</p> <p>We recall only 17% of what is said to us, but we remember 80% of the emotional message</p> |
| 78+ | <p>Leadership is courageously inspiring people to their best selves. Management is allocating resources with precision and care.</p> <p>The objective of courageous communication is to produce principles and collegial relationships. Courageous communication produces key intentional outcomes – ethical collegiality, effective teamwork, unified operations, and sustained productivity - the dignity of all persons. Courageous communication reflects high core values because it is based on integrity. It creates values-centered results and a values-centered corporate culture and directly challenges a low-values environment.</p> <p style="text-align: center;">Four Step Courageous Communication Model</p> <ol style="list-style-type: none"> 1. Communicate collegially – approach others with unconditional positive respect. Be ethical, supportive and encouraging. 2. Listen actively with empathy – capture what the other person is feeling - in that person's context, without being detached from or swamped by it. You must genuinely hear the other person and reflect back what you hear. 3. Ask questions on point – ask open-ended questions. 4. Relate respectfully – focus on support, encouragement, moving forward, partnering and accountability. |
| 93 | <p>When people have the guts to admit how they feel about our behavior, we hear. It's genuine. It's courageous. It's about the two of us being real, instead of one of us being a jerk. Even if we don't like it, we get it.</p> |
| 103 | <p>Using the 4:1 ratio of encouraging and positive feedback to challenging feedback, leaders can provide a continuous cycle of fresh and accurate data to keep individuals, team, and even family members apprised of progress, achievements, kudos, teamwork triumphs, and performance challenges.</p> |
| 113+ | <p>People have only three ways to get others to act.</p> <ul style="list-style-type: none"> The first power is authority: do this or else The second power is reward: do this and I'll give you that The third power is courage: ethically modeling and inspiring others to be their best selves and to act courageously for what is right <p>Courageous leaders not only cross the river but also access the first two powers in appropriate ways. Courageous third-power leaders use the first power (authority) to enforce high core values and operating principles. They also use the second power</p> |

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| | (reward) to provide paychecks, benefits, promotions and bonuses. | |
| 117 | The Power Assessment Tool – What Kind of Leader Are You? | |
| 120 | Ten Definitions of Leadership from current authors like Stephen Covey and Warren Bennis to Harvard Business School and West Point to philosophers in 500 BC. | |
| 133 | Courageous leading begins with honoring all persons and ends in correcting wrongs. In the middle are the behaviors of encouraging and supporting. | |
| 152 | <p style="text-align: center;">The Three Main Causes of Relationship Crashes</p> <ol style="list-style-type: none"> 1. Failure to honor and respect all 2. Failure to encourage and support others 3. Failure to challenge wrongs | |
| 157 | <p style="text-align: center;">The Black Box Solutions Model</p> <ol style="list-style-type: none"> 1. Assess what's broken 2. Accept the failure 3. Repair the failure 4. Team up and work together | |
| 161 | Great example of a nurse confronting a verbally abusive surgeon – a neurosurgeon! | |
| 190+ | <p style="text-align: center;">The Character Quotient (CQ)</p> <p>The CQ has three measurable scales to gauge your behavioral development as a courageous leader:</p> <ol style="list-style-type: none"> A. Deep concerns B. Their impact on my behaviors and other of others C. Courageous objectives | |
| Overall rating | Very good | |
| Publisher and Year Published | 2006 | Jossey-Bass |
| Price | \$27.95 | Discounted on www.amazon.com |