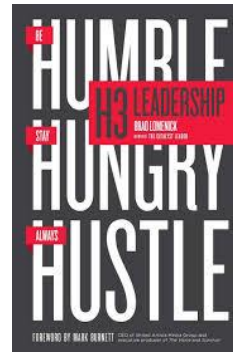


JUNE BOOK OF THE MONTH

H3 Leadership



Chapter 1:

- Habit of Self Discovery: Know who you are
- If one doesn't know who he is, how can he fully know how to live out what he feels called to? Influencers should lead from the inside out so that their identity shapes their leadership rather than the other way around.
- Most leaders are mission minded. They focus on goals and tasks and achievement. That's who they've ended up with influence to begin with. But the shadow side of this characteristic is the tendency to focus so tightly on a mission that one loses sight of the person pursuing it. Soon one becomes a ship without a captain, a body without a heart, a leader without an independent identity.
- Developing a habit of self-discovery means creating intentional rhythms whereby one observes who is, listens to his life, and strives to define himself apart from his professional assignments. This habit helps a leader connect to an organization without being consumed by it. Unless one is rooted in his identity, he can never become a change maker.
- Rich Warren, "Be yourself. Don't try to be somebody else. God made you for a purpose; he made you for a plan. There's nobody who can be you except you." Your sense of identity will help determine your scale of influence. Ignore it at your own peril.
- Adam Braun, "Your self-discovery begins where your comfort zone ends."
- Self-discovery is not a practice you complete, but a posture you cultivate.
 - Take a personality test.
 - Schedule regular personal retreats.
 - Learn to make list of the central components that make you who you are.
 - Lead yourself. Everyone wants to be great, but few are willing to put in the hard work to get there.
 - Be more of yourself.
- Who you are is not what you do. What you do is not who you are. Identity is unchanging. Being comes before doing. Who you are determines what you do. We must remember we don't find our identity; we receive our identity from God.

Chapter 2:

- A Habit of Openness: Share the real you with others.
- Leaders can easily forget that people follow them in large part because of who they are. So you should own it. Yet, the higher one climbs the ladder of influence and power, the more difficult it is to be open. Ladder climbing typically leads to power tripping, which leads to a loss of influence.
- Openness is the natural next step to self-discovery.

- Kevin Kruse says, “in order to be authentic, leaders must become self-actualized individuals who are aware of their strengths, their limitations, and their emotions. They also show their real selves to their follower. They do not act one way in private and another way in public. They don’t hide their mistakes or weaknesses out of fear of looking weak.
- People would rather follow a leader who is always real versus a leader who is always right. Don’t try to be a perfect leader, just work on being an authentic one.
- Practices to become authentic:
 - Perform an isolation evaluation: lone ranger leaders are destined for trouble.
 - Decide to make deeper connections.
 - Answer the dreaded questions.
 - Invest heavily in long-term relationships.
 - Learn to say, “sorry”.
 - Find a confidant.
 - Establish a habit of confession.
- Leaders must make honesty and trust the standard for their organizational culture.
- We impress people through our strengths, but we truly connect with people through our weaknesses and areas of struggle.
- Authenticity is built on trust. You aren’t a leader because you know everything but because you know how to find answers and solve issues.

Chapter 3:

- A Habit of Meekness: It’s not about you
- As leaders, we should be instilling a spirit of humility and cooperation among our teams. The organization’s mission should always be more important than any individual’s personal ambition.
- “Blessed are the meek (Jesus).” – Matthew 5:5. Jesus’ advice in this simple statement runs against the leadership mantras most of us live by.
- “One of the most fundamental lessons of leadership is that if you’re a leader, it’s not about you. It’s about the people following you. The best leaders devote almost all of their energy to inspiring and enabling others. Taking care of them is a big part of this.” – George Bradt
- Meekness is not weakness. It’s power under control. It’s ambition grounded with humility and lived out in confidence, not arrogance. Quite and appropriate confidence is way more attractive than loud and outspoken arrogance.
- A leader’s job is to shepherd, not necessarily to always shine. It’s about the mission, the team, and the tribe, not about you and your ego. Leaders today should be more conductors than solo artists.
- Useful tips to establishing meekness:
 - Create a system where you aren’t the only one pushing the button.
 - Start a “better than I do” list.
 - Beware of the “paradox of the platform”.
 - Invest in those who can’t return the favor.
 - Reward those who push back.
 - Pass along power.
 - Remember it’s not about you.
- Pride refuses to be taught. Humility refuses not to be.

Chapter 4:

- A Habit of Conviction: Stick to your principles
- Never compromise what you know in your heart is right.

- The best leaders are people of integrity and principle who know the difference between principles and preferences. They are willing to stand up for the right things and stand against the wrong things.
- Your private life determines your public legacy.
- A strong leader builds a habit of convictions, knowing that the times when no one is watching are when true character is built. A habit of conviction is essential to becoming a change maker.
- A habit of conviction means doing what is right instead of doing what is easy.
- Talent and ability may help you get to the top, but it takes character and integrity to stay there. The further your influence extends, the deeper your foundation of character and conviction must be.
- Your reputation is not for sale. Protect it at all costs. It takes years to build but only seconds to lose.
- “It’s the repetition of affirmations that leads to belief. And once that belief becomes deep conviction, things begin to happen.” – Muhammed Ali
- Character >Competency

Chapter 5:

- A Habit of Faith: Prioritize your day so God is first
- A healthy spiritual life doesn’t happen through osmosis. It requires intentionality and regularity.
- What leader doesn’t benefit from developing more self-control or patience?
- Leaders often assume to their own peril that spirituality/faith is a good but separate part of their lives. Faith is less like your arm and more like your heart. It is not supplementary to who we are but integral. A habit of faith is essential to your journey.
- One of the illnesses that often afflicts leaders is myopia. We begin to think that the story we are living and writing is THE story. A habit of faith takes the pressure off. It reminds you that there is a bigger story of which yours is only one part. It allows us to stop worrying about what others are saying about us and instead consider what God might be saying to us.
- To maximize their influence, leaders must develop a habit of placing God first, not last.

Chapter 6:

- A Habit of Assignment: Live out your calling
- Every leader – no matter how old or accomplished – should regularly reflect on his or her calling.
- Many people conflate calling with identity. They confuse who they are with what they are made to do. While the two are connected, they are not the same. Identity is who you are, but calling is how you express that. Calling is your purpose.
- Calling is the intersection where your greatest strengths and deepest passions come together. Finding that sweet spot is paramount.
- Calling is about identity and one’s long-term makeup, but assignment is seasonal. Your calling informs your assignments, but they are different.
- You should love your assignment, not just endure it.

Identity	Calling	Assignment
Who you are	What you were designed to do best	Where you live out your calling
Does not change	Can change somewhat	Changes, probably many times
The drive	The direction	The destination

Chapter 7:

- Beware your greatest strength. Often an influencer's unguarded greatest strength is also his or her greatest weakness – and therefore turns into his or her greatest temptation. Your best can bring you down.
- Developing a healthy habit of ambition is one of the most important tasks of every leader.
- Never satisfied, but always content is the posture of a properly ambitious leader. Stay hungry and motivated, not arrogant and entitled.
- Tips to feed your ambition appetite well:
 - Sketch tomorrow – begin with the end in mind
 - Set good goals – specific, attainable, measureable, clear
 - Stop to celebrate
 - Create competitions – one of the quickest ways to motivate ambition is allowing people to compete against each other with a reward system in place. Healthy competition must be visible, kind and constructive.
 - Understand your role – the role of the leader is to hire the right people, put them in the right roles, give them the resources they need, and then get out of the way. Great leaders make everyone around them better.
 - Become an expert before you need to
 - Keep going and keep trying – great leaders continue to improve and don't allow for mediocrity to set in. Push yourself on a daily basis. Get up early, stay late, and keep plugging away.
- Ambitious leaders provide solutions, not just ideas. They constantly move toward completion.
- Talent built on a foundation of humility, continually fueled by hard work and a make-it-happen attitude, will succeed.

Chapter 8:

- A Habit of Curiosity: Keep Learning
- Every leader must force himself or herself to keep learning regardless of his or her stage of life or career. Change makers lean in, shift their weight forward, and stay hungry even when coasting is infinitely easier. If you're not learning, you're not leading to your full potential.
- "A leader who is through learning is through. And so is the team such a leader leads. It's what you learn after you know it all that counts." – John Wooden
- "Good leaders are really the product of a never-ending process of skill and character development." – Gerard Seijts
- Nurturing curiosity requires creativity and intentionality.
- Tips for developing the habit of curiosity:
 - Think before you ask. Ask great questions!
 - Listen more than you talk. The more you listen, the smarter you become.
 - Seek out different. We learn the most when we encounter people who are the least like us.
 - Surround yourself with smarts. Make sure to surround yourself with people who are smarter than you are.
 - Look and listen. Set aside one audio and one video talk to consume each month.
 - Read, already. Leaders are readers.
 - Take a learning lunch. Every quarter, schedule a lunch with a leader in another industry whom you admire and can learn from.

- Ask the “curiosity question”. At the end of every day, ask yourself, “Have I learned something new today?”
- Leaders should remain in a constant state of growing, changing, and learning. The enemy of leadership is boredom.
- If you’re not growing, you’re not going. If you’re not learning, you’re not leading.

Chapter 9:

- A Habit of Passion: Love What you Do
- A passion for something has a way of bonding people and searing memories. Enthusiasm stokes and restokes an internal, unseen fire such that even doing the same thing over and over again never feels old. It’s a reminder that passion is critical to sustain long-term interest and zeal in the things we love.
- Leaders should be as passionate about their life’s work as they are their top sports team or favorite pastime.
- If you do not nurture enthusiasm, it will naturally diminish over time.
- We feed off of passionate and contagious leaders.
- You have to walk in with a positive attitude and unbridled passion every single day. Your team feeds off your energy, for better or for worse.
- How to maintain a high level of passion:
 - Name your wins. Take time to talk about your victories with your team.
 - Learn to love. Sometimes you have to force yourself into loving what you do.
 - Manage your expectations. Your job is to pull people up to your level of passion.
 - Trust and release your emotions. Laugh a lot. Cry when the situation warrants it. Don’t be afraid to show your passion to your team.
 - Stop and recharge.
 - Get a coach.

Chapter 10:

- A Habit of Innovation: Stay Current, Creative, and Engaged
- The key to innovation is intentionality. Innovation takes work. Lots of work. Hard work. Energy and preparation are critical.
- “True creativity comes from disciplined habits.” – David Kinnaman, President of the Barna Group
- Innovation matters, and true leadership requires innovation. A leader is a change agent. He or she changes the order of things and pushes for change.
- Innovative leaders learn to push through the quitting points.
- Innovation is the opposite of average. It is refusing to coast, rejecting the status quo, and having the courage to shake up the meaningless routines that lead to laziness.
- Creativity can be exhausting because it is a process, not an act.
- Innovation practices:
 - Put your money where your innovative mouth is.
 - Shake things up. Make changes often to avoid staleness in any way.
 - Keep the fun factor high.
 - Move. Physical motion is a creativity accelerator.
 - Find reasons to say yes.
 - Create boundaries.
 - Keep going.
 - Make meetings creative.
- Failure is crucial for innovation to actually become second nature for a team. If you’re not failing, you’re not risking enough.

- Innovation is best achieved by fearless organizations. You reward what matters most. And reward leads to repetition. What is rewarded gets repeated.

Chapter 11:

- A Habit of Inspiration: Nurture a Vision for a Better Tomorrow
- People long to be a part of something bigger than themselves. We want to alter the future, to set our gaze on tomorrow, to believe that life can be better than it is today, to hope.
- A vision for the future makes work meaningful. It makes work enjoyable.
- Influencers who want to develop a habit of inspiration must craft a captivating vision for the future and a persuasive plan for how to get there.
- The best vision statements have the following qualities:
 - They are optimistic. One of the chief functions of a vision statement is to motivate.
 - They are simple.
 - They are personal.
 - They are flexible.
- Once leaders discover and develop their vision, they learn to communicate it regularly and clearly. Leaders who don't communicate their vision are no better off than leaders who have no vision to communicate.
- Ways to develop a habit and create a culture of inspiration:
 - Invite participation.
 - Tell stories.
 - Stretch the limits. The vision should compel you to greatness.
 - Incentivize progress.
 - Encourage improvement.
 - Hire dreamers.
 - Execute anyway.
 - Evaluate regularly.
- Leaders must be positive, upbeat, and optimistic. Your energy and enthusiasm set the tone.
- Leaders should lead with optimism, belief, and faith. Inspirational people encourage, coach, mentor, and believe in others more than they believe in themselves. They paint a positive vision for the future and rally and encourage people toward it. They also serve and sacrifice.

Chapter 12:

- A Habit of Bravery: Take Calculated Risks
- Life is really a series of risks. The best leaders learn to think clearly and quickly and determine which risks are worth taking.
- The biggest hurdle to developing a habit of bravery is fear. But sometimes the best way to cure a fear is to stare it squarely in the face.
- Bravery is the ability to do something that frightens you.
- Bravery is not the absence of fear but rather the commitment to face fear head-on, control it, and eventually, overcome it.
- Bravery is not only energy exerted in an extraordinary moment, but a lifelong habit the best leaders pursue.
- Life begins at the end of your comfort zone. Choose courage over comfort.
- "What we fear doing most is usually what we most need to do." – Ralph Waldo Emerson
- Courage can be cultivated through practical steps that build into a habit of bravery:

- Take small steps; they lead to brave bounds. “Do one thing every day that scares you.” – Eleanor Roosevelt
- Embrace uncertainty. Practice bringing calm to chaos, clarity to the unknown, and confidence to uncertain circumstances.
- Delegate, already.
- Encourage, don’t discourage. As a leader, you are in the business of making people confident. And confidence is a necessary ingredient for courage.
- Keep risking.
- Failure is not the end of the world. Failure is necessary and good. It will teach you how to make better decisions in the future and take anxiety out of your everyday decisions. Don’t let failure hold you back, as failure signals you’re actually in the game and not sitting on the sidelines, complaining but not doing anything.

Chapter 13:

- A Habit of Excellence: Set Standards that Scare You
- Establishing a habit of excellence begins with a core commitment to set a standard that scares the daylights out of you.
- Greatness is not a destination. It’s a journey.
- “We aren’t competing against an opponent necessarily. We’re competing against perfection.” – Nick Saban
- Excellence is ultimately all about effort.
- Excellence is what helps a leader and an organization move from competent to exceptional, from good enough to soaring heights.
- Excellence can be boiled down to three simple things:
 - Be efficient: turn in work on time
 - Be effective: do great work
 - Be congenial: be a pleasure to work with
- Principles of excellence:
 - Remember people’s names
 - Look into eyeballs, no over shoulders
 - Learn to anticipate
 - Embrace pushback
 - Demand feedback
 - Come to meetings with solutions, not just ideas
 - Take on more responsibility
 - Constantly improve
 - Reward excellence with culture
 - Create consistency
- The quality of work we do is not just about bragging rights. It’s about stewardship. We serve a great God who doesn’t settle for average. God has created the world (and you) with excellence and purpose, and God has buried gifts inside of you that can create excellent products and build excellent organizations.
- Serving God should elevate our level of excellence in every part of our lives, not lower it. Allow your faith to be the standard that pushes you to greatness.

Chapter 14:

- A Habit of Stick-with-it-ness: Take the long view
- The vast majority of thriving leaders arrived at their current positions through years of toil and sacrifice. Their platforms and credibility were constructed with the mortar of patience.

- Leaders must learn to be disciplined in three ways:
 - Disciplined in the now: we all want to grow and progress, but leaders must learn to be faithful to what is in front of them.
 - Disciplined in the little: God doesn't judge based on what we do, but based on what we do with what we have.
 - Disciplined in the important: Spend most of your time worrying about the most important things.
- "It has always been my thought that the most important single ingredient to success in athletics or life is discipline. 1. Do what has to be done; 2. When it has to be done; 3. As well as it can be done; and 4. Do it that way all the time." – Bobby Knight
- Stick-with-it-ness is the foundation for legacy. Stay in your lane and take the long view.
- "My God-given talent is my ability to stick with something longer than anyone else." – Herschel Walker
- Tips for stick-with-it-ness:
 - Regiment your day
 - Remove temptations
 - Crash through your quitting points
 - Don't be a dictator
 - Have double goals
- Keep walking steadfastly in the mundane, knowing that our faithfulness in the ordinary often leads to the extraordinary.

Chapter 15:

- A Habit of Execution: Commit to Completion
- Choose to outwork everyone else. Arrive early; stay late; do whatever it takes to produce a stellar product. Finish what you start, and complete the tasks we could easily put off. Great leaders are great finishers.
- "You can't build a reputation on what you're going to do." – Henry Ford
- Anyone can come up with a new idea, concept, or marketing plan. Ideas are overrated. What truly matters is whether you can take an idea from concept to complete.
- "Leadership is defined by results not attributes." – Peter Drucker
- Strong leaders are often natural initiators.
- Best practices for Execution:
 - Craft a plan and create accountability.
 - Figure out your get-it-done time of day.
 - Reward completion as much as you do initiation.
 - Get 'er done: Make it happen!
 - Hire doers, not talkers: seek to hire hustlers.
 - Let your team manage up more than you manage down.
 - Understand that actions speak loud. Underwhelm with your words, but always overwhelm with your actions.
 - Murder ... when appropriate.
- A habit of execution is one of the key differentiators between a leader and a manager because managers often wait on someone else to give them direction.

Chapter 16:

- A Habit of Team Building: Create an environment that attracts and retains the best and brightest
- When you prioritize your team, your team will prioritize you. How well do you treat your people? Do you honor them, appreciate them, and find ways to make their lives better?
- “Leaders have incredible opportunity to impact lives. Projects come and go, companies rise and fall, people come and go, but impact on people lasts.” – Pat Gelsinger
- The two primary components of team building are environments and experiences.
- If those around me are not flourishing, then I’m not a true leader. Lack of compassion is a strong indicator of burnout about to hit. When you quit caring about your people, beware.
- Be empathetic. As the question, “what’s it like to be on the other side of me?” This leads to greater emotional intelligence, leading to improved leadership. Leadership is a choice, not a position. Be the leader you wish you had.
- Leadership is not something you do to people. It’s something you do for people. Care and love for your people is paramount. The best leaders are teammates, not just bosses.
- Look for ways to create positive memories.
- Don’t be a “have to” leader – instead be a “get to” leader. “Get to” leaders see leading as an opportunity, not an obligation.
- Avoid the following morale killers:
 - The Fun Police
 - Meetings Galore
 - Misapplied Public Recognition
 - Unmet Promises
 - Lack of Self Awareness
 - Give People the Benefit of the Doubt
 - Move from “They” to “We”
 - Remember that When the Team Wins, Everyone Wins
 - Be Flexible
 - Give your Team Permission
 - Pay People More Money
- Making your organization healthy is one of the top roles you have as a leader.
- Culture building is too important to delegate.
- Have fun in the process, lead out of humility, honor each other, make each other better, and trust one another.

Chapter 17:

- A Habit of Partnership: Collaborate with colleagues and competitors
- Partnerships matter.
- The relationships you form with other leaders and the partnerships your organization forms with other organizations will end up producing the most significant results throughout your life.
- Lives can be changed because of the partnerships you forge. We can do more together than we can on our own. Build bridges, not walls, with others around you. There’s power in partnerships.
- Leverage your power and influence for others’ gain. Once you have a platform, you are responsible to put others on it.
- Be willing to sacrifice for someone else’s benefit. True collaboration involves giving as much as getting.
- A habit of partnership means learning from each other.

- Sadly, many leaders today want to be a lone ranger. They relish the fact that they are at the top of the organizational pyramid and prefer to make decisions without the help of others.
- “People are people. And people are problems. But – and this is a very big but – people who are practiced in collaboration will do better than those who insist on their individuality.” – Twyla Tharp
- The potential benefits of partnership outweigh the liabilities. The rewards exceed the risks.
- Tips for developing a habit of partnership:
 - Keep your eyes peeled.
 - Prefer competitors
 - Pool your info
 - Give to get
 - Set clear expectations
 - When it is time to part, be intentional
 - Let younger people lead
- A rising tide lifts all boats.
- Celebrating others’ successes will drain the envy out of your vessel.
- “You can do what I cannot do. I can do what you cannot do. Together we can do great things.” – Mother Teresa

Chapter 18:

- A Habit of Margin: Nurture Healthier Rhythms
- The more margin in your life, the more room you have to let your rhythms run.
- Margin is a powerful habit. It creates opportunities. For businesses, margin creates profit. Margin in family creates memories and in personal finances creates generosity. Margin in our friendships creates significance and in our lives overall creates options.
- Time is our greatest asset. We can’t create more of it. We have to make sure we are using it wisely, and margin allows us to leverage time effectively.
- Three components to margin:
 - Stillness: learning to unwind is a discipline that must be practiced.
 - Sabbath: Sabbath means pausing so that you can connect with God.
 - Space: Once everything is scheduled, what is left over?
- If you don’t control your cadence, your cadence will control you. We have to limit distractions.
- Tips for managing your time:
 - Start by recording
 - Sketch a schedule
 - Prioritize for productivity
 - Include interruptions
 - Have fun and enjoy the process
 - Remember to rest
 - Commit to the “three f’s” – friends, family, faith
 - Make sleep a priority
 - Remember: fresh vision is a result of a fresh mind
 - Don’t eat your extra
- Margin creates moments; it makes life more meaningful. Margin creates space for magic to happen.

Chapter 19:

- A Habit of Generosity: Leave the World a Better Place
- Every organization needs to be shaken up on occasion in order to stay fresh.

- Generosity is more than how one stewards and spends money; it's a holistic posture that should animate everything a leader does.
- "Leaders quite often confuse being generous with giving people more money – raises, bonuses, stock options ... (But) the generous leader gives people what they truly want: knowledge, power, information, credit, praise, responsibility and authority." – Erika Anderson
- Whatever you possess – the classic formulation is "time, treasure, talent" – should be given away liberally and not hoarded.
- The good news is generosity is in vogue. Generosity and sharing are the new currencies of our culture. True success means helping others be successful, and getting ahead means helping others get ahead. Creating wins for others is more fun, and ultimately very strategic.
- The foundation of generosity is people.
- Most leaders fall into one of three categories: Takers get more than they give. Matchers give to others expecting something in return. Givers offer to others without considering payback.
- What type of leader are you:
 - Listen to your language: do you use "me" more than "we"?
 - Consider your tactics: do you operate on fear or trust?
 - Look at your budget
 - Inspect your daily schedule
 - Observe your culture
- A habit of generosity requires head, heart, hands, and feet. Generosity means service and focusing on others. Generosity turns me into we.
- "The value of life is always measured by how much of it was given away." – Andy Stanley
- You can give without loving, but you can't love without giving.
- Tips for generosity:
 - Be generous with power
 - Be generous with time
 - Be generous with expertise
 - Be generous with praise
 - Be generous with access
- Generous leaders attract and retain top-notch talent. They attract high-quality, loyal partners.

Chapter 20:

- A Habit of Succession: Find Power in Passing the Baton
- Too many leaders grab their jobs with an unrelenting death grip. But part of every influencer's responsibility is to boldly build something magnificent and then humbly hand it off to others. The best leaders recognize this early on, creating a pipeline of leadership that transfers responsibilities and power to the next wave, the next line, the next team, so that others can take what you've accomplished and build on it in their own way.
- Part of our responsibility is to pass the torch – success requires succession.
- One of the most difficult lessons for leaders to learn is how to let go. Every influencer struggles with leadership transfer, and no one should be ashamed about admitting it.
- The process of succession begins with asking difficult questions.
 - Is it time for me to move on?
 - Who is being groomed to replace me and those under me?
 - Who can help us identify the right people for the right roles with fresh perspective?
- Tips for succession planning:
 - Start sooner than you think you should.
 - Assemble a trusted task force.

- Let go slowly but steadily.
- Get real-time feedback, and adjust as necessary.
- Remember that you need to be replaced by a whole team, working together, not a single person.
- Set a strict deadline.
- Get out of the way.
- Begin again.
- The legacy of your influence relies significantly on how well the organization thrives after you leave. Consider your replacements a direct reflection on the quality of your leadership.