

## Chapter Overviews

### Part 1

#### Chapter 1 – Uncertainty

Leaders who care embrace uncertainty. This means embracing doubt and the unknown. Overconfidence, frustration, and expectations often stand in the way of leaders embracing uncertainty. Leaders who embrace uncertainty recognize that they don't have all the answers, transparently communicate about the knowns and unknowns, and convey a sense of tentativeness in their conclusions.

#### Chapter 2 – Progress

Leaders who care strive to make progress by exploring new platforms and refining existing ones. Platforms are relatively stable, underlying forms or structures, like a manufacturing process, computer operating system, or office configuration. Explorers and refiners may well clash and often define success in quite different ways. Caring leaders embrace both approaches by creating teams with a blend of talents, putting expiration dates on platforms, and resisting the lure of the status quo.

#### Chapter 3 – Values

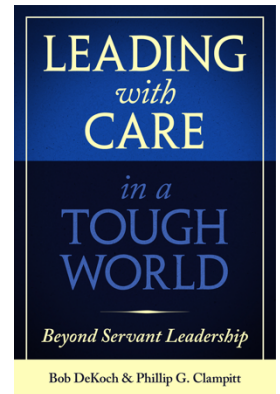
Leaders who care cultivate identity through their values. They recognize that while values are generally aspirational, they need to be translated into attitudes and actions. The chapter reviews the power and utility of a range of values, including safety, resilience, trust, respect, sincerity, humility, honesty, fairness, and patience. Some of these values are compatible with one another; others seemingly clash. Caring leaders reconcile the tensions between the values. They also learn to share their values in different modes.

#### Chapter 4 – Lifelong Learning

Leaders who care recognize that learning fosters humble adaptability. They think of learning as a three-step process: priming, reflecting, testing. Caring leaders think of learning as an iterative process and focus on lessons they need to learn as well as unlearn.

#### Chapter 5 – Kindness

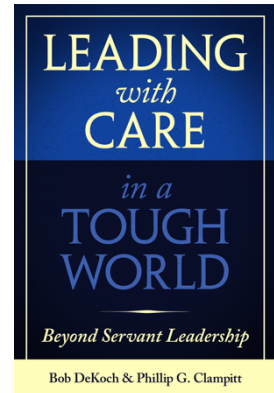
Leaders who care believe that kindness is not the same as being "soft." Sometimes a leader's sentiments about being kind are misinterpreted by team members. Therefore, leaders should always be searching for new ways to express kindness. One of the most powerful ways to show kindness is through assuming positive intent.



## Part 2

### Chapter 6 – Coaching

Caring leaders coach others by understanding their team members' motivations, desires, and challenges. Caring leaders use visible coaching practices, such as setting up a regular coaching schedule, seizing opportunities to praise, and avoiding heavy reliance on high-tech solutions. Caring leaders also use subtle coaching practices, such as thinking incrementally about people's careers and assigning meaningful job titles.



### Chapter 7 – High Performance

Caring leaders inspire passionate, high-performing working climates. They do so by creating an “actualized dynamic” where leaders collaborate, and employees require a low degree of guidance. Yet, caring leaders recognize that some employees will require a degree of guidance to thrive in a highly collaborative work climate. Caring leaders use subtle practices, such as detecting the level of guidance needed and providing employees the proper degree of latitude. Caring leaders also use more visible practices, such as speaking with engaging language and developing the right meeting protocols to promote a high-performance climate.

### Chapter 8 – Robust Communication

Caring leaders robustly communicate about the things that matter. Determining “what matters” happens when leaders discover the most important issues for team members and the organization. Robustly communicating about those issues involves multidimensional messaging, multichannel delivery, and a multidirectional orientation. Caring leaders complete the communication cycle by verifying understanding through both formal and informal methods.

### Chapter 9 – Pushback

Caring leaders transform pushback into progress by understanding how power dynamics shape team member communication tendencies. Some team members push back in a destructive direction, while others tend to be more constructive. Caring leaders encourage constructive pushback by using subtle practices, such as being wary of too much silence and writing down concerns on a whiteboard. They also use more visible practices, such as clarifying possible outcomes of pushback discussions and plainly stating motivations for seeking feedback.

### Chapter 10 – Relationships

Caring leaders build dynamic relationships by thinking of relationships in terms of three phases: nurturing, building, and maintaining. Caring leaders nurture a range of relationships from the more casual to robust. They do so through visible practices, such as scheduling time for relationships to flourish and carefully selecting communicating channels. Caring leaders also use more subtle practices, such as moving out their own comfort zone and staying informed on national and local events to spur wide-ranging discussions with others.

## **Chapter 11 – Collaboration**

Caring leaders collaborate with others by recognizing the need for the right building blocks of a collaborative culture. They use the building blocks of skills, structure, and commitment as a launch pad for visible practices, such as making sure the right people are in the room and using personal instruction manuals to jump-start conversations. Caring leaders also make use of more subtle practices, like spotlighting points of agreement and disagreement, as well as downplaying formal positional roles.

## **Chapter 12 – Inclusive Workplace**

Caring leaders cultivate engagement and diversity to build an inclusive workplace. Many employees leave their jobs because they feel disconnected in the workplace. Caring leaders are particularly attentive to cultivating an inclusive workplace by detecting signs of exclusive groups, isolated individuals, and disconnected groups. They do so by using subtle practices, such as discovering the differences that make a difference and modeling collaborative conversational rules. They also use more visible practices, such as holding turf talks and promoting common purpose.

## **Chapter 13 – Financial Performance**

Caring leaders prioritize sustainable financial performance by thinking in terms of three strategic elements: investments, operating costs, and revenue. They use subtle practices, such as showing respect for team members' personal financial hardships and discouraging a gig mentality. Caring leaders also use visible practices, such as publicizing a list of 10 financial facts and offering personal finance training.

## **Chapter 14 – Innovation**

Caring leaders eagerly imagine and pioneer the future through supporting innovation. They think of the innovation process in three iterative phases: conception, transformation, assimilation. Visible practices, such as building an innovation studio and varying the speed of the clock, support all phases of the innovation process. Caring leaders also use more subtle practices, such as encouraging spontaneous brainstorming and depersonalizing critiques.

## **Chapter 15 – Beyond Servant Leadership**

Caring leaders focus on both the person and mission, but they start with people. Some leaders embrace laudable practices like collaboration and robust communication but fail to grasp the significance of the supporting beliefs, such as embracing uncertainty. This is not optimal. On the flip side, some people embrace the right beliefs, such as lifelong learning, but do not know how to transform those sentiments into action. Again, this is not optimal. In contrast, caring leaders embrace both the right beliefs AND practices to produce synergistic dynamics of high-performing people and organizations.

