



Executive Book Summary for Uplifting Leadership

Uplifting Leadership: How Organizations, Teams, and Communities Raise Performance

In Summary:

Uplifting Leadership is a compilation of successful endeavors in different business sectors that demonstrate how leaders can increase performance, how they can maximize the use of limited resources, how they can outperform similar organizations, and how something can be created from almost nothing (p.6). Uplifting Leadership offers practical guidance on how to engage employees through creating a vision for your organization and building capacity within all stakeholders. Hargreaves, Boyle, and Harris noticed similarities in what successful leaders did for their organizations. They noted that the process of uplifting leadership fit into six contributing fac-

tors. They are:

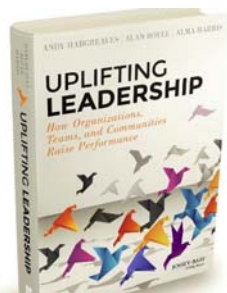
- ◆ Dreaming with Determination
- ◆ Creativity and Counter-flow
- ◆ Collaboration and Competition
- ◆ Pushing and Pulling

- ◆ Measuring with Meaning
- ◆ Sustainable Success

These factors allowed leaders and organizations to achieve improbable dreams and allow for teams to overcome great obstacles while engaging employees, contributing to communities, and realizing success.

The ultimate goal coming from Uplifting Leadership is "when we eventually step aside and complete our final journey, the good works and the good work should still go on. Our life's work is to help

raise other up-our children, our colleagues, and our communities. That becomes our lasting legacy" (p. 176).



UPLIFT

In aerodynamics, uplift is the force created by airflow, momentum, and wing design that enables large birds or aircraft to take off against gravity.

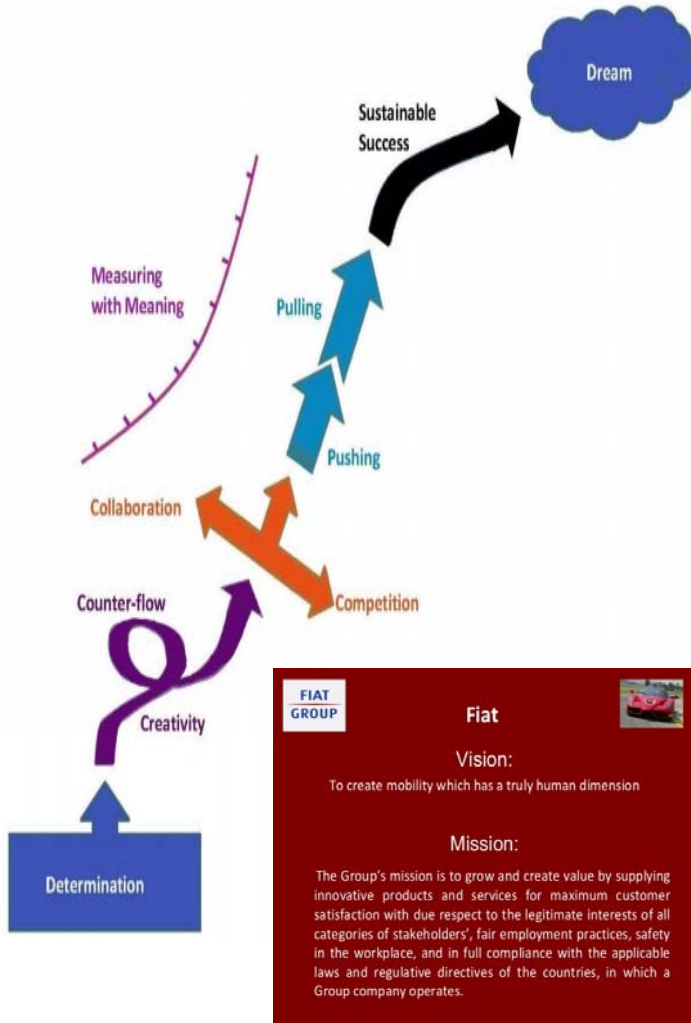
Within organizations, uplift is the force that raises our performance, our spirits, and our communities to attain higher purposes and reach unexpected levels of achievement.

The Six Forces that Create Uplift:

- > Dreaming with Determination
- > Creativity and Counter-Flow
- > Collaboration with Competition
- > Pushing and Pulling
- > Measuring with Meaning
- > Sustainable Success

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All people dream, but not equally.

Those who dream by night in the dusty recesses of their mind,

Wake in the morning to find that it was vanity,

But the dreamers of the day are dangerous people,

For they dream their dreams with open eyes,

And make them come true.

-T.E. Lawrence (p.17)

Dreaming with Determination

Hargreaves, Boyle, and Harris show us that the difference between successful and mediocre leadership is the ability for the leader to get others to subscribe to their vision. This point was blatantly illustrated in a tale recalled when President J.F. Kennedy asked a cleaner at NASA what his job was. The cleaner replied, "To put a man on the moon!" President Kennedy knew that all people involved were in knowledge of the vision of the organization, but this conversation also demonstrated all stakeholders believed in the vision (p. 24)

It is also imperative that action parallels the dream. The authors demonstrate that success happens in the shared struggle. "You struggle together to survive, but you also strive to succeed— and you do both these things at once."

Uplifting Leadership points to the vision and the struggles that the DuPont company managed by making drastic cuts to personnel and lots of restructuring to reinvent the company and begin to thrive. The Burnley Football Club, in a small market discovered a way to compete with large market teams.

It is not enough to dream big, but

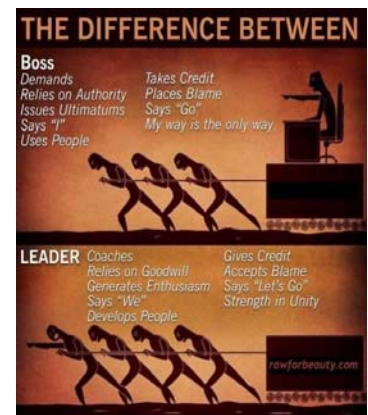


Authors' Notes

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"Learn from setbacks, and redouble your efforts in response"

from: Uplifting Leadership

Friendships born on the field of athletic strife are the real gold of competition.

Awards become corroded, friends gather no dust.

-Jesse Owens (p.67)

Creativity comes from a conflict of ideas.

- Donatella Versace (p. 45)

Creativity and Counter-Flow

Just as uplift in aerodynamics requires an opposing force like wind resistance to help overcome gravity, uplifting leaders find a way to use resistance for purposes that support the organization. "Uplifting leaders know how to develop creative cultures that take risks. At Dogfish Head Craft Brewery, constant innovation in product is the 'fun, funky' thing that keeps employees motivated and keeps attracting customers" (p. 65).

Hargreaves, Boyle, and Har-

ris note Singapore's education system where they find a group of leaders that made going against the grain part of common practice. At a time where most in the education sector were looking at the demands of initiatives that increased the use of common curriculum and standardized tests, Singapore has promoted innovation and autonomy among its teachers (p. 66). Prime Minister Lee Hsien Loong declared, "we have to teach less to our students so that

they will learn more." He wanted students to be prepared for "the test of life rather than a life of tests (p.58). The result of this vision saw Singaporean schools use technology so effectively that within fifteen years they have become a world leader in technology enhanced learning (p. 59).

Autonomy balanced with a sense of discipline and collective responsibility while following a shared dream can result in successful outcomes (p. 66)



Co-opetition

The unlikely alliance between opponents who create greater value together than they can achieve alone.

Collaboration with Competition

The authors have taken a unique view to compare the paradoxes of collaboration and competition. They demonstrate how collaboration is essential in today's complex global market place (p. 68). Uplifting leaders know how to go beyond ideological opposites of collaboration and competition and move into counterintuitive fusions that create increased value, new value, social value, and motivational value (p. 71). The authors

noted how Sam Calaione of Dogfish Head Breweries noted that what is good for all microbreweries is also good for Dogfish Head, and he has no hesitation in promoting other organizations similar to his. "A rising tide raises all ships and I want to see all small breweries succeed" (p. 78).

Three powerful combinations of collaboration and competition:

- Co-opetition- when

collaboration and competition collide and produce greater results

- Uplifting federations that include competitors increase social value for the whole community.
- Being on the collaborative edge enhances motivation as stakeholders try to outdo each other.





We uplift ourselves by
uplifting others

People—not the data—are driving the action. Data supports and stimulates the social process of improvement. Data cannot replace the core relationships that are the bedrock of success.

GREAT LEADERS DON'T SET OUT TO BE A LEADER...THEY SET OUT TO MAKE A DIFFERENCE. ITS NEVER ABOUT THE ROLE-ALWAYS ABOUT THE GOAL.

LisaHoehn.com

Pushing and Pulling

An organization may have appealing motivators and passionate leaders and this is what Hagel, Seely, and Brown call *The Power of Pull*. The Scott Bader Commonwealth had workers that functioned as partners, directors responsible to the partners, profit sharing with a portion going to charity, a salary differential restriction, and a promise that no products would be purposed for warfare (p. 97).

Tower Hamlets, a low performing school district in England used push-pull factors to move to performing in the top half of the country (p. 110). The schools in the division pulled together, collaborated for growth, and supported those that struggled (p.110). The schools internally pushed believing that if one could do it, they all could (p. 111)



“Start terrorist cells of innovation in your schools, then get them talking to each other.”
~ Andy Hargreaves



Image by Dave Gray, http://www.davegray.com/

Data- Measuring with Meaning

Uplifting leaders use data in ways that foster confidence and support in an organization. They already use inspiration and imagination, but data is used to move everyone forward in ways that are supporting the vision and mission of the organization (p. 114).

Data has changed how some sports select and use players.

Billy Beane and the Oakland Athletics used performance metrics to improve their results on a small budget (p. 115).

Valeri Lobanovsky, coach of the former Soviet Union's

Dynamo Kiev soccer team, applied the principles of scientific Marxism to analyze every successful and unsuccessful action in a game (p. 117).

Performance analysts placed microchips in players boots to gather data about the number of steps taken in a game (p. 118).

Data helped Fiat Auto reduce waste to zero .

Shoebuy.com uses data to continually innovate its website designs.

The California Teachers Asso-

ciation uses the State's Academic Performance Index to measure its progress and communicate success (p. 133).

The authors caution the use data to allow the numbers to contribute to rather than dictate what should happen (p. 132). There is much evidence of data being forced by workers faking compliance by taking extra frivolous steps to be compliant.



Sustaining Success

Hargreaves, Boyle, and Harris see a viable model for Uplifting Leadership sustainability in Finland's educational reforms in the early 1990s (p. 148). The three aspects they noted were:

- They laid firm foundations for change in a strong system that connected future goals to traditional values (p. 148). Many leaders piggyback on the achievements of their predecessors. Sustainable success comes from systematically connecting the dots from previous leaders along the lines of a strong vision for the organization (p. 150). Sometimes it takes a change in leadership or a change in focus of leaders to provide the uplift for the organization (p. 152).
- They pursued improvement at a feasible growth rate (p. 148). Just as a plane requires an optimum speed in order to take off, uplifting leaders are cautious with their growth. Uplifting leaders ensure their organizations are built with gradual and deliberate growth (p. 153).

- They connected short-term gains to long-term goals, instead of seeking large and early spikes in performance and achievement (p. 148). Uplifting leaders embrace the concept of slow and steady wins the race and they ensure their organizations celebrate the milestones and goals as they are achieved (p. 155). Organizations that are uplifted focus on higher highs as they monitor progress towards targets.

Uplifting leadership describes a feeling of being aloft, yet it relies upon a firm foundation for its success. Sustainable success requires a solid footing, a manageable rate of progress, and an ability to ensure that immediate actions are connected to long term results (p. 157).

The ultimate ambition of uplift-to improve the prospects of the generations who will succeed you long after you are gone, while making sure that you can make things better for the people you lead and serve in the present (p. 157)

Positive leadership starts with one uplifting person. Will that be you?

