



soundview

Executive Book Summaries®

The Good Ones

Ten Crucial Qualities of High-Character Employees

THE SUMMARY IN BRIEF

Employers look for two things when hiring or promoting people: knowledge and skill. They rarely, if ever, consider character. Yet character is the key to extraordinary business success. *The Good Ones* presents 10 crucial qualities of high-character employees, qualities that enhance employee satisfaction, client relationships and the bottom line.

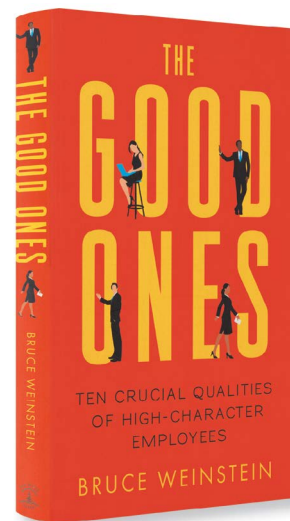
Using stories from managers and employees across the U.S. and beyond, ethics expert Bruce Weinstein reveals how honesty, courage, loyalty and patience have helped organizations maintain an edge over the competition.

Each chapter of the book is devoted to a single quality of character and ends with questions employers can use to hire and promote the Good Ones — people who are consistently honest, accountable, fair and grateful.

Whether you're looking to bring new people into your organization or seeking a job or promotion yourself, *The Good Ones* will help you appreciate in practical terms why character is the missing link to excellence.

IN THIS SUMMARY, YOU WILL LEARN:

- Why honesty is the most important aspect of good character.
- How much loyalty one should have to an organization.
- Why listening is essential to being present.
- Key questions for finding employees with the best character.



by Bruce Weinstein

CONTENTS

Character: The Missing Link to Excellence

Page 2

Honesty

Page 2

Accountability

Page 3

Courage

Page 4

Gratitude

Page 6

Loyalty

Page 7

Presence

Page 8

THE COMPLETE SUMMARY: THE GOOD ONES

by Bruce Weinstein

The author: Bruce Weinstein helps organizations hire and promote people of high character. He is known as The Ethics Guy® and has discussed ethical issues in the news on NBC's Today, ABC's Good Morning America, CNBC's Fast Money, Fox News Channel's The O'Reilly Factor and a wide range of programs on CNN. The W.K. Kellogg Foundation awarded Bruce a National Fellowship in leadership development.

The Good Ones: Ten Crucial Qualities of High-Character Employees by Bruce Weinstein. Summarized by permission of the publisher, New World Library. Copyright © 2015 by Bruce Weinstein. 280 pages, \$15.95, ISBN 978-1-60-868274-4. Summary copyright © 2015 by Soundview Executive Book Summaries® www.summary.com, 1-800-SUMMARY. For additional information on the author, go to www.summary.com and TheEthicsGuy.com.

Character: The Missing Link to Excellence

At the heart of honorable behavior is a simple concept: character. Character refers to the most important qualities that define a person's identity. It is revealed not by words but by actions. Character stands in contrast to other qualities that describe a person but don't speak to that person's essential nature.

The title *The Good Ones* has two meanings. First, it refers to employees of high character. Second, it refers to the 10 qualities that are associated with high-character employees. Those qualities are

- Honesty
- Accountability
- Care
- Courage
- Fairness
- Gratitude
- Humility
- Loyalty
- Patience
- Presence

Character is developed over time, with consistent effort. Character development is similar to weight training. It takes several trips to the gym every week for months to build strength, and if you stop, your body returns to the way it used to be. By the same token, it takes constant effort to develop and sustain the traits associated with high character.

Smart companies seek to hire and promote high-character people for five reasons:

1. They make coming to work a more agreeable experience for everyone, which is good for employee morale.
2. They contribute significantly to the organization's financial health by being highly productive and developing strong relationships with clients.
3. They tend to be loyal to their employers.
4. They advance the company's mission of enhancing people's lives.
5. They reflect well on the company, which is valuable for its own sake and also promotes positive word of mouth.

A universal character model is a tall order, but there is evidence that high-character employees are reliably distinguished by these 10 crucial qualities, and it's in a business's own interest to place a much greater importance on looking for people with these qualities than most companies do now. ●

Honesty

After the closure of the furniture factory where she had been working for 20 years, Brenda Harry found a minimum-wage job at the Goodwill Store and Donation Center in Pearisburg, Virginia. Her job was to process clothes and other items that people deposited in collection boxes around town.

Most of the time the pockets were empty, but one day in January 2014, she discovered four envelopes inside



1-800-SUMMARY
service@summary.com

1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2015 by Soundview, Inc. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Ashleigh Imus, Senior Editor; Amanda Langen, Graphic Designer; A. Imus, Contributing Editor

SUMMARY: THE GOOD ONES

a suit jacket. Those envelopes contained \$3,100 in cash. This was more than she made in two months of full-time work at Goodwill. If she had pocketed it, no one would have known.

But Brenda Harry immediately turned the money over to her supervisor. “I was raised to be honest,” she said. It was that simple. “It doesn’t matter if you need the money. It’s not yours. So you turn it in.”

It’s hard to know how many people would do what Brenda did, because the sort of people who would keep the money might not report doing so. It doesn’t even matter, really. What does matter is that smart employers hire people like Brenda Harry, because they can trust her.

All of the 10 qualities are hallmarks of high-character employees, but honesty is the most important one. No matter how knowledgeable or skilled a person may be, if he or she is fundamentally dishonest or doesn’t value honesty, that person is detrimental and possibly even dangerous.

Honesty is above all a feeling, a disposition, an orientation toward the truth. Honest employees cannot tolerate lying, fudging data, misrepresenting themselves or their companies, or other conduct that displays contempt for the truth. Falsehood in all its forms is a poison to an honest person. A company’s power, influence and integrity are a direct function of the honesty of its employees.

Obstacles to honesty include success through dishonesty, lying to save money and lying to save trouble.

Evaluating Honesty

Because honesty is an essential characteristic of the Good Ones, the following questions and sample answers may be helpful to interviewers.

- Tell me about a time when you had to tell a direct report an unpleasant truth. What were the challenges and how did you get past them? What were the consequences?
- Tell me about a time when you could have lied to a supervisor but chose to tell the truth. What happened?
- Have you ever cheated, and if so what did you learn from it?

There are two downsides to asking a direct question about dishonesty. First, it immediately strikes fear in the candidate’s heart, even if the candidate is fundamentally an honest person. The second is that the question seems to present a no-win situation for the candidate. She may reason that if she admits to having cheated, she won’t get the job; but if she lies, she’ll be worried about being caught in a lie and rejected for that reason.

But the savvy interviewer will not reject a candidate simply because he has admitted to cheating. The smart

employer looks not for perfection but for an explanation of how the consequences of a dishonorable act affected the candidate and others.

Too often, we think of ethics in terms of what people shouldn’t be doing and how unethical behavior hurts organizations. That’s part of the story but not all of it. Companies already prohibit employees from acting dishonestly, but they need to go further and actively promote honesty as a core value. This means letting dishonest employees go and hiring and promoting honest ones. Honesty isn’t the best policy. It’s the only one. ●

Accountability

Accountable employees do four things consistently:

- They keep their promises.
- They consider the consequences of their actions.
- They take responsibility for their mistakes.
- They make amends for those mistakes.

A Strong Work Ethic

“Action-oriented” is the first listing in Ken Sundheim’s Forbes.com essay “15 Traits of the Ideal Employee.” “Stagnant employees won’t make your company money; action-oriented employees will,” Sundheim writes.

The top item in Kevin Daum’s article for Inc. online, “5 Desirable Traits of Great Employees,” is “accountability.” “Employees can be smart, likeable and talented,” Daum writes, “but if you can’t trust them to do what they say they’ll do, you and everyone else will constantly waste time and energy checking up on their work.” Who is right?

They both are. A strong work ethic is a component of accountability. If there’s some confusion about this, it’s because we talk about work ethic in psychological or emotional terms. A person with a poor work ethic is called “lazy,” while someone with a superior work ethic is a “self-starter” or “highly motivated.” This is a mistake. Having a strong work ethic fundamentally means keeping promises to one’s employer. That’s why it’s an issue of character.

Obstacles to accountability include an organizational culture that doesn’t value accountability, the urge to over-promise and time, money and energy.

Evaluating Accountability

The following questions may help managers discern a job candidate’s level of accountability.

- Walk me through a typical working day. Asking a job applicant to provide details of a working day is

SUMMARY: THE GOOD ONES

an attempt to discover what many call the person's work-life balance. The point is to get the applicant's assessment of how work fits in with his or her life. People with a strong work ethic are accountable people, because they keep their promises to their employers to do their jobs well. They're neither lazy nor workaholics.

- Describe a situation in which you took responsibility for a mistake you made. What were the consequences to you for doing so?
- Have you ever taken responsibility for a mistake that a member of your team made? ●

Care

Care, like honesty, is first and foremost a strong feeling or passion. Where honesty means having a passion for truth, care means having a deep concern for people's well-being and flourishing. The passion for making a difference in people's lives has a profound implication in the business world.

In this context, caring is almost always discussed with reference to other people. But if you are a caring person, consider the following syllogism: Care is the application of your passion for helping people. You are a person. Therefore, care means applying your passion to yourself as well as to others.

A caring employee is, above all else, a servant, not in the way that suggests exploitation, obsequiousness or a harsh imbalance of power. Caring employees serve their organizations, their clients and their team members while taking care of themselves, too. The Good Ones see both of these goals as essential to their work.

Caring Employees are Engaged

A person who doesn't care about his or her work isn't fully engaged in it. Engagement is a popular term in business that's in danger of becoming a buzzword and losing a valuable core meaning: Engaged employees are those who have an emotional connection to their work and an ethical commitment to taking it seriously. Even something as seemingly trivial as daydreaming, a form of disengagement, can be potentially serious in jobs where lives are on the line.

In 2012, two large-scale studies showed that "only 30 percent of U.S. employees are engaged at work, and a staggeringly low 13 percent worldwide are engaged. Worse, over the past 12 years, these low numbers have barely

budged, meaning that the vast majority of employees worldwide are failing to develop and contribute at work."

Employees who don't care about their work and are not fully engaged in it aren't merely a nuisance. They're a drain on an organization's two scarcest resources: time and money. Beck and Harter observe that employee engagement is linked to "higher profitability, productivity and quality (fewer defects); lower turnover; less absenteeism and shrinkage [i.e., theft]; and fewer safety incidents. When a company raises employee engagement levels consistently across every business unit, everything gets better."

"The most important way to have people engaged in their jobs is to make sure that you've done a good job of hiring people in the first place," said Robert Pasin, CWO of Radio Flyer.

Evaluating Care

The following questions and suggestions may be useful in job interviews and performance reviews for evaluating the candidate or employee's commitment to care.

- Why do you want this job? High-character employees are dedicated to serving others, even if they're not in a service industry. They serve their clients, they serve their bosses and they serve the mission of their organizations. They're neither selfless nor self-serving. The language that they use to describe what they do indicates a strong commitment to people, so it makes sense for managers to listen carefully when job candidates or current employees explain why they want a certain position.
- Tell me about a time when you went above and beyond the call of duty at work.
- As a manager, how would you deal with employees who come to work with a cold or flu? One would hope to hear something like this: "I wouldn't allow someone with the flu to come to work. First, I wouldn't want him or her to make other people at work sick. Second, I'd want the employee to get better, which means staying home and resting. I'd find a way to get the employee's work done." ●

Courage

The space shuttle Challenger blew up in the sky on January 24, 1986. People around the world watched with horror as seven astronauts, including a schoolteacher from New Hampshire, lost their lives. In 73 seconds, a mission that was supposed to reignite a passion for space exploration turned into a horrific event that no one who watched it live on television will ever forget.

SUMMARY: THE GOOD ONES

What made this tragedy especially upsetting is that it could have been prevented. In fact, Allan McDonald did try to prevent it. McDonald worked for the company that NASA hired to make the shuttle's solid-engine rocket boosters. But a crucial component of the boosters, the dividers known as "O-rings," had never been tested at ambient temperatures below 53 degrees Fahrenheit. If the O-rings didn't seal the joints of the boosters properly, the boosters would explode and kill everyone on board the shuttle.

On the evening before the launch, the weather forecast in Cape Canaveral, Florida, called for temperatures in the teens. McDonald was concerned about the O-rings not working properly and warned NASA about the dangers of proceeding, but NASA wanted to move forward anyway. McDonald strongly protested this decision and refused to sign the document that would have allowed the project to proceed. "It's the smartest decision I ever made in my life," he said, but his boss signed for him. The launch proceeded as planned, with fatal consequences.

Wherever they work, in large or small companies and in any line of business, courageous employees have the strength of character to say and do things that need to be done. In most cases, this courage has nothing to do with physical strength. Courageous employees are willing to

- tell managers things they need to know, even though they might not want to know them
- fight for their clients and business
- do unpleasant but necessary things
- ask for help

Obstacles to courage include fear of being fired, fear of bodily harm, fear of damaging a relationship, fear of humiliation and fear that nothing good will result.

Evaluating Courage

The first two questions are courtesy of Bill Treasurer, founder of Giant Leap Consulting, Inc. and author of *Courage Goes to Work*.

- Describe a time when you had to disagree with someone in authority and stand your ground. What was the situation? How did the other person react? What did you do?
- Tell me about a time when a direct report pushed back on you and felt strongly about a position. What was the situation? What did they say, and how did you react?
- Tell me about a time when you needed to take a stand but didn't. What got in the way? What effect did the experience have on you? ●

Fairness

To be fair is to give to others their due. Fairness is sometimes discussed in terms of justice. Fair employees have a commitment to justice, especially economic justice (paying employees fairly), social justice (ensuring that the rights of employees, such as freedom from discrimination, are respected) and procedural justice (resolving disputes).

Let's now consider in practical terms what it means for high-character employees to be fair.

Hiring: The only thing that should matter about a potential employee or intern is whether he or she can do the job well. Unfair employment decisions are thus dishonorable and potentially costly. Overlooking job applicants because they have accents or because their grandparents were born in other countries is wrong for both reasons.

It is legitimate for employers to verify a candidate's eligibility to work. A person's national origin or the sound of his or her name are not within these bounds.

Raises and Promotions: Ken Meyer, HR vice president, told a story about Daphna, an employee at his organization. "During a routine review of compensation reports, Daphna noticed that a staff member got a degree and was entitled to a pay raise," Ken said. "The staffer reported the degree a year-and-a-half ago, but nothing happened. Daphna said, 'This is wrong. We have to make it right.'" She made sure that the employee got the raise and that it was retroactive to the point when he got his degree. Ken has heard of too many cases where an employee overdue for a raise did not get the back pay that Daphna fought for.

Making Job Assignments Fairly: Some friends in the business world used to complain that their bosses played favorites, giving the best assignments to the employees they liked best (who in many cases were also the most attractive ones in the department). This wasn't unfortunate: It was unfair.

The criminal-justice system has the saying, "The punishment should fit the crime." In business, when it comes to assigning employees to projects, the saying should be, "The project should fit the employee."

Evaluating Fairness

Of the 10 crucial qualities of high-character employees that we're exploring, fairness is among the most difficult to evaluate in job candidates. The questions below are a modest attempt at breaking through this barrier.

- What are your biases? The problem with this question is that it all but begs the interview subject to lie. What person who seriously wants a job or promotion will

SUMMARY: THE GOOD ONES

be specific about his or her prejudices, should they even be aware of them in the first place? Still, some answers are better than others. A round of applause goes to the interviewee who speaks of having reflected on this subject already and how he or she has worked to overcome their limitations.

- Tell me about a time when you were discriminated against. How did it affect you, and what did you do as a result? ●

Gratitude

Gratitude isn't merely a nicety of doing business. It's a powerful character trait, and although it's hard to discern, it's worth looking for in prospective and current employees. Through their generosity of spirit, grateful employees benefit clients, colleagues and the business itself. They're more satisfied, more productive and nicer to be around. It's time to recognize how important gratitude is in the life of an organization and to the people who practice it.

Gratitude is both a way of looking at the world and a way of acting in it. Grateful people recognize several things:

- We have many bounties in our lives.
- We depend on one another for these bounties.
- It's good to express our gratitude to others for how they've helped us.
- When we acknowledge their help, our benefactors feel better, and so do we.
- When we feel good, we tend to be more productive.

It's fine to want things, but it's also a good idea to look around and recognize the bounties we too easily take for granted.

But how did we get those bounties in the first place? It's tempting to think they come strictly through our own efforts, but that's not true. It's mind-boggling to think of how many others are involved in everything else we do — driving to our jobs, working in an environment protected from the elements, using furniture, eating lunch. Even if your business is manufacturing, you probably don't produce every component of the things you make.

Do those of us who are blessed to work with and for good people express our gratitude for this blessing? High-character employees do, and everyone benefits from this practice. Robert Emmons, a professor of psychology at the University of California, Davis, has shown that compared with people who don't do this regularly, grateful people sleep better, live longer and are more satisfied with their lives. They're less likely to suffer from depression,

phobias, drug and alcohol dependency and premature heart disease.

The physical benefits of gratitude mean that it is in an employer's financial interest to hire grateful people. They are less likely to miss work and run up the business's health insurance premiums. From an employer's point of view, the physical and emotional benefits make gratitude a very desirable trait in job candidates.

A study by Margaret Greenberg and Dana Arakawa at the University of Pennsylvania suggests that grateful managers may promote productivity. Greenberg and Arakawa found a positive correlation between managers who regularly recognized the work of employees and project performance.

Obstacles to Gratitude

If gratitude is such an important quality to have, why is it so hard to cultivate and express? Expressing gratitude makes us vulnerable. Acknowledging what others do for us may feel, for some, like a weakness or even a character flaw. Many cultures value the notion of pulling yourself up by your bootstraps. According to this way of thinking, all you need to become successful is willpower. Gratitude requires you to acknowledge that you cannot succeed alone, and this may feel like a form of failure.

There's also the belief that gratitude should flow in only one direction. When Carol, a senior manager, makes a habit of thanking her direct report Meg for the good work she does, everyone wins: Meg gets the praise she deserves (and the positive feelings that go along with it), clients benefit from Meg's good work, and Carol promotes and maintains a strong relationship with a valued employee.

Yet it also behooves Meg to thank her boss, whose leadership allows Meg to flourish. ●

Humility

There's a lot of misunderstanding about what humility is. The Oxford Dictionaries website defines humility as "a modest or low view of one's own importance." No wonder, then, that some people have a low view of humility itself.

But humility shouldn't be regarded as a low view of one's importance. It is, rather, an accurate view of it. It's a view of oneself that is based on reality rather than the distortion that occurs when we look at ourselves uncritically or through the fog of our own ego. We can all do without coworkers who take the credit when a project is successful. On the face of it, this behavior simply seems rude. It's

SUMMARY: THE GOOD ONES

not polite to blow your own horn, we're taught. Let others praise you. Keep your victories to yourself.

The problem, however, isn't that such coworkers are impolite: It's that they're *mistaken*. We don't accomplish great things all by ourselves. We have help every step of the way. Some of that help is behind the scenes, but it is help nevertheless.

If humility is a crucial quality of high-character employees, what happens when it is in short supply? Some of the consequences may include damage to one's reputation, being passed over for jobs and having difficulty accepting criticism.

Evaluating Humility

Humble people are, almost by definition, not disposed to call attention to their humility. Still, the discerning interviewer might use the following questions to discover the degree to which a job candidate or employee is truly humble or merely pretending to be.

- Tell me about one of your proudest accomplishments. What was it, and how did you pull it off? Astute interviewers listen carefully to how the candidate or employee answers this question. Does he focus primarily or exclusively on his own role in the achievement? Or does he talk about how others contributed to his success?
- Do you consider yourself a humble person? In considering the response, interviewers should pay attention to the way the candidate talks about colleagues, direct reports and supervisors from previous jobs. Do they talk about helping others to succeed?

Where have you seen examples of humility in action? ●

Loyalty

Hiring loyal people and creating a culture that sustains this loyalty provides a strong return on investment. According to the Great Place to Work Institute, businesses whose employees are deeply satisfied (a key indicator of loyalty) have lower turnover, better safety records, superior job applicants and stronger marketplace performance than other businesses do. Let's take a look at each of the characteristics that define loyal employees.

Loyal employees have strong emotional ties to their employers: Loyal employees are devoted to their employers, but that devotion has and should have limits. Loyalty is devotion, but not blind devotion.

Loyal employees represent their employers honorably: A second way that high-character employees

evinced loyalty to their organizations is through their conduct outside work. A member of an organization is a de facto representative of that group on and off the job. Loyal, high-character employees recognize this, even if their employer does not or cannot explicitly state it.

Loyal employees stand by their organizations... up to a point: Loyalty to an organization need not mean making a lifetime commitment to it. It can simply be an alignment of one's behavior with the organization's values for however long one is employed. Sometimes loyalty must give way to other concerns, such as protecting clients from harm and opposing illegal or unethical activities by an employer.

Evaluating Loyalty

Length of employment doesn't necessarily correlate to loyalty. The true measure of loyalty is the employee's attitude toward the company, other employees, clients and his or her personal relationships as well as how that attitude is manifested. The following questions may help an interviewer or reviewer get a better sense of this.

- How have you responded at a previous job when a better opportunity with another employer came along? Even for someone who has just begun his or her career, loyalty doesn't necessarily mean turning down a job offer. Character is revealed by how one responds to the offer, not whether or not one accepts it.
- Has a valued employee who reported to you ever left the company because of a better opportunity elsewhere? If so, how did you respond to the employee? If not, how would you respond?
- What were some of the things you liked most about your previous (or current) job? How would a job candidate who values loyalty answer this question? Talking about a strong relationship with a previous boss is crucial. ●

Patience

High-character employees keep pushing on with their mission until they prevail. They don't allow themselves to be diverted from their path by external forces, and their persistence pays off.

Here are the four elements of patience:

Acceptance: There are some things we can change and some things we can't. To be patient is to know the difference and to act (or not act) on it.

Flexibility: An essential element of patience for Cara Lemieux, a former network news producer and digital

SUMMARY: THE GOOD ONES

communications strategist, is flexibility. Becoming more flexible in her personal life has helped Cara become more flexible in her professional role. This sometimes means taking over for colleagues who have to tend to their own personal lives.

Persistence: In the *Journal of Finance*, Steven N. Kaplan, Mark M. Klebanov and Morten Sorensen reported that in their study of over 300 CEOs of financial investment firms, the most successful ones were also the most persistent. “Persistent leaders don’t give up,” Kaplan writes. “They stick with assignments until they are done.”

Delaying Gratification: High-character employees are adept at restraining the impulses we all have for immediate satisfaction. They recognize that sometimes our impulses have to be subordinated to a higher good.

Evaluating Patience

The following questions may help employees get a better sense of a job candidate’s capacity for patience.

- Tell me about a time when something at work deeply frustrated you, but you kept calm and dealt with the problem.
- When have you lost your cool at work, and what happened as a result?
- Tell me about a project you worked on that took longer to complete than you had anticipated. What was the project, what got in the way and how did you deal with those obstacles? ●

Presence

Given the reality of today’s world, as well as our need for breaks from time to time, I propose the following definition of presence in the workplace: Presence is being committed to doing one’s work by focusing on a single task for a reasonable period of time. A “reasonable” period varies according to the task at hand and the stakes involved in completing that task.

You probably don’t want the surgeon performing your cardiac bypass to be checking her smartphone. On the other hand, if the job isn’t a life-or-death matter, it’s humane to allow an occasional respite from the steady stream of work. At the heart of presence is focus, the ability to concentrate on one thing at a time. Employees who are focused devote themselves to a single activity in a given period, resulting in more efficient work with fewer mistakes.

Listening and the Art of Being Present

One way that high-character employees demonstrate presence is by listening well. Silvia Aprosio is a human resources consultant and coach in Milan, Italy. She recently worked with a Fortune 100 company and told of what can happen when an upper-level manager doesn’t listen to a direct report. “Giulietta was charged with defining a new retail structure for the company,” Silvia said. “She spent a lot of time and effort researching the issue, writing a detailed report, and offering suggestions to Federico about how the business could improve the sales of its products in stores. Federico took none of her suggestions, and Giulietta was so upset, she screamed at him in the hallway.”

Apparently Federico had a pattern of asking for suggestions from her and then ignoring them completely. “That’s not good management,” Silvia observed. In other words, that’s not what a high-character employee would do.

Silvia recalled one of the tales from 1,001 Arabian Nights, in which a pasha (boss) dresses like a beggar and goes to a tavern to hear what others are saying about him. Silvia believes executives and others in leadership positions should take the moral of that story seriously.

The 10 character traits are qualities that smart organizations value in their job candidates, employees and managers. Doing so won’t guarantee that the people who work for a company will always make the best decisions, but it increases the likelihood that they will.

It’s time to place character front and center in our thinking about business in the 21st century. The Good Ones do. How about you? ●

RECOMMENDED READING LIST

If you liked *The Good Ones* you’ll also like:

1. ***The Hidden Leader* by Scott Edinger, Laurie Sain.** Hidden leaders are the under-utilized employees who demonstrate integrity, lead through authentic relationships, focus on results, work from customer purpose and fulfill the value promise of the company.
2. ***Accountability* by Greg Bustin.** Bustin introduces the Seven Pillars of Accountability: character, unity, learning, tracking, urgency, reputation and evolution, and shows how each pillar is a crucial part of effective leadership.
3. ***Good Company* by Larry Costello, Ed Frauenheim, Laurie Bassi, Dan McMurrer.** Across the globe, people are choosing the companies in their lives in the same way they choose the guests they invite into their homes. They are demanding that companies be “good company.”