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Leadership

## Lead Positive

### What Highly Effective Leaders See, Say and Do

#### THE SUMMARY IN BRIEF

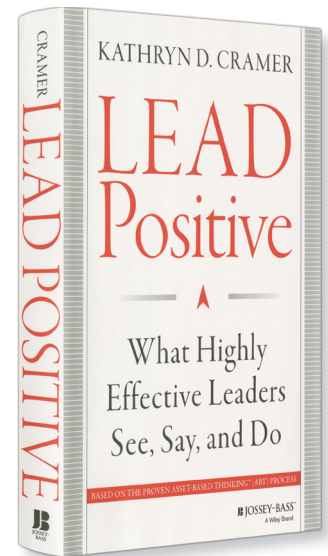
Conventional wisdom points to industry expertise, strategic capability and operational savvy as the essential components to leadership, but the best leaders never lose sight of a simpler truth: Effective leadership means inspiring your followers to action, and the secret to truly powerful, inspiring leadership is not strategic know-how but rather a sense of self-confidence and optimism. Leaders at every level must learn to establish a foundation of positivity in everything they see, say and do.

In *Lead Positive*, author Kathryn Cramer weaves neuroscience and positive psychology to create effective leadership strategies. Cramer takes the fundamentals of her pioneering Asset-Based Thinking (ABT) system and turns them into a play-book for successful leadership. She shows leaders how to apply ABT to shift their attention away from what is negative and learn to intentionally shine the spotlight on the positive, beneficial facts of a situation.

As leaders make this mental shift from negative to positive aspects, they improve their optimism, empathy and confidence. When their mindset zooms in on what is strong, valuable and possible, what they say and do is far more likely to inspire others to action. In short, ABT helps leaders shift internally so they can excel externally.

#### IN THIS SUMMARY, YOU WILL LEARN:

- How to be aligned in all that you see, say and do.
- Why our brains are wired to imitate leaders' actions.
- How to become responsive rather than reactive.
- How to drive positive change.



by Kathryn D. Cramer

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# THE COMPLETE SUMMARY: LEAD POSITIVE

by Kathryn D. Cramer

**The author:** Kathryn D. Cramer, Ph.D., has dedicated her life to Asset-Based Thinking (ABT). As founder and managing partner of the Cramer Institute, she has worked with clients such as DuPont, Prudential Real Estate, Starbucks and Microsoft. She has written nine books and won an Emmy for her film *Stress: A Personal Challenge*.

*Lead Positive: What Highly Effective Leaders See, Say and Do* by Kathryn D. Cramer. Copyright © 2014 by Kathryn D. Cramer. Summarized by permission of the publisher, Jossey-Bass, a Wiley imprint. 288 pages, \$27.99, ISBN 978-1-118-65808-6. To purchase this book, go to [www.amazon.com](http://www.amazon.com) or [www.bn.com](http://www.bn.com). Summary copyright © 2014 by Soundview Executive Book Summaries® [www.summary.com](http://www.summary.com), 1-800-SUMMARY. For additional information on the author, go to [www.summary.com](http://www.summary.com) or [www.drkathycramer.com](http://www.drkathycramer.com).

## Introduction

What if the leaders in our midst learned to *see* more possibilities than problems, *say* more about “why” and less about “what” and “how,” and *do* the courageous thing instead of operating out of the comfort zone? How much more effective would they be?

When you Lead Positive, you offer a compelling vision of the future by reframing problems into possibilities and appealing to a higher sense of purpose — a noble and mighty cause. When you think, speak and act out of the positive side of the ledger, others feel more hopeful and confident about the future.

And when you articulate why your vision is so important to those you serve, they trust and respect who you are, not just your ideas. Then, when you take a stand that requires courage and sacrifice, you can rely on their support and determination as you walk together toward a new positive direction.

Conventional leadership emphasizes planning, organizing, setting a direction, developing strategies and then executing. Relying on these practices alone leaves out the most powerful act of leadership: inspiring followers to action. And in order to inspire, leaders must be self-confident and optimistic in all they see, say and do.

Research tells us that when people at every level feel they are part of creating the vision, their ownership and commitment to execution grow exponentially.

Asset-based thinking (ABT) means to look at yourself and the world through the eyes of what is working, what strengths are present, and what the potentials are. Conversely, deficit-based thinking means to look at yourself and the world in terms of what is not working, what is

lacking, and the gaps between where you are and where you want to be.

While conventional leadership approaches focus on acquiring industry expertise, strategic capability and operational savvy, ABT is an internal development process that zeros in on transforming what the leader sees, says and does.

## PART 1: WHAT HIGHLY EFFECTIVE LEADERS SEE

### What You See Is What You Get

Have you ever noticed that you respond faster and more intensely to problems than you do to possibilities? Leaders and followers alike are much more likely to be playing defense than offense. One explanation for this bias toward the negative is that the neural circuitry in the “avoid harm” parts of our brain is triggered faster than the neural circuitry in the “pursue rewards” part is.

The negativity bias is set up to protect us from harm and provide for our survival. From the perspective of survival of the fittest, it offers a great evolutionary benefit. However, rarely in everyday life do we truly need these emergency, survival-oriented responses. In fact, the flight-flee-or-freeze reactions to situations often put us on the wrong path altogether.

When a leader is caught up in negativity bias and is blind to the assets and advantages inherent in a stressful situation, it can trigger a downward spiral. In contrast, every time you intentionally shine the spotlight on assets — what is positive, valuable and worthwhile — you change your brain for the better.



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service@summary.com

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Rebecca Clement, Publisher; Sarah Dayton, Editor in Chief; Ashleigh Imus, Senior Editor; Amanda Langen, Graphic Designer; Carissa Bobenchik Contributing Editor

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The see-think-feel awareness tool is a way to set yourself up for generating the positive feelings you need to stay on the course to success. If you are *seeing* the downsides of a situation, then you might *think* “problem” and *feel* “overwhelmed.” But if you see the upsides in that same situation, then you will think “possibility” and feel “exhilarated.” This is a self-reinforcing process that can either create a virtuous cycle that spawns solutions or foster a downward spiral that only makes matters worse.

### The ASA Shift

To create a more useful perceptual set, use the ASA shift, a “good-brain” exercise that helps you to shift your perspective just enough to begin triggering the positive feelings that set a virtuous cycle in motion. The ASA shift is a mental process with three steps:

**Acknowledge:** Use the see-think-feel awareness tool to identify your negative emotions and trace them back to the negative aspects of the situation that you are focused on. If you look more closely, you will be able to glimpse some beneficial aspects of the current situation that are also true.

**Scan:** Look for the positive side of the ledger. Ask yourself, “How can my team or I benefit from tackling this situation head on? Scan for one potential gain or upside. Think about the reward that comes with dealing effectively with the challenge.

**Act:** Take one step toward realizing the benefit you now see is possible. Act on that potential gain, and feel how it makes the negative thoughts and feelings recede.

The ASA shift is not about denying that bad things are happening. Rather, it is a tool to interrupt the negative downward spiral before it gets out of hand (acknowledge), reshape your awareness toward the positive (scan), and begin a virtuous upward spiral aimed at productive action (act). This exercise helps you discover the hidden assets in any stressful situation. ●

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### Focus on the Past

Looking at your professional experiences through the rearview mirror can run the gamut from inspiring to downright depressing — it all depends on the aspects of the past you choose to remember.

A positive focus on the past is an indispensable leadership tool. As a leader, you have a major responsibility to give yourself and those you want to influence a positive orientation to the past so that you can learn from it, move

faster in the present, and move toward the future you want to create.

Here is a quick yet thorough process designed to help you and others dwell on the details of a collective success. First, work through it yourself; then share the exercise with your team:

- Ask your team to remember a time that they achieved something that at first seemed impossible.
- Ask members of the team to recall what actions they took. Ask them to describe their thoughts, the effort, the behaviors that drove success.
- Reflect on the positive impact those actions had on you, on others and on the situation.
- Reflect for a moment on how you and the team felt when you realized beyond a shadow of a doubt that what you were doing was going to work.
- Ask the team to identify thoughts and behaviors they want to repeat for future situations.

Leaders are much more likely to look for learnings in the wake of failures than they are in the aftermath of successful ventures. Do not overlook or take your successes for granted. Creating positive memories around collaborative efforts triggers your appreciation for your team, making it easier to recognize and reinforce the positive behaviors and attitudes of others. ●

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### Focus on the Present

We know that our frame of mind, decisions, and the actions that we take in the present moment set the stage for things to come — sometimes for the better, sometimes for the worse. The quality of our attention, concentration and creativity in the present dictates the quality of our future.

But so often our daily routines are brimming over with meetings, conference calls and last-minute urgent requests that we do not stop to engage in top-quality thinking in the moment.

Neuropsychologist Rick Hanson calls dwelling on the positive facts happening in the here and now “taking in the good.” I recommend that you “take in the good” by intentionally focusing your attention on

- What makes you feel strong, safe and capable (focus on self).
- What provides you with deep, meaningful connections to other people (focus on others).
- What gives you a sense of progress or achievement (focus on situation).

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### Scan-Snap-Savor

Scan-Snap-Savor is a tried-and-true ABT exercise to help you take in the good of a given moment.

**Step One: Scan.** Look for the positive facts that are happening in the present or immediate past — something that just happened. You can direct your attention toward any one of the three focus areas: self, others or situation.

**Step Two: Snap.** Think of “snap” as aiming your mind’s camera at a positive fact from your scan and then clicking the shutter to capture it and burn it into your memory. Zero in on just one of the positive facts from your scan in step one. Create a mind’s-eye picture of that fact complete with sensory details of the setting and your state of mind.

**Step Three: Savor.** Dwell on that image, and relive your internal experience of the moment. Spend 30 to 60 seconds cherishing the positive emotions associated with that positive fact. Let the full measure of the experience sink deeply into your implicit memory.

Use Snap-Scan-Savor whenever you need a brief respite from the unrelenting hurry and pressure of time. By momentarily transcending the tyranny of chronological time, you are refreshed and energized — primed to see and seize the opportunities right in front of you. ●

### Focus on the Future

When a leader can see beyond the present to a future worth marching into, it is like a beacon lighting the way and pulling everyone involved forward. A rewarding vision motivates both leaders and followers to perform to their full potential.

I often encourage leaders to apply the Self-Others-Situation framework to envision a rewarding future. You can conjure up your vision by entering any one of those three doors first. Many visions of a rewarding future start with the leader seeing a solution or opportunity (a situation) that will make a significant positive difference to his or her products, services, customers and organization. Alternately, a leader may start the visionary process by identifying a new or hidden team capability or desire (others). Your positive vision of the future could also begin with you (self).

When you start imagining a positive future for yourself, you can rest assured you will be personally committed to achieving the rewarding outcomes. But the main point is that no matter where you start, you will also need to consider the other two parts of the framework to empower and complete your vision.

As a leader, you need to take the pulse of what your team wants to happen before setting a vision. Once you have assessed their needs and wants, you can hook your vision to their aspirations.

### Leadership by Lightning or Listening

Leading by listening is a leadership style that many would do well to develop. It is in contrast to leading by lightning. To lead well you need to master both.

When you lead by listening, you wait, watch and listen deeply, looking for patterns of ideas. Then, you speak up, inviting others to see what the future could be from their point of view. When this style works, people are grateful and inspired.

Leading by lightning relies on leader-driven ideas. When using this style, the leader has a big idea. He or she rides in on a white horse (metaphorically), announcing to the team: “How about THIS!” When this style works, people are also grateful and inspired. The leader has saved the day. The heavens have opened up, and lightning has struck to reveal a brand new future.

Leaders need to be flexible and competent at both approaches. Part of being effective as a leader is knowing which approach is appropriate for the situation and the audience – and for your own leadership style. ●

## PART 2: WHAT HIGHLY EFFECTIVE LEADERS SAY

### From See to Say

Your speech will always reveal what you see and, as a consequence, what you want, what you fear and what you value. No matter how hard you try to disguise or dress it up, what you say will uncover what you see.

If we are fearful and would rather come off to others as courageous, then we should shift how we are viewing the circumstance, changing what we see to match what we want to say.

Speaking with courage, hope and authenticity are the marks of effective leadership, and they are possible only if we focus more of our attention and effort on our assets than our deficits. This is the essence of the asset-based thinking (ABT) approach to leadership.

### Say It with Substance, Sizzle and Soul

There are three assets you can leverage when you speak: substance, sizzle and soul. Each is important enough to call out as a separate element, but in reality, they overlap and reinforce each other.

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*Substance* refers to the content of what you say. *Sizzle* is about using your words and your voice to evoke emotion in your listeners. It is a true, heartfelt expression of your feelings about your message. The *soul* of what you say refers to the why — why the message is so important to your listeners, your mission and you.

### What You Say and How You Say It

What you say has high impact when listeners remember your message beyond the conversation or presentation; have a change of heart brought about by the message; take action as a result; and influence others to join forces with you.

For truly high-impact communication, you must take into consideration the substance, sizzle and soul not only of your words but also of your delivery. To be an effective leader, what you say and how you say it must be aligned.

What you say prepares you and the people you lead for what you need to do, for walking the talk. And ultimately what you do creates the results you seek. ●

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## Say It With Substance

As a leader you must be substantive and have substantive ideas. The result is that when you speak, people know that you have done your homework. Your wisdom shines through loud and clear.

In establishing their case for change, leaders need to say what they see as the assets of the past, present and future if they want listeners to fully appreciate their role and contribution. This positive context shows people how much their efforts truly matter to achieving the positive vision of the future.

Regardless of your leadership domain and innate talents, saying it with substance takes practice. You may have heard that it takes over 10,000 hours of practice to master a skill. It means that when it comes to saying it with substance, sizzle and soul, practice will get you there.

As a leader, you can use your own credibility as an asset to move your team forward. The strong substance of your words and your delivery can create a magnetic pull that draws listeners in. People want to achieve, they want their efforts to count toward something important, and they want to join forces with a leader who they believe in.

### How to Say It with Substance

Use the ABT Self-Others-Situation framework to craft a substantive leadership message.

**Self:** Identify what you want to contribute to the substance of your message. As you craft your message, ensure

that the substance reflects the goal of your speech act. Think of speech acts as clarifying your role in delivering your message. Substance-oriented speech acts give you a strong platform and frame your point of view.

**Others:** What do you want from those who are listening to your message? Always be sure you have a clear call to action — even if the action is a change of heart or shift in attitude rather than an actual step to be taken.

**Situation:** The situation framework helps you communicate the context, timing, urgency and feasibility of your message. Think of it as your case for change. You don't need to speak volumes to describe the situation. Say just enough to ensure your call to action and positive vision for the future make sense in the minds of your listeners. ●

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## Say It With Sizzle

While the substance of what you say may be your credibility card, it is the sizzle of your words that makes them stick. When you say it with sizzle, you are engaging the hearts and minds of your audience, inviting them to feel and invest in your message. In short, the sizzle is your leadership story.

A story well told transports listeners to a different time, place and plane. It captivates emotions and provides an exciting trajectory of experiences full of hope, struggle, uncertainty and surprise. Stories show us how to live life. Stories help us lead.

### How to Say It with Sizzle

Using the ABT Self-Others-Situation framework, we'll explore how to incorporate yourself, others and the situation into a leadership message that sizzles.

**Self:** Identify what you want to be memorable and motivational in your message. Ask yourself, "What do I want to accomplish with this message?" Sizzle-oriented speech acts include invite, empathize, apologize, celebrate, encourage, empower, support, enroll and connect.

**Others:** What emotional response do you want from those listening to your message? When it comes to sizzle, be sure to have a clear invitation to feel. Sizzle-oriented invitations to feel include uplifted, enthusiastic, curious, decisive, courageous, safe, relieved, strong, honored, respected and worthwhile.

**Situation:** The situation framework helps you determine how best to engage your listeners at a particular moment in time. Knowing your audience's frame of mind — uncertain or clear, hesitant or ready, worried or excited,

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or in the dark or knowledgeable — is essential to selecting the right stories and engagement strategies. ●

### Say It With Soul

Saying it with soul is about meaning what you say — and saying something meaningful. We are socialized not to brag and to view ego as a turn-off. But authentic humility is about having the confidence and transparency to own and express the best of who we are as well as being able to admit our failures and shortcomings.

Leading with soul is not just a matter of what you do and say in the moment; it is what you do and say over many moments — the high points, the low points, and all the other points in between. When it comes to saying it with soul, you, not your words, are the message.

When it comes to soul (the why), we are talking about something highly subjective — the meaning, the value and the deeper purpose that underlie your commitment to the cause. People listening are scanning for how sincere, congruent and authentic you are. Your team is taking a good look at you to judge how much they can trust you.

It is important to remember that people will also tune into your body language and facial expressions to evaluate your authenticity. This underlines the power of the soul asset when it comes to building bonds of trust.

#### Self-Others-Situation Framework for Saying It with Soul

**Self:** Identify what you want to be meaningful and inspiring in your message. Use the pronoun “I” often — I pledge, I believe, I am committed — as you craft your messages. The soulful speech acts you claim with “I” help you signal to listeners your deepest purpose.

**Others:** How does the message you are about to deliver relate to your mighty cause? Why is this message meaningful to the group? With substance, you give others a clear call to action. With sizzle, you offer others an invitation to feel. And now with soul, you provide others meaning and purpose.

**Situation:** Timeliness can contribute substantially to the meaning and value of your message. You have heard the phrase, “timing is everything.” This adage is especially true when it comes to communicating soulfully. Look through the situation lens to determine how best to capture why your message is so important at this moment in time.

Revealing your “why” — that is, saying it with soul — gives others a reason to trust you, trust the process, and believe in the meaning and importance of your message.

Saying it with soul gives you a sound platform from which to lead and paves the way for taking action that is also meaningful and authentic. ●

### PART 3: WHAT HIGHLY EFFECTIVE LEADERS DO

#### From Say to Do: It's a Very Short Trip

The brain, it seems, does not make much of a distinction between second- and firsthand experiences. Research shows that the same pattern of neurons, called mirror neurons, fires in the observer as in the person performing a task or telling a story.

When you perform an act of leadership, the same neurons that fire in your brain will fire in the brains of your team members. Thanks to mirror neurons, the *do* — and the feeling or tone behind that *do* — is highly contagious. These findings highlight the ABT principle that leaders must set the example for what they want their followers to see, say and do.

The See-Say-Do chain reaction starts with you as the leader. What you see influences your desires, intentions, goals and actions. What you say — through substance, sizzle and soul — lets others place themselves in your mental shoes. What you do leads others to imitate your actions and develop the complex skills that form the culture of your team.

It is also important to note that what your followers see, say and do can and should influence your leadership actions. Your job as leader includes being aware of and receptive to what others are seeing, saying and doing. ●

#### Reactive or Responsive: It's Up to You

In psychological terms, *responding* means to thoughtfully and intentionally adapt your behavior to the current circumstance. In contrast, *reacting* means to automatically go into high-alert stress mode.

Highly effective leaders tend to be highly responsive leaders. They take time to digest what is happening, step back and take stock, and exude high energy and excitement, not fear and stress. In a difficult situation, a deficit-based reactive mindset is natural at first. But if you can shift into responsive mode, you can choose to channel

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your adrenaline to serve you. Respond or react: it's up to you. The goal is to learn how to respond effectively so that what you do as a leader takes you and the team further toward the goals you seek.

For decades, psychologists have known that by shifting your behavior, you can change your internal state, and vice versa. Like most other people, you exhibit distinct and unique patterns of behavior when you are in responsive and reactive modes. A keen awareness of what happens when you are angry, afraid, energized or engaged is the key to making that shift from responding to reacting when necessary.

### Asset-Based Thinking Leadership Strategies for Responsiveness

Remember the lesson of mirror neurons: your behavior is contagious. The following asset-based stress management strategies will help you increase your ability to be responsive while supporting you in lowering your reactivity.

**Strategy 1: Take Ten.** “The only difference between fear and excitement is breathing.” Adopt this phrase as a kind of mantra when you start to feel stress-induced anxiety coming on. Try taking ten deep breaths when you would rather be excited than fearful. This creates a break in your reactivity, clearing the way for your parasympathetic nervous system to kick in.

**Strategy 2: Get Off the Field and into the Stands.** In our day-to-day activity, we spend most of the time “on the field,” intensely immersed in making the best plays to win the game. When the pressure gets too intense, you can reduce your anxiety and facilitate responsiveness by going “into the stands” to see the bigger picture. Going into the stands allows you to mentally extract yourself from your reactions and immediate demands of the moment. From that more elevated perspective, you can better interpret the behavior of others to find the assets of the situation and see new possibilities.

**Strategy 3: Act, Observe, Reflect.** Once leaders commit an act, they must stop to observe what happened and then reflect on what was done well (or poorly) and what lessons they can carry forward. Taking time to observe and reflect on your actions automatically puts you in the responsive mode. ●

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### Start Being Before You Start Doing

It is difficult, in fact nearly impossible, to see yourself as you are. As a leader, you must be rigorously introspective and at the same time open to feedback in order to develop

a clear picture of who you are and how others experience you — what is called your signature presence. Just as we all have a unique way of signing our names, we all create a unique signature as leaders.

### The Three Cs

Three qualities of being are vital to leading effectively in the three types of situations you are bound to face as a leader:

**Confident in response to a crisis.** A leader who is confident in times of crisis inspires hope and determination in others. The hope that equilibrium will be regained and that the organization will bounce back is essential when dealing with a crisis. The confidence you wear on your face and express through your body language, words and actions will be contagious.

To do this, here are a few key lessons:

- Keep focused on your ultimate goal and mighty cause.
- Surround yourself with people who believe in you.
- Do not blame the people who set up roadblocks.
- Move into action. Experiment until you find the right path.
- Play to your strengths to find the winning strategy that resolves the crisis.
- Believe in yourself. Remember how your confidence in past crises served you well.

**Curious in response to conflict.** Business leaders encounter pushback from all sides. Maybe there is someone who does not agree with your position on a key issue. The best ABT strategy in response to conflicting points of view is to be curious enough to find out why people oppose you. Curiosity sows the seeds of trust and creates opportunities to see value in somebody else's points. When conflicting parties trust and can see the value in each other's positions, the bar to finding a way out of the conflict altogether is significantly lowered.

**Courageous in response to challenges.** While the nature of the challenge may differ for those in different professions, the quality of being courageous is universally beneficial. Here are two sets of opposing qualities that apply to any set of challenging goals.

#### Being Courageous

- Making a tough decision and standing by it
- Admitting when things are not ok
- Asking others to do what's difficult
- Being able to stand alone
- Staying the course

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### Being Fearful

- Saying, “I’ll think about it,” when a decision has already been made
- Pretending everything is ok
- Hesitating to make difficult requests
- Seeking approval
- Changing direction too soon or too often

The point is to decide which qualities of being you most want to display, given your specific circumstances. ●

## Driving Positive Change

Change — positive or negative — can be provoked by crisis, chance or choice. But, really, the source of change is irrelevant. It is what you do to lead your organization through the stages of change that makes the difference between success and failure and ensures that the change is positive and transformational. In the end, it all comes down to choice. Driving positive change is a matter of choosing to see whatever the provocation may be as a great opportunity to leap forward.

It is important for a leader to be intimately familiar with the stages of change that an organization undergoes in moving toward a vision. Each stage comes with a different emotional resonance and requires different leadership behaviors in order to progress to the next one.

### The Seven Key Dos of Positive Change

Highly effective leaders behave in certain, specific ways as they move through the progressive stages of change. Here are the important “dos” — behaviors at each stage and what you want your followers to feel and do as a result.

**Envision.** Highly effective leaders must *respond*, not *react* to whatever has initiated the process of change. By reflecting on the prevailing winds of change, leaders can get a glimpse of what might be possible. As they step back and take stock, they can choose the response that creates energy and stimulates the curiosity of their followers so that they, too, can embrace the change.

*Acting as if* requires that you take actions that indicate the vision is already happening in small but important ways. For example, you might develop a business plan or hire a person with specific expertise. Such actions signal that you are serious and committed to creating a new and better future.

**Explore.** As optimism and ownership build, the leader’s next task is to *shape the new path forward*. This requires giving yourself and your team the space and time to generate

the robust strategies and the specific behaviors that will secure the desired future.

**Invent.** With new behaviors and strategies in hand and your enthusiasm building, you and your team will begin to *invent new ways of operating* that bring you closer to your vision. You may find that the organization is lacking necessary skills and competencies to achieve the vision. That may mean hiring the right expertise and restructuring roles and responsibilities. Leading such an effort requires *fierce resolve* and commitment to your vision.

Behaviors that show *fierce resolve* are cousins of behaviors that show your ability to *bounce back*. Bouncing back is about regaining your equilibrium and showing up with at least as much enthusiasm and energy after confronting a major setback or disappointment as you had in the very beginning.

**Transform.** This final stage is the one that yields results: the vision has been achieved. Most primary metrics of success are financial, operational, customer-centric and cultural. But highly effective leaders should not just let the metrics speak for themselves. Instead, they must find ways of drawing attention to the victories and leaps forward by *celebrating and learning*.

Driving positive change in all that you see, say and do is the true asset-based leadership advantage. ABT means you look at yourself and the world through the eyes of what is working, what strengths are present, and what the potentials are. This is what is required of leaders as they cascade positive change throughout an organization and inspire others toward achieving a shared vision.

“We don’t see things as they are, we see them as we are.” This famous quote, widely attributed to author Anais Nin, will forever be true. Through ABT, we all have the power to make the things we see and who we are as leaders more positive and, ultimately, more effective. ●

### RECOMMENDED READING LIST

If you liked *Lead Positive*, you’ll also like:

1. ***Unusually Excellent* by John Hamm.** Hamm demonstrates that any leader can excel by consistently putting into action the Necessary Nine skills.
2. ***Grounded* by Bob Rosen.** Rosen’s Healthy Leader model highlights six personal dimensions that any leader can master: physical, emotional, intellectual, social, vocational and spiritual health.
3. ***The 360 Leader* by John C. Maxwell.** According to Maxwell, you can learn to develop your influence from wherever you are in the organization by becoming a 360-degree leader.