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Leadership

Moxie

The Secret to Bold and Gutsy Leadership

THE SUMMARY IN BRIEF

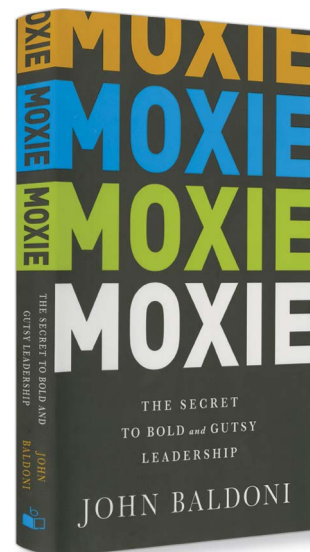
Leaders today need to be mindful of their circumstances as well as mindful of their own strengths and shortcomings. They need to have the disposition to succeed as well as the inner resourcefulness to persevere. Leaders must be willing to do things differently but also draw on tried and true traits, such as courage and gumption.

Moxie is a concept that the modern leader is wise to adopt — one part courage, one part can-do spirit and one part recognition. In *Moxie: The Secret to Bold and Gutsy Leadership*, author John Baldoni uses concrete, tried-and-true steps to bring out the inner leader in everyone. For management and employees alike, *Moxie* provides a roadmap to inspire innovation and effective leadership.

Whether you're already at the helm of your organization or still looking for a way up the ladder, *Moxie* is the leadership tool you can't do without. Built on the MOXIE framework, leaders will learn how **M**otivation, **O**pportunity, an **"X"** factor, **I**nnovation and **E**ngagement work together for success.

IN THIS SUMMARY, YOU WILL LEARN:

- Inspiring stories of heroes embodying the principles of MOXIE.
- Why mindfulness is necessary for leadership success.
- Why it's essential to create opportunities both for yourself and for others.
- The most important X factors you need to become outstanding.
- The ground rules for fostering innovation.
- Why listening and commitment are key to engaging your people.



by John Baldoni

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THE COMPLETE SUMMARY: MOXIE

by John Baldoni

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For more information on the author, go to www.summary.com or visit www.johnbaldoni.com.

Introduction

Moxie! The very word conjures up images of tough-talking guys with bent noses and fedoras pulled down low over their eyes. It is a word that was common in the 1930s and typically associated with people born on the wrong side of the tracks. Common people to whom circumstances had not been kind. They had to make do with what they had, even if it meant using their fists.

Three-quarters of a century later, moxie is not a commonly used word, but it is the essence of what makes a leader tough on the inside and soft on the outside. These people know what it means to get knocked down, but better still, they know how to get back up. They also stick up for others, especially when the chips are down, and you want them on your side. And lucky for you, they most often are.

By definition, moxie is gumption (get up and go), guts (courage) and determination (perseverance) all rolled into one. It is one part courage, one part can-do spirit and one part recognition. Here, we explore how the concept focuses on what leaders need to be as well as what they need to do.

In short, moxie is an acronym. Specifically, leaders need to be **mindful** of their circumstances as well as of their strengths and shortcomings. Leaders must be **opportunistic** in the sense that they want to make positive things happen. They also need to have the **disposition (x-factor)** to succeed as well as the inner resourcefulness to persevere. Leaders know that risk is involved with most ventures, so they must be willing to do things differently. They must be **innovators**. And all good leaders know that they, by themselves, accomplish very little. They must

engage with others in order to achieve sustainable goals for themselves, their teams and their organizations. Moxie is an attribute that successful leaders use to make a positive difference in the world in which they live. ●

Mindfulness

People with moxie know that good things happen to those who seek them. Such folks are aware of their situation and, most importantly, are aware of their ability to effect positive change.

Nelson Mandela

World leaders come and go, but few have captured the imagination like Nelson Mandela. Born into royalty in his homeland, he assumed chiefly duties. Seeking wider influence, he soon ran smack into the vicious and oppressive apartheid system designed to keep black Africans, the overwhelming majority, in a state of subjugation.

As head of the African National Congress, Mandela was tried on terrorism charges and sentenced to five years in prison in 1961. He was sent to Robben Island, a remote spit of rock in the Indian Ocean, four miles off the coast of Cape Town.

Later, when his papers were found in a distant farmhouse, Mandela, still in prison, was tried on treason charges and sentenced to death. His death sentence was later commuted, but the hardships endured. He pounded rocks in the blazing sun day after day, years upon end.

It was mindfulness, as well as the cohesion of his comrades on Robben Island, that enabled him and his fellow prisoners to persevere. During this time, Mandela looked forward, and in doing so, learned Afrikaans, the language



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of his jailers, as well as Afrikaner culture. He came to understand that, unlike the English, who might re-emigrate to Britain or another commonwealth nation like Canada or Australia, should black people come to government, the Afrikaners, descendants of Dutch farmers who had emigrated to Southern Africa in the 17th century, were home. They referred to themselves as Africa's White Tribe.

After Mandela was released to worldwide acclaim and adulation in 1993, he traveled the world. When it was decided that there would be free and fair elections, he ran for president and won. This thrilled the hearts of his fellow Africans but absolutely terrified the whites.

Mandela, being a wise man with a capacity for human understanding that dwarfed most others, understood that he needed to pull the nation together. His method was rugby. South Africa, long banned from international sports competition, was designated the host nation for the Rugby World Cup of 1995. This was a huge deal for the Afrikaner population, less so for fellow Africans. But Mandela understood that this was his opportunity to make a statement to Afrikaners that he needed them as partners in the government as well as partners in the nation.

Only someone with Mandela's sense of purpose could have shepherded a nation whose government was so virulently racist through a peaceful transition that facilitated reconciliation and allowed the country to survive. Mandela exemplifies what it means to be mindful: aware of your situation but at the same time focused on what you can do to improve it.

Self-Awareness

The capacity to know oneself is essential to being a leader. Self-awareness is the ability to understand yourself as well as to know how others perceive you. Too often, we overlook self-awareness as an important attribute of strong leadership. According to a 2012 survey of 17,000 employees, conducted by the Hay Group, only 19 percent of executives possessed a degree of self-awareness.

How we build our self-awareness says something about how we will succeed as leaders. The first step is acknowledging that we have work to do. Often that comes from feedback we receive from a trusted source, be it a boss or a colleague. Applying that feedback so we make positive changes is essential.

If you are not aware of what others think of you or the situation, then it can be difficult to connect with them. Leadership requires persuasion, and that can only occur if the parties understand each other. Self-aware leaders know what is happening around them; they live in the present but are aware of the future. They know that what they do

has consequences, and for that reason they are attentive to how they interact with others.

Self-awareness is fueled by mindfulness, the ability to think and act in the present. Mindfulness is a state of being, and it requires attentiveness to the here and now as well as to what is happening with others.

Mindful Practice: Patience

Savvy leaders develop self-knowledge through mindful practice. It can begin with patience. For the many leaders whose internal motor powers them to act, the concept of patience can seem foreign. It can be perceived as passivity. In actuality, patience is an active process. While we cannot control the situation, we can control how we react to it.

Mindfulness enables us to check our emotions so we can discern things with a clearer perspective. As such, mindfulness enables us to listen, engage and connect with others in a more open and honest way.

Applying patience in the workplace means making time for employees and keeping an open-door policy so employees feel free to come in and chat. It sends a signal that you value their contributions. Mindfulness also means you make time to reflect on what you observe and what you hear. It does no good to listen and not act.

Mindfulness requires practice. You build up the practice of it through disciplined observation and being present but also through physical action. Breath control is key. By focusing on breath, something borrowed from yoga, the individual can slow down the external world and focus on the internal.

We can train ourselves to be mindful of our own thoughts and feelings, and we can do the same with others. And, being mindful of the situation around us is critical to developing an ability to connect with others. It is not easy.

As Rich Sheridan, cofounder and CEO of Menlo Innovations, an Ann Arbor-based software firm, notes, "As a leader you're pulled simultaneously in two directions constantly. And I think that is the challenge of leadership. There's that one aspect of leadership that requires the ability to envision a better future than where you're at today and that requires you to lift your head up and look down the road as far as you can. But that only gets you kind of half the way there because the other part is, what's happening today?" says Sheridan.

Situational Awareness

Another form of mindfulness is situational awareness, knowing where you are and what you need to do next.

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Situational awareness is paramount in managerial situations. Managers need to ask themselves what is going on, or not going on, in their departments. The manager needs to know what resources she can share with her team. And most importantly, she needs to evaluate the skills and talents of her team.

Understanding the situation comes from asking the right questions. As CEO of Campbell Soup Company, Doug Conant and his team focused on “listening before leading.” Doing so is not as easy as it sounds. In the press of business, as Conant explains, executives are pushed to make decisions out of a sense of expediency with “quick judgments.” The challenge, as Conant explains, is to slow down and let things settle a bit.

A mindful leader is vigilant but also attuned to the inevitable forces of change. Mindfulness, then, prepares leaders to focus on the present as well as prepare for the future. ●

Opportunity

Individuals with moxie do not wait for things to come to them. They seek new opportunities. And that is critical for a leader. Few, if any, are content to sit back and wait for things to happen. They look for windows of opportunity where they can apply what they know and do what needs doing. They are opportunistic in mindset, and their need to succeed drives them to take advantage of what happens next.

Facing Adversity

The heart of a leader’s responsibility is to tell the truth. That truth begins with a look inward. In his more than 30 years of research, including collecting best practice stories for *The Leadership Challenge* (now in its fifth edition), Jim Kouzes notes that nearly every story featured offers an example of someone facing a significant challenge. Inherent in facing adversity is a willingness to look beyond the immediate problem to see possibilities over the horizon.

One of Kouzes’ favorite quotes is from legendary Hollywood agent and deal maker Swifty Lazar, who said, “Sometimes I wake up in the morning and there’s nothing doing so I make something happen by lunch.” Kouzes likes to tell leaders to “Post this quote on your wall or computer screen so you can remind yourself to take initiative. Every day when lunchtime arrives, if you haven’t made something happen, delay lunch.” That’s where opportunity enters.

Making Things Happen

Opportunities often arise from disruption. Disruption can be an effective strategy when it comes to doing something different and making it work to build a business. One example is Netflix, which has disrupted the marketplace not once but multiple times.

As TV critic David Carr noted, Netflix first disrupted video distribution by using the U.S. Post Office as its distributor of DVDs. This effort was immensely popular, and the business grew. Then Netflix began streaming video directly to subscribers, who paid a monthly service fee that entitled them to watch as many movies or TV shows per month as they wished. Again, the business model proved successful.

The next disruption was self-inflicted. In August 2011, Netflix decided to split the businesses into two different business units, meaning customers needed to pick which service to use or pay 60 percent more to keep both. The outcry was huge, and Netflix lost as many as one-third of its subscriber base. But, as Forbes.com commentator Adam Hartung wrote, “CEO Hastings actually did what textbooks tell us to do — he began milking the installed but outdated DVD business. He did not kill it, but he began pulling profits and cash out of it to pay for building the faster growing but lower margin streaming business.” And it worked. The streaming business grew, and the DVD business declined.

It was now time for its third disruption — creating exclusive content for Netflix. The first major effort was the funding of 26 episodes of a Netflix-only series, *House of Cards*, a political drama starring Kevin Spacey as an ambitious politician on the make. The first 13 episodes were launched in spring of 2013, and the response was hugely positive.

Nothing Netflix did was extraordinary per se, but by looking at what consumers wanted in terms of television watching, it was able to deliver movies and TV shows directly, first through the mail and later via the Internet. Creating its own content was the next huge step, and it shows that innovation need not be totally original; rather, it must be focused on providing something different in terms of convenience.

Taking Opportunity to the Next Level

Successful leaders capitalize on opportunities, but they do something more. They create opportunities for others. The greatest untapped reservoir of organizational strength is purpose. Wharton Professor Adam Grant says, “In corporate America, people do sometimes feel that the work

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they do isn't meaningful. And contributing to coworkers can be a substitute for that." Grant's research proves his thesis. Employees are more engaged and motivated when they feel they are contributing beneficially to others.

Grant said, "Many leaders underestimate the power of operating like a giver." It is different from charitable giving and volunteerism. "The giver mindset is a focus on making other people better off... There is compelling evidence that when leaders operate like givers they do better, and so do their organizations."

Purposeful organizations deliver on the service equation, both internally and externally. So how can we show service in the workplace? First and foremost, consider not so much what you do but the outcome of what you do. That is, think, "What effect will doing my job well have on my coworkers?" Next, put your mindset in place. Consider these options:

Listen; don't judge. Rather than preemptively dismissing a comment, keep an open mind, and use this flexible stance as a point of leverage for conversation. Ask an open-ended question, or ask the person to expand on his comment.

Think "want to have" rather than "have to." We all have must-do tasks. Thinking of them as things you want to do to help another person perform her job better reframes the work as a matter of helping, not simply completing.

Put benefits before tasks. Look for ways to turn what you do into things that benefit your colleagues.

Adopt a "me-last" approach. It makes a positive impression when you, as a senior person, defer to a subordinate. It shows that you have respect for others and a sense of humility about yourself.

Step out of the limelight. Let others get credit for a team effort when things go right. And if the reverse occurs, stand up for your team. ●

X Factor

Each of us has a unique set of talents and skills that we use to make our way in the world. More than just talent, it includes what makes you — your character, convictions and personal beliefs. Consider this set the X factor: what enables you to do what you do and do it well. They are essential to your ability to take charge of your life as well as to radiate the authority you need to bring others together for common purpose.

X factors are integral to leadership because they provide the backbone a leader needs to stand up and be counted, as well as the ability to do so with grace and dignity. Lead-

ers are always on. The higher their profile, the bigger the stage; their words and actions are magnified by the outsize roles they hold. That is, a word from a CEO or commander rings with importance, but it also carries significance. Such leaders hold power over others, and therefore what they do is of consequence.

Key X Factors

It is essential to consider factors in addition to self-awareness that help personal growth. According to the 2013 *Time* Creativity Poll, those surveyed rated the following as the characteristics they most valued in others:

Creativity: Sixty-two percent of those surveyed said that "Creativity is more important to success in the workplace than they anticipated it would be when they were in school." Clearly, creativity is valued, and if organizations do not do enough, then it is up to individuals to develop it in themselves.

Intelligence: Intelligence is the raw horsepower needed to process information and make sense of it. And while processing power is highest in young people, the ability to apply it — knowledge — comes with experience. Intelligence is the baseline for competence.

It would be a mistake, however, to restrict intelligence to verbal and mathematical abilities alone. Harvard professor, psychologist and best-selling author Howard Gardner has championed the cause of multiple intelligences. The multiple dimensions include spatial and kinetic, necessary for athletes; rhythmic, necessary for musicians; and interpersonal, vital for forming relationships, among others.

Compassion: While passion is essential to success at work — you need to love what you do — compassion is the element that others value. People want to know that their leaders care. Compassion is a virtue rooted in the dignity of the individual.

Compassion takes many forms. We see it when employees pitch in to help a colleague in need. Sometimes the aid takes the form of a donation for a medical expense or hardship. Other times we see coworkers offer a fellow employee assistance by cleaning his house or shopping for groceries. And very often if an employee is out, her coworkers will band together to cover for the individual to make certain the work is done on time.

Humor: Life is hard and work is tough. Truisms, yes, but no less relevant in our daily lives! So when people can find laughter, it is something to be valued. Humor adds richness to our daily lives. Those who can look at a situation — whether at work, at home or at play — and find humor are those we like to be around. Having a sense of humor is a good attribute for a leader to possess. This is es-

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pecially true when the leader turns the humor on himself. A leader who can laugh at his mistakes and poke fun at himself is one who is confident in his abilities and, at the same time, projects a sense of humanity and fun that draws people to him.

Ambition: While ambitious people can grate on us at times, ambition is an essential component in personal drive. Ambition sparks our internal motivators, it fuels our get-up-and-go, and it prompts us to tackle the challenges of the day. Ambition focuses energy on career goals, but it also provides a stimulus for action and execution.

Curiosity: While curiosity was not mentioned in the *Time* survey, many leaders value it and look for it in others. According to Ryan Lance, a curious leader is one who is trying to figure out why things are what they are. A curious leader is forever asking questions. She does this as a means of discovery, of provoking thought. A curious leader is one who is looking to find possibilities where others may have overlooked them.

Character: As important as the preceding attributes are, none is more important than character. It is the foundation upon which an individual and, certainly, leaders stand. Without it an individual lacks backbone. The elements of character, as OneGoal founder Jeff Nelson sees it, emerge from five aspects: integrity, resilience, resourcefulness, professionalism and the one just discussed — ambition.

Resilience: There is no shame in getting knocked down. It is what you do next that matters most.

Courage: Many leaders have noted that courage is not the absence of fear but rather the management of it. Courage for us means choosing a moral path: putting what's right ahead of what's expedient. In that regard, we make choices to stand by our convictions and, in the process, make sacrifices that may initially hurt us but in the long run instill character. Courage comes in many forms and is integral to the ability to lead others.

Confidence: A leader without confidence is like a boat without a rudder, drifting aimlessly. There are many ways to think of confidence, but I like to think of it as the internal spirit of "can do." It emerges from within us all. Confidence emerges from our accomplishments. It arises from what we have done and what we have learned, so that when we face the next challenge, we have a reservoir of something inside of us that says, "Yes, I can do this."

The challenge for you is to find these factors and incorporate them into your leadership persona. Then you can lead in ways that bring people to you, so that together you can achieve intended results. ●

Innovation

Individuals who have moxie are not content with the status quo. They are continually seeking to acquire new skills and apply them in new ways.

Sergio Marchionne

He does not look the part of an automotive mogul, with his sweater, cigarette and slightly rumpled clothing. But looks in this case do not tell the story. He may be the auto executive with the most challenging job in the world: reviving the fortunes of two flagging automakers, Fiat and Chrysler. His name is Sergio Marchionne, and as CEO of both automakers, he led a turnaround effort that startled those who do not know him, though it has not surprised those familiar with his track record.

Marchionne was born in Italy but immigrated to Toronto with his family when he was a teenager. The fact that he did not speak English was a stumbling block, and his teen years in school were not marked by academic success. But unlike others his own age, he did have a remarkable ability at cards. His tolerance for risk was high, and he seemed to keep his cool, two traits that would hold him in good stead in his career.

After buckling down to the books, he went to university and did well enough to earn a degree in chemistry. He gained a job with a Swiss company and ended up running SGS, a Swiss subsidiary of Fiat. He turned the company around, which earned him the notice of Fiat's senior management. As the 21st century dawned, the company that had defined Italian manufacturing prowess was foundering. The biggest cash drain was Fiat Auto, and Marchionne was tapped to run it. Urgency was the order of the day, as the company was close to insolvency. Some executives would have withered under the assignment; Marchionne did just the opposite. He thrived.

When Marchionne took over Fiat and Chrysler, heads rolled. But with both companies in dire straits, decisive action was necessary. That said, Marchionne has a sense of humility. When he spoke to Chrysler employees for the first time, in 2009, he said that he needed their ideas and their effort to succeed.

Marchionne likes to be close to the action. At Fiat he spent time walking around getting to know people, and when he identified his key people, he pulled them toward him in a matrix management style that enabled everyone to stay close. At Chrysler he did the same.

Marchionne did not take over the plush office on the top floor of Chrysler's headquarters. Instead, he located his office on the engineering floor, to be close to the people

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who were revamping the product line. He insisted that the Fiat engineering team share its expertise with Chrysler engineering teams, a process that would accelerate the development of smaller vehicles to meet the automaker's need for improved fuel efficiency.

In making these changes, Marchionne sent a signal that he was actively engaged in the business but that if the company was to be successful, it would need to think and do differently. It would need to innovate, and in this regard, he is a model of a leader who exemplifies what it takes to energize an organization through the spirit of innovation.

Innovation is applied creativity. Leaders have to enable employees to be creative by providing conditions that let the imagination flourish. They also must take what emerges and push or pull it throughout the organization. And that is not easy.

Setting Ground Rules for Innovation

When Rich Sheridan founded Menlo Innovations with his business partner in 2001, he resolved, "Number one thing, hands down, you have to pump fear out of the room. You cannot innovate in an environment of fear because fear causes your body to produce the powerful chemicals adrenaline and cortisol. These chemicals shut down the most interesting parts of your brain, because the blood is now being channeled to your extremities so you can run and to your heart so you get enough oxygen to run. Blood is channeled away from the front — prefrontal cortex of the brain. And now you've lost all ability to be creative, to be imaginative, to be innovative, because now you're in reptile mode.

"If people aren't afraid, they will begin to trust one another. If they trust one another, they might begin to collaborate. And if they collaborate, suddenly you will get creativity, innovation, imagination! And that's what companies are looking for."

Driving out fear is only the first step; you need to take it further, according to Sheridan: "We want joy here, defined as the people for whom we're designing and building the software love what we've done. They are delighted, and we've made their lives better. So that's that whole idea of working on something bigger than yourself."

"Chalk the Field"

Jim Haudan, CEO of Root, says, "Innovation can only occur with the mindsets that recognize that Big Ss come from small Fs, and that means big successes can only come from small failures. So if we can't fail, we will never

succeed." To do that, organizations must "fail forward fast," says Haudan. "You need to hug the failures and embrace the failures" rather than run from them.

Haudan advises leaders to limit risk and go for "small, fast and cheap." For example, go for process improvements and incremental changes to products rather than entire new product lines. Use them as learning lessons rather than "bet-the-company options." Once you have learned, you can take bigger risks, developing entirely new products or even product categories.

Haudan notes a pitfall of innovation: applying it where it is not needed. So he advocates that you "chalk the fields," that is, determine what you will change and why. "There are places where you want absolutely no innovation, because reliability and predictability are key," says Haudan.

People often resist innovation because it disrupts their comfort zone. When it does, they put up resistance. Again, it is necessary to keep trying. It falls to the mindful leader — one who looks for opportunity — to push the organization to do something different in the quest for improvement. ●

Engagement

Persons with moxie seek to engage with the wider community around them. They are focused on making a positive difference in their teams and in their organizations.

Leaders do not work in isolation. They work with others in order to bring their ideas, their dreams and their aspirations to fruition. To do this they must engage with others. The engagement can be as simple as one-on-one conversations that lead to relationships, or it can be engagement with groups, teams or entire organizations.

There is no one-size-fits-all approach to engagement, but there is a fundamental principle to which all highly engaged workplaces adhere. It is this: there is dignity in work, and when we treat workers with dignity they become contributors to results as well as to success.

Strategy is important but what truly matters, according to Jim Haudan, is "when people come together with aspirations to build something that doesn't exist." The challenge is to focus on purpose, or, as Haudan says, move from the "unconscious to the conscious. [This] invigorates the power of human beings to make a difference."

The question is, how do we engage with purpose? First, leaders must enable others to recognize purpose on two levels — organizationally and personally. Leaders

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must instill purpose by linking what a company does (its mission) to what it wants to become (its vision). They do this through their communications and their actions. They leverage purpose as the why of work, that is, why do we do what we do?

Purpose, however, is something to which people relate for one simple reason. It gives meaning to what they do. As Haudan says, it's that "larger than themselves" connection we all crave.

Engagement Begins with Listening

Fernando Aguirre, former CEO of Chiquita Brands, believes that engagement relies upon two important factors: "One is to communicate all the time; and two is to find objectives that are common and that employees can make them their own."

When Aguirre joined Chiquita as CEO, he spent his first 90 days as chairman and CEO "going on a listen and learn campaign and told employees that [he] was not going to make any major decisions in those first 90 days." Aguirre processed what he learned by writing about and reporting his findings to various business units.

The listening and learning continued throughout his tenure at Chiquita. Aguirre says, "Anytime I would visit any of our operations, I would hold town hall meetings with every employee that was in the building, no matter what level, no matter if they had joined the day before or if they had been in the company 35 years. And I would talk a little bit about results. I would talk a little bit about what we were doing strategically, and then I would answer their questions."

Aguirre extended his town hall concept globally. He held quarterly review sessions that were broadcast throughout the company. He says, "I started every single town hall (or quarterly) meeting by reminding folks that the most important part of this session is going to be your questions." As he explains, such commonality ensures that everyone is focused on the same goals, but it also enables managers to implement their own ideas in order to achieve the best results for their business units. In this way, Aguirre says it is employee "ideas that end up influencing the work."

Mindful Engagement

While engagement is nurtured one on one, it will not work if the leader herself is not committed to the process. Personal connection to the work is critical. And that only occurs when leaders and followers are on the same wave-

length. When they are both connected to the work and to the purpose, exciting things can happen.

The way to build upon personal connections is to "connect the dots." That is, the leader must relate the work of individuals to the collective work of the team and ultimately the organization.

Engagement as Commitment

One element of engagement that many organizations overlook is commitment. Jim Haudan believes firmly that employees feel more engaged when the workplace is a place where they feel a sense of belonging. In part, this concept is derived from Haudan's approach of viewing employees as customers. Adopting this mindset shifts the balance from what *we do to* an employee to what *we can do for* them. Making the personal connection between the employee and the work is vital to engagement, but more importantly, it creates a bond between the employee and the enterprise. Once an employee feels connected, she will go the extra mile to achieve intended results.

At Root, management fosters commitment in a variety of ways. One method is borrowed from something that Haudan witnessed at a ceremony at Lourdes University in Ohio. Freshmen at the school are given a ceramic medallion. When they graduate, they give the medallion to the person at the school who helped them the most. Haudan adapted that concept to recognize employees. Employees were given a tree and then asked to give that tree to the person who had meant the most to him and helped him feel part of the Root organization.

A leader is more than a sum of what he has accomplished. A leader is judged by how well he enabled others to achieve their aims in ways that benefit the entire organization. That is the essence of engagement — bringing people together for common purpose. ●

RECOMMENDED READING LIST

If you liked *Moxie* you'll also like:

1. ***Grounded* by Bob Rosen.** Rosen proposes a new approach to leadership in which leaders at every level can become more self-aware, develop their untapped potential and drive better results for themselves, their teams and their organizations.
2. ***Hacking Leadership* by Mike Myatt.** Myatt identifies 11 leadership gaps that can be holding leaders back and affecting their performance.
3. ***Why Motivating People Doesn't Work...and What Does* by Susan Fowler.** Fowler shows leaders how to help people meet their needs for autonomy, connection and competence for long-lasting motivation.