



Glow

How You Can Radiate Energy, Innovation, and Success

THE SUMMARY IN BRIEF

You know them at first sight: teammates or colleagues, direct reports or bosses who radiate enthusiasm, positive energy and inspiration. Even in difficult circumstances they *glow* with an attitude that inspires others, fosters a great working experience for everyone and creates empowering relationships. Would you like to learn how to *glow*? Lynda Gratton shows you how in *Glow*.

Drawing on years of original research, Gratton identifies three principles that people who *glow* live by and three actions for putting each principle into practice.

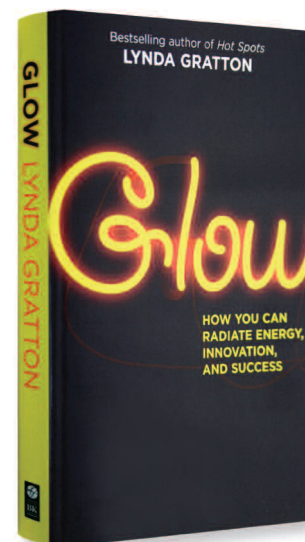
To master the three distinct areas of their working life, people who *glow* are adept at understanding what they have to do as individuals, what they have to do as members of a team, and how to find their place in a company that encourages them to *glow*.

Gratton's aim is to engage and inspire you by focusing your attention on the key issues through a simple diagnostic profile. This will help you understand where you stand with regard to your own attitudes and competencies, your team and your organization.

Glow is an invitation to become more energized and innovative at work, and to radiate positive energy that will also excite and ignite others.

IN THIS SUMMARY, YOU WILL LEARN:

- You *glow* when you radiate positive energy and that fosters a great working experience for yourself and others.
- How to create Hot Spots — the times, places, and occasions when whole groups of people become highly energized and innovative.
- Why *glowing* depends on the three principles of a cooperative mindset, networking and igniting latent energy.
- How to tap into the three resources of *glowing*.
- How being able to cooperate with others is crucial to your capacity to *glow*.



by Lynda Gratton

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THE COMPLETE SUMMARY: GLOW

by Lynda Gratton

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The Secrets of Glowing

In an ever-changing world, how can you be sure that you will find and pursue great opportunities? How can you relentlessly create value in your work and for yourself? How will you stay ahead of the curve?

Fall short in any way and globalization gobbles you up. Around the world, someone, somewhere has already put in a bid to do it faster, quicker and cheaper. To stay ahead of the curve, you have to work with more energy, more enthusiasm and, most important of all, more innovation. It is this combination that will bring you long-term success in this globalized, technology-enabled world.

But how do you do this without becoming yet another victim of an “extreme job” — working harder and harder just to keep up, jeopardizing your health, alienating your family and friends, and moving further and further away from your true self?

When You Glow

People who manage to stay ahead of the curve, who are energized, innovative and successful — and remain healthy and happy — seem to *glow*. You can see it in their faces and hear it in their voices.

You *glow* when you radiate positive energy that fosters a great working experience for yourself, excites and ignites others, and through your inspiration and innovation creates superior value and success in your work.

When you radiate this positive energy, great things happen. When you *glow*, you are able to create or find and flourish in “Hot Spots.” Hot Spots are times, places and occasions when whole groups or a community of people become highly energized and innovative.

So the challenge is to learn how to *glow* and then to create, find and flourish in Hot Spots.

There are examples every day of people taking what they sincerely believe to be the best course of action to create value for themselves and others, yet instead of *glowing* and creating or finding a Hot Spot, they are inadvertently behaving in ways and creating situations that reduce their value and leave them devoid of energy and unattractive to others.

The Three Principles That Are the Foundation of Glowing

People who *glow* live life according to three principles that form the foundation for their daily behavior. These principles are brought to life every day by nine actions. Together these principles and actions create a frame for their work life that stokes their enthusiasm and enables them to *glow*.

When you *glow*, you design your working life around three principles:

The First Principle: A Cooperative Mindset — You have a warm and positive attitude toward others and choose to work where cooperation flourishes. You have developed conversational and relationship skills and habits.

The Second Principle: Jumping Across Worlds — You have jumped across into other worlds and have learned to appreciate and learn from people who are very different from you.

The Third Principle: Igniting Latent Energy — You are able to ignite your own energy and the energy of those around you by discovering sources of ignition.



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The Nine Actions That Will Make You Glow Every Day

You live the principles on a daily basis through nine actions; three in support of each principle:

- Action 1. You practice the daily habits of cooperation.
- Action 2. You master the art of great conversation.
- Action 3. You act on the “smell of the place.”
- Action 4. You know how to increase the value of your network.
- Action 5. You are skilled at escaping the boundaries that constrain you.
- Action 6. You find and move to boundaryless places.
- Action 7. You ask questions that spark energy.
- Action 8. You create visions that compel.
- Action 9. You craft meaningful and exciting work. ●

Your Glow Resources

You want to make *glowing* a daily experience in your working life rather than something that happens occasionally. You do this by working on the three principles and developing your skills and competencies.

You have three potential resources available to you to make *glowing* a daily experience:

- Your first resource is yourself. You have within you the power to develop the personal skills and capabilities that are the foundation for a life of *glowing*.
- Your second resource is your team, your immediate colleagues. They can play a key role in supporting and enabling you and other team members to practice the nine actions that will ensure that you *glow*.
- Your third resource is the community, business, or organization in which you currently work. Even if you work completely on your own, you are a member of a wider community of people who can provide a frame for you to develop these skills and habits.

You Can Glow — It’s You That Makes It Happen

As you increase your capability to *glow*, keep these points in mind:

- It’s not about your personality — anyone who takes the nine actions can learn to *glow*.
- What are crucial are the everyday actions you take and habits you develop.
- Forget your pet theories and instead focus on the three principles.

- Work on all three principles, rather than concentrating on the one or two that are easiest for you.
- Find a few supportive people to engage with who can also profile themselves, and remember to listen and not become too defensive with one another.
- Patience is a myth. Take action now!

An Introduction to the Glow Profile

As you progress through the three principles, you and your colleagues have the opportunity to complete the *Glow Profile* for each of the principles in turn.

The concentric circles of the *Glow Profile* (see Figure 3.2) are divided into three segments, representing the three principles (cooperative mindset, jumping across worlds and igniting latent energy). The inner circle corresponds to you and your work; the middle circle represents your immediate colleagues or team; and the outer circle your wider community, business or network within which you work.

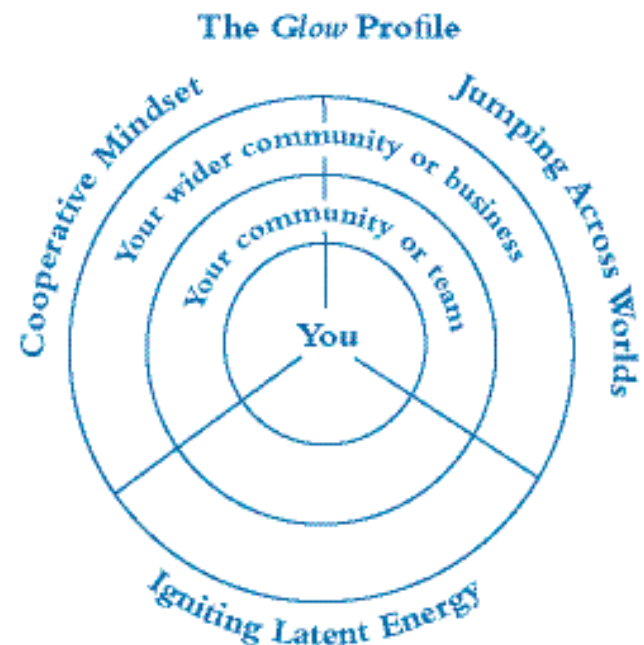


Figure 3.2 Your Cooperative Profile

The First Principle: A Cooperative Mindset

You have said a resounding yes to staying ahead of the curve, to being able to create and flourish in high-energy places. You want a life where you *glow*, a working life of exhilaration, energy and insight. You have also said a resounding no to a life dominated by the “Big

Freeze” of political intrigue and gut-churning politics. Being able to cooperate with others is crucial to your capacity to *glow*.

The Glow Profile

A *Glow Profile* is used to determine where you stand with regard to your own attitudes and skills, your team’s attitudes and skills and the extent to which your company or community encourages you to be cooperative. There are five profile types.

1. Profile Type A — You, the team you work with and your wider community are highly cooperative, which creates a marvelous opportunity for you to *glow*.

2. Profile Type B — You, your team and the wider community are skilled in some aspects of cooperation, which suggests that developing the daily habits of cooperation will be crucial, while learning the art of conversation will also be useful.

3. Profile Type C — You are fairly cooperative but find yourself in a Big Freeze of limited cooperation, which suggests that you need to first concentrate on building your own cooperative skills, but then think seriously about acting on the “smell of the place.”

4. Profile Type D — You are not cooperative but find yourself surrounded by a relatively cooperative team and community, which presents a terrific opportunity for you to learn from others. Developing the daily habits of cooperation could make a real difference.

5. Profile Type E — Neither you, your team nor the larger community values cooperation, which gives you and your team a great opportunity to think about the effect this is having and work together on developing the daily habits of cooperation, learning the art of conversation and acting on the “smell of the place.”

Action 1: Developing the Daily Habits of Cooperation

Habits are actions you take regularly that become part of who you are and define the person you have become. Adopting some of these habits requires you to develop a skill or an aptitude, while adopting others does not.

If you want to *glow*, you need to build into your daily behavior a set of habits that will enable you to cooperate with others with ease.

Here are five daily habits that are crucial to developing this aspect of yourself:

- 1. The habit of sharing valuable information with others.** One of the most powerful habits of cooperation you can develop is “gifting”: willingly sharing valuable information with other people.

2. **The habit of acting with discretion.** If you want to be cooperative, you have to learn to trust people and they have to learn to trust you.

3. **The habit of being open about yourself.**

Cooperation flourishes when you have great conversations. For these to take place, you need to be open about your emotions and prepared to trust in an open and authentic way.

4. **The habit of using the language of**

cooperation. You create stronger cooperation by making sure you use the word *we* rather than *I* when discussing business matters and by consciously using language that includes others to encourage *cooperation* among your *team of colleagues*.

5. **The habit of making and keeping**

commitments. By making a commitment, you agree to a course of action you will take. Without commitments, cooperation simply becomes mere window dressing — a charade that you are playing.

Of course these habits come from within — they are about you. However, there are ways in which you can increase their potency. Since you develop habits by watching others, you need to be thoughtful about whom you have around you. Spend too much time with highly competitive people and you will abandon your cooperative habits.

The people who become your role models and mentors can have a profound impact on how your habits develop, so choose carefully. The most important influence on the cooperative habits of individuals or teams is how they see other people behaving. When people mentor you, they take a personal interest in you, they support your development and it is often from them you learn your habits. So choose your mentors with great care. This will mean at times steering clear of the person who looks most successful and instead choosing a mentor for his or her cooperative capabilities.

Action 2: Mastering the Art of Great Conversation

People who *glow* know the art of great conversation and use conversation as the bedrock of their cooperation with others. They are able to bring emotional authenticity and analytical rigor to their conversations.

When you *glow*, one thing that is striking is the way you talk with other people. Sure, some of your conversations will be of little consequence, but many will be considerably livelier — thought-provoking, fascinating and purposeful.

Ask yourself this question: In what way do I most

typically converse, and what would it take to make my conversations more rigorous and authentic?

There are four ways to have a conversation:

Dehydrated Talk. In these conversations, you bring neither the sharpness of analytical rigor nor the warmth of emotional authenticity. These conversations contain no doubt, no curiosity and no puzzling. Dehydrated talk is not the foundation for cooperation and it certainly won't help you *glow*.

Disciplined Debate. These are good conversations in which analytical rigor is strong. In a disciplined debate, what you are talking about is based on fact rather than lazy thinking or prejudice. Disciplined debate can be a crucial igniter of a Hot Spot because it creates a context in which people feel prepared and able to ask the “big questions” that can engage and excite others and act as a focus for latent energy to emerge.

Intimate Exchange. Emotional conversations flourish in your private life as you build trusting relationships with family and friends. You are able to talk about your emotions, explain your feelings to others and try to understand where they are coming from. This creates the basis for appreciating others. If you are to create cooperation as a foundation for *glowing* in your work life, you need the same level of empathy, mutual understanding and trust at work.

Creative Dialogue. Creative dialogue results when analytical rationality and emotional authenticity are brought together to create important and meaningful conversations. Creative dialogue is crucial to your becoming energized and innovative. To have creative dialogue, you want to converse with people who are interesting and exciting and who are able to converse on broad and wide topics.

Action 3: Acting on the ‘Smell of the Place’

Sometimes you have no choice: If you want to *glow*, you may have to be prepared to move, to put yourself in a different place with different people. To do that you have to become skilled at understanding and acting on the “smell of the place.” The smell of the place consists of all those subtle clues that tell you intuitively and rationally what a place is like before you join. Being aware of the smell of the place will help you find teams, communities and companies that will help you *glow* and avoid those that won't. *glowing* is a lot about you, but it is also about the company you keep.

These are the questions you should answer before you decide to join a team, community or company:

1. Is the language of the place cooperative or competitive?

The Warmth of Cooperation

When Cooperation Flourishes: Jill's Story

I am a very driven person. From an early age I knew what I wanted to be and have always worked really hard to get there. I love the process of thinking about something and then bringing it to fruition. For me, the way I judge myself is the quality of my work — I have really high standards for myself and others.

When I left design college, I joined a small design team. At first I loved the work, really relishing working on my own and bringing my ideas to fruition. Then I began to feel more and more uncomfortable. I found I was not sleeping very well at night and often felt a pit of anxiety in my stomach.

At college we worked pretty much on our own, and I was used to doing my own thing. Here in the design studio I continued to work like this — getting in early in the morning, working on my project and leaving late at night. I felt increasingly exhausted and isolated.

The real shock came when, at the end of six months' work on a project, it came time to show the work to the clients. I was really pleased with mine. I had used all my skills and worked incredibly hard. Although I had done the very best I could, there were two areas of the design that I had completely failed to understand. I had not really come to grips with how the product I'd designed could be manufactured, and the prototype I had created was going to be too costly to mass market. It began to dawn on me that because I had worked so hard on my own, I had not had the benefit of my colleagues' insights and knowledge of the manufacturing process and of costing feasibility.

Looking back, that client presentation was a life-changing event for me. I began to realize that if I was going to excel in the way I wanted to, I had to learn to cooperate with others in a more skillful and thoughtful way. I had to make cooperation my day-to-day habit, and I had to get better at listening to and conversing with others.

2. How well does the executive team work together?

3. Will I be treated in a way that fosters cooperation? ●

The Second Principle: Jumping Across Worlds

When your relationships with other people are built on cooperation, trust and appreciation, you have the

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tantalizing possibility of undertaking extraordinary endeavors and *glowing*. However, it's not just your relationships with your closest colleagues that are so crucial. Think more broadly of the vast cloud of acquaintances, friends, and friends of friends who surround you.

Often when you work with other people who are very similar to you, you go through a process of homogenization whereby you become more and more similar and end up with mediocre and average ideas. However, when you jump across worlds, each person can contribute something unique. It is this combination of “uniquenesses” that is the magic of Hot Spots and what lets you *glow*.

Each of us has our own unique way of looking at the world. We have our own way of seeing situations and our own way of interpreting what we see; we can then generate our own unique solutions to problems (this has been termed *heuristics*); and we have our own unique way of predicting what we believe will happen.

If you think about your life and your work, you will see that, over time, you have created a way of looking at your world and deciding to act in it. These ways of looking — or heuristics — are developed through your past experiences. So your heuristics are influenced by such factors as whether your gender, your culture and the country you have grown up in, your religious beliefs and your education. They are also influenced by your life experiences and what you have learned from others. Your personally developed rules and ways of acting become the rules you use to define your world. The more cognitively diverse the collection of heuristics, the better able you and others are to create Hot Spots of innovation and energy and to *glow*.

Connecting Different Worlds

Typically there are two events that can really energize a network and put it on the path to becoming a Hot Spot.

One possibility is that the variety within the network is expanded when someone with a different perspective joins. This variety increases the number of heuristics and begins the buzz.

The other important event that will transform the warm and trusting relationship to something much more dynamic and exciting is that the latent energy between group members is ignited.

It is astonishing to watch as the Hot Spot gains velocity and energy and more people are interested in getting involved. Some of the people who become involved are already associated. Others are acquaintances or even strangers, people who have been asked to join the job,

project or task force, or have decided to do so of their own volition.

It is this combination of founding members, heritage relationships, acquaintances and relative strangers that bring this wonderful mix of insights, experience and ideas that fuel the Hot Spot and create a great context for people to *glow*.

Action 4: Increasing the Value of Your Networks

People who *glow* are skilled at increasing the value of their networks and at balancing their networks between acquaintances and close friends who are similar to them with more extensive networks of people who are very different from them. They know that sometimes the most interesting and most innovative ideas come from people they barely know and who are very different from them.

The most valuable strategy you can adopt to increase the value of your networks is to both deepen your relationships and broaden your networks. You need strong, trusting and highly cooperative friendships and you need links with a wide variety of associates.

Remember that similarities and differences can come in all sorts of guises. Your friends or acquaintances could be of the same gender, be around your age, share a religion or culture, come from a similar background or have a similar profession. However, there are similarities and differences that are much deeper and less obvious yet still very important — for example, points of view, values or habits.

Action 5: Jumping Out of the Boundaries That Constrain You

People who *glow* have broad and extensive networks and are skilled at jumping out of the boundaries that constrain them. They allow for serendipity in their lives and are prepared to meet new people and take the untrodden path to broaden their experiences.

It is wise to become skilled at escaping the boundaries that constrain you by building more valuable communities of practice and being prepared to wander away from your natural networks.

As you wander outside your normal networks, you must be interested and inquisitive about what you see and positive and open about the people you meet. To do this you need to allow for serendipity in your life by:

- Setting aside “golden moments” — leaving time for yourself
- Taking time out

- Taking mini-sabbaticals
- Creating broader networks
- Showing interest in and appreciating others
- Developing a fluid identity

Action 6: Finding and Moving to Boundaryless Places

People who *glow* are adept at finding and moving to boundaryless places. They know how to escape from the “Fortress” and connect with teams and places that encourage them to grow by creating opportunities to jump across worlds.

The ability to *glow* is within you, of course, but it is also dependent on the context you are in — the friends and networks you have and the community, organization or business you are working in. If there are big walls around you, you may find it mighty hard to scale them; you feel as if you are trapped in a Fortress.

You will be surprised at how much potential there is to jump across worlds — even in a high-walled Fortress. Here are seven actions you can take right now to make the most of your current opportunities:

1. Pursue a boundary-crossing career path.
2. Seek out mentors with wide, diverse networks.
3. Make it known that you want to work in different functions or businesses.
4. Attend seminars and meetings outside your own group.
5. Join communities of practice outside your immediate work group.
6. Volunteer for socially responsible projects.
7. Widen your social and sports activities.

You want to be sure that your next job choice is more informed. Like many of us, you have probably in the past joined a company or accepted a project on the basis of rather superficial information. Perhaps you just accepted the first offer. To avoid joining a Fortress again, you need to understand what is really going on in the company. Here are three pointers:

- Ask tough questions in the interview.
- Examine the career information.
- Seek feedback from friends or online. ●

The Third Principle: Igniting Latent Energy

You’ve created latent energy by behaving in a cooperative way and by jumping across worlds; now the scene

is set for ignition. Without these sparks of ignition, you are consigning yourself to a “Country Club,” a place where you feel comfortable and at ease but in which you will never, ever *glow*.

Country Clubs come in different shapes and sizes, but what they have in common is that they dislocate you from your work. This means that you never really get an opportunity to put your true self into your work, you no longer *glow*.

In the Country Club, underperformance is the norm, energy rarely sizzles and the mundane is venerated. In the Country Club, the big questions are stifled, visions are uninspired, and tasks are overspecified and homogenized. Here are the five telltale signs of a Country Club:

1. *Conflict seems remarkably low.* Everyone seems to agree with everyone else.
2. *Complacency is the norm.* There is an unquestioning belief in the status quo and an assumption that everything will continue as it has in the past.
3. *People are busy.* But be aware that busyness can mask a lack of focus and avoidance of the big questions.
4. *You sense that there are important matters that are being ignored.* But if you question why things are done in a certain way, you are made to feel that you don’t really understand or that you are somehow naive.
5. *You notice that everyone is rather similar.* They look about the same, they act the same and they have the same point of view. Conformity is the norm.

Action 7: Asking Questions That Spark Energy

People who *glow* are adept at asking questions that spark energy and require courage and focus. When you are able to engage with your own passion and beliefs, you become a source of energy for yourself and others. This energy is radiated to others as you *glow* and it ignites Hot Spots of innovation in your work community. Igniting questions have always been marvelous creators of energy and innovation.

Whether you realize it or not, you have big, igniting questions within your reach and inspiring visions in your head. The challenge is to form and access these questions and visions — and then to communicate them in a way that others find compelling and motivating.

Are there times when you feel it is not your place to ask big questions? By steering away from big questions, you are significantly reducing the possibility of *glowing* in Hot Spots.

Questions can be wonderful igniters of latent energy — particularly when they are big, important, conse-

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quential and meaningful. Sadly, too often pragmatism means we focus on the day-to-day reality of living rather than the life-enhancing questions that permit us to *glow*.

Action 8: Creating Visions That Compel

People who *glow* are able to create a compelling vision that sparks energy and is so exciting and engaging that others are drawn to it. A vision invites people into the future. It can describe what is important to you and can ignite the latent energy around you.

Visions are about the future — and a good way to begin to frame your thinking about the future is to go back to the ideas about questions, but this time phrase them as “what if” questions. Since “what if” questions are about events that have never taken place, you have to move beyond your conscious mind to access your ideas about possible futures. It is sometimes in your day-dreams that you begin to rehearse possible futures and create a vision of what could ignite your energy. You ask “what if” questions every time you dream.

“What if” questions are about the future, not the past. By changing the focus of your vision, they serve to weaken the links to the past and strengthen the links to the future. Thinking about the future is a much less analytical and rigorous task than thinking about the past. So rather than accessing your rational and analytical mind, as you do when you are asking questions and engaging in disciplined debate, you are engaging your imagination and accessing your dreams.

We can all ask “what if” questions. The challenge to overcome is that we have been trained to look only to the past and ask “what was” questions.

Action 9: Crafting Meaningful and Exciting Work

Visions and questions are excellent aids to keeping you ahead of the curve and helping you *glow*. To sustain energy over the longer term, you also need to be able to design your work and the jobs and projects you do in a way that brings meaning and excitement to you.

When the vision is a distant memory and the question begins to fade, tasks are what we do when we come to work in the morning, and they are what we are engaged in when we stay late into the evening; it is the tasks that help us *glow*.

Tasks are the parcels of time, activities and outcomes that define your working life. One of the reasons you *glow* is because you are engaged in something that resonates with you. You *glow* when you are engaged with tasks that are sufficiently complex that they capture your imagination or sufficiently meaningful that they capture

your heart.

When your questions and visions resonate with your values and beliefs, you *glow* and it shows in your work. When you and others are engaged in a task that resonates with your values and beliefs, you are more likely to *glow*.

Meaningful tasks that can ignite latent energy can spring from your self image, values and passions — so the meaning comes from inside.

Meaning can also emerge from outside, through what is meaningful in your context, on the team, in the company or in the community. Tasks are meaningful to you because you can see that through their accomplishment you can make a difference — they have a consequence beyond you.

One impediment to creating interesting and meaningful work is the conviction that you are so busy you don't have time for anything else. If so, before you can think about making your work more exciting and meaningful, you may have to clear away some of the debris and face the problem of overdemanding work. ●

Glowing Every Week

The challenge you face is to ensure that all the actions you take focus rather than dissipate your energy. People who *glow* over long periods of time stay on the path by focusing on the journey forward, by removing the obstacles on the path and by keeping track of progress.

Keep Defining What is Important to You

Our lives have their own rhythms, and there will be times when more energy is available than at other times. People will say that cooperation is “unfocused” or that it's not up to you to ask the big questions or that you should focus on the immediate team. You will have to consciously and intentionally reduce these distractions — perhaps by avoiding these people, perhaps by spending time with the energizers around you rather than the distracters. ●

RECOMMENDED READING LIST

If you liked *Glow*, you'll also like:

1. ***Never Eat Alone* by Keith Ferrazzi with Tahl Raz.** This book goes beyond networking into the key skill of relationship building. It features a proven mind-set and skill-set to advance your community of associates.
2. ***Sway* by Ori Brafman and Rom Brafman.** Understanding the sway of irrational behavior helps us from falling victim to it. The Brafmans show you how to escape from under the influence of being irrational.
3. ***Winning* by Jack Welch.** In this book, Welch addresses his own management techniques and explores the external factors that can influence a person's and company's success.