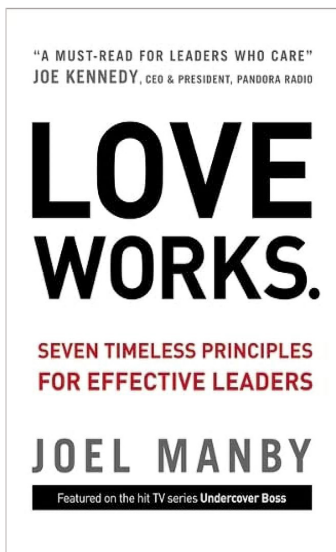


# EXECUTIVE BOOK SUMMARIES

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## ABOUT THE AUTHOR

### Joel Manby

*Joel Manby is proof that leading with love works. He has refined the leadership philosophy over the last 25 years, first as a highly successful corporate executive at Saturn, then as Saab North America's CEO, and currently as president and CEO of Herschend Family Entertainment (HFE), the largest family-owned theme park corporation in the U.S.*

## Love Works

### THE NUTSHELL

Zondervan April 2012

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While participating in a panel discussion, I was asked about the caring culture people saw displayed on the program Undercover Boss when I participated. I said, “We actually use love to define our leadership culture at HFE. Not love the emotion, but love the verb. We train our leaders to love each other, knowing that if they create enthusiasm with their employees, the employees will in turn create an enthusiastic guest experience. I think most organizations avoid talking about it...but why are we afraid to talk about love?” People applauded, and kept applauding. I had struck a chord.

My experience is that leading with love both grows the bottom line and respects employees. It’s a powerful way to transform the way you lead and the culture of your organization.

My whole career the focus was on meeting the numbers—financial performance. That’s all my leaders seemed to care about. What I longed for was a better way, one that united who I was as a business leader with who I was as a person. I wanted to care about those around me at work. I didn’t want to separate concern for profit and people or profit and principles. Leading with love does that.

Just to be clear: leading with love isn’t an excuse to avoid the hard truths about leading an organization. You still have to hit financial goals and make a profit. Over the last seven years, we have grown operating profit more than 50% and earned a 14% annual return for our owners. At the same time, we have grown in love. Our Share It Forward Foundation helped over 700 families last year who were in financial need. Bottom line: we are more profitable than ever and enjoying leading with love more than ever.

## Love Works

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Often when we think of love, we automatically think about romantic love—the emotional kind. I’m talking about love the verb, not the emotions. I’m referring to a set of behaviors that people use to build a healthy relationship with someone regardless of how they feel. This type of love makes us great spouses, great parents, great friends—and great leaders.

The seven principles we will explore in the rest of this book are paraphrases from I Corinthians 13, a famous passage in the Bible. These principles will transform your organization. Love is: patient, kind, trusting, unselfish, truthful, forgiving, and dedicated. That’s what leading with love is all about.

**Patient**—Have Self-Control in Difficult Situations. As leaders we aren’t to be patient with poor performance, but we must be patient with how we respond to it. Admonish people in private, protecting their dignity. When praise is called for, take the time to be specific. Shoot for a 3:1 ratio between them.

**Kind**—Show Encouragement and Enthusiasm. Both start at the top and shape the organization. Every day you will have the opportunity to make someone’s day better or worse—make it better. Learn to send notes of encouragement to reinforce good behavior. Let CEO come to mean “Chief Encouragement Officer.”

**Trusting**—Placing Confidence in Someone. Trust is the key to any healthy relationship, whether at home or at work. If we trust others, we will listen well, involve our team in decisions that affect them, and trust them to make the decisions they are paid to make.

**Unselfish**—Think of Yourself Less. Being unselfish doesn’t mean thinking less of yourself; it means thinking of yourself less. When you’re selfish, you insist on your own way with every decision because you’re thinking of yourself. Be unselfish with decision-making—a strong leader should aim to make as few decisions as possible.

Being unselfish starts on a personal level before it ever shows up in our organizations. If we are unable to be selfless in our personal life, we are unlikely to be unselfish as a leader. I believe that giving—in any of its many forms—is critical for a leader. Three basic areas of giving are our time, talents, and treasure. We can give of any or all to bless those around us.

**Truthful**—Define Reality Corporately and Individually. Getting the truth on the table corporately requires all voices being heard. Making the best decisions comes from all voices being heard and considered.

In working with individuals, I will often divide feedback into three sections: what I appreciate about the person (what they are doing well), what I want more of (areas to grow in), and what I want less of (negative things that need to change). This breakdown brings clarity, and putting it in writing reinforces that. There are people in every organization who need truthful, direct feedback and follow-up to help them refine their performance and attitude and become fantastic—not just good—leaders.

**Forgiving**—Release the Grip of the Grudge. Learn to forgive those who have wronged the organization—consider giving second chances when appropriate. Learn to forgive those who have wronged you personally as well; it will set you free to focus on love and relationship instead of anger.

**Dedicated**—Stick to Your Values in all Circumstances. Great leaders need to use both love and power. Martin Luther King, Jr. said it this way: “Power without love is reckless and abusive, and love without power is sentimental and anemic.” Develop be goals so you aren’t only focused on performance. Leading with love is harder in difficult times—you need to be dedicated in order to continue doing it.

## Love Works

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Leading with love is a choice you make. It's hard. It's much easier to just "hit the numbers" without caring how the decisions you make impact others. But learning to lead with love is ultimately about becoming a whole person, and having both your work life and personal life aligned with your deepest values. That brings a level of peace and contentment that is rare. It's hard, but it's worth it.