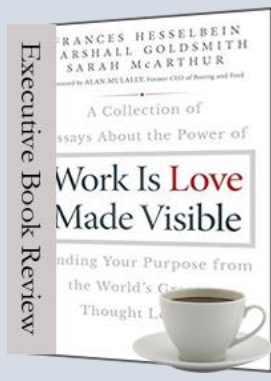




Book # 117  
Event # 221

## Work is Love Made Visible

by Hasselbein, Goldsmith, McArthur  
Reviewed by Judy Zimmerman



### About the Authors

**Francis Hesselbein** is the former CEO of Girl Scouts of the USA and the chair of the University of Pittsburgh's Frances Hesselbein Leadership Forum.

**Marshall Goldsmith**, PhD, an authority on executive leadership, has written several management books, including *Triggers* and *What Got You Here Won't Get You There*.

**Sarah McArthur** is a writer, editor and writing coach who manages the daily operations at Marshall Goldsmith Inc.

### About the Book

Francis Hesselbein asked her colleague Sarah McArthur, "What is it you see when you look out the window that is visible but not yet seen?" This question became the origin of this book and the three editors suggest that it's time to think about how you see the world and how you would like it to be. They asked 30 individuals, who are distinguished thinkers, to answer this question and to discuss their vision of the world and how it shapes their identity and their work. This book is a series of essays from these individuals.

### The Book's ONE THING

Leaders should focus on **who** they are, not just on what they do.

Recognize your purpose in life!

BLUE SKY LEADERSHIP CONSULTING | 210-219-9934 | PETER@BLUESKYLEADERSHIP.COM

*Need to grow top line revenue? Improve bottom-line profits? Build accountable and trusting teams? Improve cash flow? Develop leadership team members? Blue Sky Leadership Consulting works with small and mid-market organizations to leverage Strategic Thinking and Execution Planning. We encompass many of the principles in these books into our 7 Attributes of Agile Growth methodology and development of your company's Growth Roadmap. Contact us for a free consultation*



*“Work is love made visible. And if you can’t work with love, but only distaste, it is better that you should leave your work and sit at the gate of the temple and take alms of the people who work with joy.” – Kahlil Gibran*

“Leadership is not about title or destination; it is about our character. Good leaders have strong characters. They are mission-focused, values based, and demographics-driven. They manage for the mission, for innovation, and for diversity”. – Francis Hesselbein

As individuals, finding our purpose, understanding our calling, grappling with and committing to what we inherently know that others do not and to serving that purpose, can be the challenge of our lives. It can also be the opportunity of our lives. *Work Is Love Made Visible* looks to those who understand their purpose and who have made it their life’s work, to role model for us what it is to live a life that has meaning.

## **PART I: Leadership is a Matter of How to Be, Not How to Do**

### **“My Journey with Peter Drucker”, by Francis Hesselbein**

“My definition of leadership: ‘Leadership is a matter of how to be, not how to do.’

The leader of today, and in the future, must be focused on how to *be* – how to develop quality, character, mindset, values, principles, and courage. The *how to be* leader knows that people are an organization’s greatest asset and in word, behavior, and relationships, they demonstrate this powerful philosophy.” Pg. 6

Today we need leaders who:

- Invest in building a mission-focused, values-based, organization
- Communicate with the people and the customers of the organization
- Practice the art of listening
- Find work-life balance and make that balance a reality in their own lives
- Share successes widely while accepting responsibility for shortfalls and failures.

How do you define leadership?

Can you recall a defining moment or mentor who propelled you into your career in leadership?

### **“Waves”, by Whitney Johnson**

In the early summer of 2017, this was in the advice column of *Dear Abby*:

*Life has me worn out. I have accomplished more than I ever thought I could (considering my upbringing), traveled as much as I wanted, always strived to be a good husband and father, a good employer, a loyal volunteer, a supportive friend and good neighbor. I have done so many different things during my life that at this point, the thrill is gone.*

*At 56, I am tired of working, tired of travel, bored with my hobbies, and sick of dealing with most people in general. I’m relaxed and laugh easily and have good relationships, but nothing excites me anymore.*



*Honestly, if the Grim Reaper tapped me on the shoulder and said, 'Pack your bags; tomorrow's the day', I'd just shrug and ask, 'What time?'*

*I went to a couple of therapists who told me I don't need therapy; I just need to find a new 'spark'. So what's a person to do? Must I keep wallowing through the days waiting for the end? Am I the only person who feels this way?"*

People at many stages of life encounter S-curves of life and we NEED to find a new wave to surf, to remain relevant and contributing to life for the decades yet to come!

## **PART II: To Serve Is to Live**

"You and I do not retire. You and I are called to serve, and we will serve until the pine box lid is closed upon us." - Francis Hesselbein

### **"Loving Work Despite the Odds", by Mark Thompson**

Sir Richard Branson, British business magnate, was always comforted by five principles that guided his mentor, Nelson Mandela, whose circumstances were obviously far more desperate than any of us will ever experience. Those principles are:

1. Let Your Mission, Not Your Nightmare, Define You.  
"Resentment is like drinking poison and then hoping it will kill your enemies", Mandela once said. Vengefulness and victimhood would not erase the crimes done to him in the past, nor would they help him build a better future.
2. Burn Your House Down.  
If you lost everything tomorrow, would you rebuild your home exactly the same way? Fill it with the same stuff? Start your career over, and in the exact same way? Recruit all the same people back into your life and work? "I'd not wish it on anyone", Branson told me, "but sometimes the best way to get clear about what has meaning to you is to imagine starting over from scratch!" – pg. 79
3. Nobody Does It Alone.  
When it comes to building an organization, nobody does it alone. Like the blind person who develops acute senses of hearing and smell, an intelligent person with learning disabilities who is ambitious like entrepreneur Charles Schwab won't hesitate to seek help to get things done rather than assume that he can or must do it all on his own. Chuck Schwab could not read well enough to stay in college, so rather than be thrown out of Stanford, he recruited study groups.
4. Focus on What You're For, Not What You're Against  
Rather than getting sucked into a protracted, bitter feud with anyone, it's much better to let your adversaries waste their energy fighting each other. "Mandela didn't go to war or terrorize his former captors. He didn't take the bait and you shouldn't either", Branson said.
5. You don't Have to be Perfect to Make a Difference  
"Do not judge me by my successes," Mandela admonished. "Judge me by how many times I fell down and got back up again." Being flexible in finding a new door every time the last one slams shut is the difference between those who find their way and those who self-destruct.  
Leaders find love in their work and life when they find the courage to turn their wounds into wisdom and their passions into purpose. – pg. 82



Do you love your work? Your life? What elements about them might you begin to appreciate if you look at them from a different perspective? What might you want to change?

## **PART III: Defining Moments**

Defining moments are those experiences we have in which we become aware of something about which we were previously not conscious. These experiences are the shapers of our character, the inspiration for our decisions, and the starting point of our life journeys.

### **“Understanding in Moments”, by Catherine Carr**

Life changing moments usually happen when I least expect them and always right about the time I think I’ve got it all figured out.

(The story of Arsene and Doctors Without Borders)

Arsene taught me that when the walls we build around us to protect us from pain and sadness crumble, it is only then that our hearts have the space to expand. Our walls may protect us from the much larger world surrounding us, but they also keep us from understanding. Hope hides on the other side of those walls. Joy hides behind sorrow. Hearts break. And then they expand, because hearts have the infinite capacity to grow and hold incredible amounts of both sorrow and joy. – pg. 134

You must find your growth and freedom in that space between what happens and what you do. Even when it doesn’t feel like it, know that there is always space: It might be tight at times and you might struggle to create more. Other times there might be so much space that you lose yourself. Either way, it is always there, encouraging you to open your heart wide, step into another perspective, and get closer to understanding something new, to connect to the world in deeply meaningful ways. – pg. 135

Have you ever experienced a *moment* when you had to decide, in a split-second, how to react? How difficult was this? What was the outcome?

## **PART IV: Be Ye an Opener of Doors**

In the 1800’s, great American lecturer, essayist, and poet, Ralph Waldo Emerson said, “Be ye an opener of doors.” What does it mean to open doors – for ourselves and for others – through which we can walk together toward a shared and positive vision of the future?

### **“The Gift of Belonging”, by Garry Ridge (CEO of WD-40)**

Leadership – truly inspiring, transformative leadership – requires the wisdom to understand that the overarching role of business is to serve people. To give them what they need to do their jobs and smooth the edges of their days. To bring them joy. To relieve their suffering. To give them the essential tools and hope that will empower them to step into the best versions of themselves. To ease their loneliness and isolation. *To lift people up in the spirit of belonging and connection.*



“While other boys my age were finding their identity through sports and, well, let’s face it, girls, I was discovering myself through my earliest of jobs. They weren’t much, as jobs go. But they taught me one of my life’s most valuable early lessons: I belonged, because I was valued, because I cared about the people I did business with. And because of all that, I had a place in the world.” – pg. 171

“I discovered how good it felt to be needed, in a context outside my immediate family, and this inspired me to be even more valuable to the people who needed me.” – Garry Ridge

“The workplace should provide psychological safety through providing employees with a tribe – maybe not the only one in their lives, but an incredibly valuable and rewarding one all the same.” – Amy C Edmondson

Research has shown that working teams with a high degree of psychological safety – where employees can comfortably take risks and learn new things without fear of shame, embarrassment, separation, or other isolating negative feedback – show a higher likelihood for innovation and individual accountability for performance standards.

At WD-40, when Garry Ridge took on leadership as CEO, the company was successful, yet the culture could be best described as traditional, conservative & authoritarian. Great was no longer good enough and they wanted to make it better. *Teams* of employees wasn’t the right word for Garry and *Tribe* was a better fit! The performance emphasis is on *contributing* in the context of mutual support and cooperation – not on winning and losing at all costs.

*Tribe* also spoke to Garry of belonging.

4 keys to creating a Tribal culture:

1. **Purpose:** A purpose gives all conversation within a company a positive point of focus. Purpose is the hook on which you hang the entire experience of your workplace. At WD-40, their purpose is as follows: “*We exist to create positive, lasting memories in everything we do. We solve problems. We make things work smoothly. We create opportunities.*”
2. **Values:** At WD-40, they consider their values to be providing the framework within which our people can express their freedom and do what they think is best.
3. **An Innovation-Friendly Culture:** When individuals operate from a perspective of positivity, their frame of mind expands their capacity to see a bigger-picture perspective and bring forward new ideas and creative solutions.
4. **Community:** A tribe is nothing without its great legends, creation story, totems, symbols, secret handshakes, and icons. Memories, especially the positive, lasting ones, build the wealth of knowledge that unites people all over the world.

## PART V: Bright Future!

Francis Hesselbein is often heard rallying us all with her vision of a “world of healthy children, strong families, good schools, decent housing, safe neighborhoods, work that dignifies, and faith that sustains – all embraced by the diverse, cohesive, inclusive community that cares about all its people.” – pg. 213

### “Be Positive!”, by Francis Hesselbein

*Be careful of your thoughts, for your thoughts become your words. Be careful of your words, for your words become your deeds. Be careful of your deeds, for your deeds become your habits. Be careful of your habits, for your habits become your character. Be careful of your character, for your character becomes your destiny.* – Author anonymous



Remember: Every challenge is an opportunity. In these times of great challenges, the opportunities are even greater for our new generation of values-based leaders. And it is the learning leaders who are the partners for ethical, principled, effective corporations and organizations. They will open doors.

*“Be an opener of doors for such that come after thee,  
And do not try to make the universe a blind alley.”*

- Ralph Waldo Emerson

**We must shine a light in this age of cynicism. Our turbulent times cry out for leaders who live the mission, who embody the values, who keep the faith.**



## A Retrospective of our last ten books ONE THING

The School of Greatness	Greatness is not reserved for an elite few, it is something inherent in each of us. It is cultivated from within. The masters of greatness became that way because they applied specific habits and tools to embrace and overcome adversity in their lives.
The Obstacle is the Way	Although we don't control external events, we can control ourselves and our responses to those events. Every obstacle poses an opportunity to improve our condition. We have the power to turn adversity into our advantage and revolutionize our lives!
Just Listen	Be more interested than interesting.
Titan: The Life of John D Rockefeller	We study the lives of famous people who have impacted the world in order to better understand our own impact on the world. Every human being is a complex enigma containing both beauty and darkness.
Reading Magic	Reading with a family whether family by blood, profession, or interests, leads to delight and food for thought, which presents a lot of goodness and positive growth for the entire community. Read continually... experience books, learn from books, share books!
The Power of TED	Shift happens when we break out of the default mode of victim and adopt the creator mode of being.
The Memo	Women of color and underrepresented groups are sometimes at a disadvantage in the workplace especially when it comes to securing high level positions. Become aware of your unconscious bias.
Made To Stick	Sticky messages of all kinds, whether true or false, draw their power from the same six principles: 1. Simplicity 2. Unexpectedness 3. Concreteness 4. Credibility 5. Emotions 6. Stories. "As we pored over hundreds of sticky ideas, we saw, over and over, the same six principles at work" From Made to Stick
Occasional Magic	"Educating the mind without educating the heart is no education at all." Aristotle
The Surrender Experiment	Surrender is about peaceful acceptance, listening and being open to what life is putting in front of you. Surrender is not passive.



### Let's Pan for Some Gold

**What thought, or idea had the biggest impact on you today?**

**What is your ONE THING? What one specific action you will take TODAY from what was discussed?**

WORK IS LOVE MADE VISIBLE



## Our Faculty, Our Sponsors, Our Cause



## Calendar of Events

San Antonio	San Antonio	Corpus	Houston	San Antonio	West Side
"1st Friday"	Wine & Cheese	2nd Tuesday	4th Thursday	"4th Friday"	3rd Wednesday
7:30AM	5:30 PM	5:30 PM	11:30AM	8:00 AM	12:00 Noon
Wittigs	Haworth   Smartworld	Wittigs   Haworth	Wittigs   Haworth	Alpha Home	American Sunrise Good Samaritan
<b>6-Mar</b>	<b>11-Mar</b>	<b>10-Mar</b>	<b>26-Mar</b>	<b>27-Mar</b>	<b>18-Mar</b>
Judy Zimmerman Work is Love Made Visible	Peter Braeuler Think & Grow Rich	Peter Braeuler Think & Grow Rich	Robyn Tresnak Talent is Never Enough	Robyn Tresnak Talent is Never Enough	Phil Bohlender 7 Essential Traits of Coaches
<b>3-Apr</b>	<b>8-Apr</b>	<b>14-Apr</b>	<b>23-Apr</b>	<b>24-Apr</b>	<b>15-Apr</b>
Marisa Ortiz Big Magic	Robert Schmidt A Republic. If You Can Keep It	Robert Schmidt A Republic. If You Can Keep It	Pat Whitty Man's Search for Meaning	Pat Whitty Man's Search for Meaning	Robert Schmidt The Alchemist
<b>1-May</b>	<b>13-May</b>	<b>12-May</b>	<b>21-May</b>	<b>22-May</b>	<b>20-May</b>
TBD	Malcolm Coon Sapiens	Malcolm Coon Sapiens	Judith Cutright The Obstacle is the Way	Judith Cutright The Obstacle is the Way	Marisa Ortiz The Four Agreements