

Transcript of Mark C. Crowley session with Senior Fellows and Friends September 2, 2020

Mark's Remarks

How the Book Began

Mark discussed early life challenges he had to overcome, including an absence of emotional support. He started managing people after his college graduation, and then about 20 years later a woman he had hired in his very first job told him that he managed very differently. As he puts it, to care about them, to support them, to nurture them, to make sure that they didn't go home on a Friday night wondering, does my boss care about me? Am I doing a good job? Am I going to get fired - all the fantasies that we have in life. I coached and developed and taught people everything I knew. I kept getting promoted and never questioned it. I figured, everybody else manages this way. Never looked under the hood to see what I was doing; just did it instinctively and kept getting promoted. Eventually I was named leader of the year and had taken over the brokerage business with no real right to do that - had no background and no securities licenses until later. Right after that the bank failed and was acquired by another organization I soon realized I didn't want to work for.

After six months, I resigned and that brought me to a fork in the road that eventually led to my writing the book [[Lead from the Heart: Transformational Leadership for the 21st Century](#)] and then to the [podcast series](#). I began by returning to the feedback I'd gotten about managing people very differently, drilled down to understand exactly what I had been doing and then experimented and refined it. When I sat down to write the book, I thought I'd write these five chapters that basically say, if you do the practices in all of them, you're going to get extraordinary performance out of people. Extraordinary engagement. Loyalty. People are just going to love working for you and they're going to do incredible things. This was based on the totality of my personality and experience. Ten months into the process, a conversation with a friend made me realize that I was going to have to find evidence to validate it.

The Story Behind the Title

The idea of leading from the heart is laughable. When the book came out, there were people I used to work with, who knew I was a really talented guy who kept getting great promotions and ended up in national level positions. And they were like, Wow, he had a religious breakdown or spiritual transformation where they just, you know, dismissed the whole thing. But the reason that I call it this was that in the process of telling my wife that I wasted a year, she said to me, You already know this works - you already have the experience of it. So, go look and see if you can find evidence to validate it. It was the best advice that I was given. So, I took another 13-14 months and went and looked for as much proof as I could possibly find.

And in a nutshell, what I found out is that people are miserable in their jobs all around the world. And I found that the reasons all relate to the heart. It all linked to feelings and emotions – feelings and emotions drive our behavior. That's one of the key takeaways. But the other reason I called it Lead the from the Heart is that I met with a world class cardiologist after I wrote her a letter and told her I believed I was affecting the hearts of people all throughout my career. And I know it's a crazy idea, but is there any science that might validate what I experienced? This was a woman whose mom and dad both died in their 40s from heart attacks. And so, I believe she went into cardiology in order to almost heal other people to heal herself from that loss. And so when I got this phone call from her assistant, he said, she wants to meet you immediately. I'd been writing cardiologists and couldn't get anybody else to respond, so I thought that was interesting and I walked into her office at Scripps clinic in my hometown.

I walked into her office and she doesn't say hello. She doesn't stand up. She looked at me and she said, Mr. Crowley, you have figured out something we're just figuring out in medical science. I graduated from NYU top of my class in medical school, and we were taught the heart is just a pump, a carburetor. You know, when you're working in and on cadavers. Don't get caught up in that being anything essential to somebody's life. And she said, I was starting to see people come into my practice with serious, serious heart issues. And in getting to know them, she said, I started to realize they had drinking problems. They had massive financial problems. They were severely unhappy at work. They had bad relationships. And she said, all of those experiences were affecting their hearts. They had no reason they were born with unhealthy hearts - their life experiences were making their hearts unhealthy. And she said, if that's the case, then the heart can't just be a pump. There's a feeling, sensing organ there. Then she introduced me to an organization.

Some of you might be familiar with the HeartMath Institute. The founders have been studying the intelligence of the heart for the last 25 years and have proven that the heart and the mind are actually in constant communication, with the heart sending more information to the brain than the other way around. And that the feelings and sensations that people have in their experiences of life send signals to the mind saying okay, this doesn't feel very good to me. What do I do? Well, I'm going to be disengaged at work when my boss is treating me badly. This is kind of how it works. So, long story short, I call it “Lead from the Heart” because it's not a metaphor.

What the Podcasts Series Has Achieved

I came out of corporate America with no platform. Nobody knew who I was. And then I come up with a book called Lead from the Heart – might as well put a sign on my back saying Kick Me. And so, this wasn't going to go very well. I did hire a famous marketing strategist and platform architect to help me build an online platform, and after she cashed the check she told me I

would fail if I continued to use the expression, lead from the heart. What she was trying to tell me was, you're going to get punched in the stomach a lot because people don't get what you're talking about. She suggested an alternative, killer engagement, and I had to make a decision: Am I going to own this idea of leading from my heart or am I going to call it killer engagement and lose all the authenticity and everything that I believe to be true? So, my next step was, I'm going to start writing articles and drip, drip, drip.

I wrote 25 articles for Fast Company magazine and I was kind of surprised, to be honest with you; I tend to be very hard on myself. But they were really successful. But I wasn't really sure that people were getting the full connection like Hey, the guy who wrote the article is also the guy saying we need to lead from the heart. And so I thought, well okay, it would be helpful if people actually heard me. They can hear my voice, hear me having conversations with people who are bringing in new information to validate this whole thesis. And they happen to be world class people, people many of you are familiar with, doing work in some kind of research that is validating the thesis about heart and leadership. By bringing them on, they bring a cachet and also I'm having intimate conversations around this thesis, and of course they are offering extraordinary validation for it.

And so now I'm grateful to say the podcast has an audience of 143 countries. My book has been or is being taught in nine American universities including University of Iowa's MBA Program. So, I'll stop there.

Q. How do you see a concept like leading from the heart working in the new workplace that we could very likely have for a while now?

A. Mark: Well, it's a great question. So, let me start off by saying that I used to believe in the golden rule and I no longer believe it. That sounds controversial, but it's not. What I believe in is that we shouldn't treat people as we wish to be treated, we should treat people as they wish to be treated. And that's a big difference, right, because we come out of our own biography and we think, well, I would pretty much know that I would like this right at this moment, but as you learn more about people you realize that not everyone always wants those exact same things. Somebody in this room has to know General Shinseki - he said you can't manage people unless you know their story. And I've always believed that that was true. A zoom call isn't the time to demonstrate to people that you love them and care about them and want to see them succeed, with the exception of taking time to do what we just did here, which is what's going on with you. Who are you, where are you from? So what's going on in your house, how's the cat, how's the dog, how's your mom, that's totally appropriate. And people will connect to that and

appreciate it. But if you do a lot of that people are going to go, I don't have time for this. So you kind of have to balance that out.

The way to make leading from the heart work is really about connecting with people individually. One of my podcast guests told me that in his research. And Marcus Buckingham wrote a book recently. In the book, he asserts that your span of control should never exceed the number of people that you're able to speak to for one hour every week and I love that.

We're being forced to change how we manage people. People are remote. We don't see them. We can't walk into their offices. And so out of sight, out of mind is the greatest weakness of many managers in this situation, and people get lonely and they feel lost and they feel neglected. When people start to feel that, you know, all things go sideways when people feel that they're not being paid attention to, given direction, given validation and recognition, and feeling connected. With those pieces in mind, I would say schedule regular conversations with your people. And the first part of the conversation isn't where are you on this, when are you going to hit this deadline; to me it's I want to know what's going on with you. How are you doing, how are you coping with this.

I remember I had a boss and he learned that recognition was really important. And he created this whole formal structure to do it. So he's going through this recognition one time and realizes we're way behind schedule and he just stopped the whole thing. It demonstrated that none of it was authentic and real, so remember that people can feel you and that that's their guide for whether it's authentic or not. You have to sit back and let people tell you and just not get seduced into what my old boss did, which is, I'm wasting my time here by asking people so much about their life that I'm not getting to the work.

So the more that you can personalize it, the better. Amy Edmondson, Harvard Business School professor and really the creator of psychological safety, only one of two people who have been on the podcast twice, said, start off your call by saying, is this a good time for us to talk? Because you know the kids are running through the house and the spouse is still there and so on. If you're thoughtful around those kinds of things, and then find out what combinations you can make for people who have kids at home, they can't start until eight o'clock in the morning, conference call, that's like the most ruthless thing anybody could do. So you can schedule your meetings later in the day when you know that they work for everyone. You can do a consensus on what's the best time. You can take a few minutes at the beginning and warm people up - like you know if you are an animal, what would you be - let people go all out and tell you what animal. Just create some fun and then get to your business.

Really, the bottom line is that when people feel that all that matters to you is the work that they do and the results and the accomplishments, it's game over, because people have a lot of

time to be reflecting on am I working for the right person, am I working in the right organization, am I in the right job. People have had a lot of time to think about this, you know, and so if we don't manage people really carefully and kindly and supportively, they may leave when this is all said and done, if not sooner. People are going to be out the door.

Q. I was curious about your story. The lady who wanted you to change the name of your book, she said that it was going to fail. So, my question is around finding your authentic voice in deciding to walk in that path. What was the process for you to decide to show up authentically, whether in the name of your book or in your leadership style?

A. Mark: So, go back to what she said to me, You're going to effing fail. She didn't just say, Hey Mark, you're going to have a hard road ahead of you. Right. She could have said that in a million different ways. But it was a punch to the face when she said it to me and it sort of jarred me, you know, and I literally said to her, did you cash that check yet, because it was like, how is this going to help me? What she was really trying to tell me was that the world isn't ready for this and you're going to take a lot of punches to the stomach. And in that moment, I knew she was right. I knew that I was early with this message. And Covid, you know, is sort of forcing us to be more empathetic and caring, but I didn't know when that was going to come and had I known it was going to take as long as it has, I don't know that I would have had the courage to make the decision. I'm not visual, I'm not auditory, but I have a deep intuition. I could just feel that this is who I am.

Typically, I will tell you that it's been painful; it hasn't been easy. For as many companies as I've gone to speak to, you know, I mean I have a very popular podcast and my articles have been well written. I've got 137,000 followers on Twitter. You would think this guy is hugely successful but my speaking agent has told me that even when people are leaning towards me, and even asked for me so they know who I am, last minute they pick somebody else that's safer. And I said, Why, and he said, because they think you're going to come out and sing Kumbaya on stage; they think you're going to be not business, not hard results.

And so those people misconstrue my message. The world works, but typically we're not kind at work and we're not thoughtful and we're not caring and we're not supported. We just go and say where are you, where are you on this. I need this. And so I'm saying it's not all heart; it's mind and heart. It took my intuition, my higher self, telling me: You – this is why you're here, and nobody said it was going to be easy. And so as to be truly satisfied, you're going to have to pay the price.

Q. I was just going to say that that's a daily decision - to be that way. I know. I'm glad you continue to do that work.

A. Mark: You have great insight, because it is a daily decision. Sometimes I just go, okay, I'm not going to think about this for the next month, just so it's not a daily decision. Many of you are in government and you just look around at the people who are leading our country right now and the divisiveness and the ruthlessness. And you know, it's like the complete antithesis of everything that I'm talking about. But we're not thriving in many respects, when we have race issues that are like unbelievable, and we're not really dealing with them well. Just start there, you know, and how we're handling this in the fights that are going on. And I'm not talking about the riots and the marches and stuff. I'm talking literally about people's opinions and we don't have leaders that are trying to bring us together and say let's solve this. This just doesn't really support my mission at all because when we buy into that kind of stuff, politically, it influences how we go and live our lives. Brother – we're on the right and we have our strong opinions or we're on the left and we have strong opinions, and we're probably going to bring those into work. And so it makes it more difficult for me to be honest with you.

The good news is I think people are fed up with it. I think people are just worn out from it. I can't tell you the number of people saying I'm not watching the news, I'm not getting caught up in this narrative. And so I think that people are waking up and saying this isn't making my life thrive. This isn't making me happy. And if everyone is thinking the same way, then we're going to start demanding that the people that we work for manage us in a more caring and supportive way. Otherwise, we're going to leave. That's hard to do right now when there are 30 million people unemployed, but we'll be back in. Once jobs are plentiful again, and they will be, people are going to say, I am not going to stand for this. And that's going to force organizations from the bottom up to change how they lead.

Q. I'm a community manager thinking about intrinsic and extrinsic motivators. Like, how can I move the needle and push people off an anthill that they weren't prepared for. That's essentially in an oddball what community management is all about, pushing people down the path so that they can achieve what they need to. From that work, what I realized was that we're moving from a production economy where we use people as machine parts to produce something to a knowledge and information economy, and years ago I realized, you can't force people to communicate well, you just can't. You can't extract that from people; you've got to inspire that in people. You've got to reward people for that, but you can't apply extrinsic motivators to that. So then I see our organizational structure is all co director at some level or either economic or social or whatever, how do you get away from the governance that is measuring for those extrinsic rewards and deliverables etc. How do you lead in the middle of that and not get sucked into that operational kind of cultural?

A. Mark: Well, none of that's going to make you happy, if somebody manages that way. Start there. Right, it's going to make you pretty damn miserable, what you just described to me, and I was feeling weighed down by it, you know. So, you're asking people to do things and you're

trying to nudge them into taking on bigger challenges and to do even more work or, you know, get more accomplished. I don't suspect that you have more money to give people, right, so your hands are tied in that respect. So, the way that I would do that is I would start off by expressing to people that you see their potential. And this can't be, you can't bullshit your way through this, this has to be real. You need to explain to me why you think I could do it. And so it means getting to know people well enough, and then being able to say to that person, you have a lot more potential, and I would like to grow that and help you get there, and I would like for you to take this thing on. And I will be there to help you and it might be scary. But I'm there to help you and I believe you can do it. And when you get to the other side of it, you're going to be much better off, much more self-assured, and it's going to help you in your career. So, if I promise you that I'll be there to support you all the way, would you take this on?

The most important thing to do is to thank and recognize people. You need at least probably five to one positive emotional experiences to every negative one if you want to keep a healthy relationship. And one last thing before I go, I will say this, that if you have 20 people who work for you and 19 of them are meeting your expectations, you need to take the time in meetings publicly to congratulate all 19 people. It's not to punish the one. It's to make sure that the 19 continue to be motivated and the one will be motivated because he or she's not going to want to be left out. Next time you do it at the meeting. Let's talk about what we just accomplished, and I want the team to understand what I think we've done and then I want to recognize people for what they've done. And if you do that, you're going to have people killing it for you.

Translation: Relating “Lead From the Heart” to Workplace Experience

Each diamond denotes a change in speaker.

Who had a question they didn't have a chance to ask?

♦ Okay, I had a question. Basically because of the topic itself leading from the heart. And I just wanted to understand because you know the different kinds of people in the world, in the team - not everybody is as good, as kind, as straightforward. And I was curious to understand the times when you felt upset or disappointed about leading from the heart and what has stopped you from interacting with that particular person. Is it a leadership style?

♦ Good question. Is this more than a style? Does this work, even when people are cranky or hurting? I think it is more than a style, and it does work, based on the experiences I had as a manager, including in larger organizations. You do have to get to know people. You do have to understand people and not everybody's in a good mood and very often there are things going on behind the scenes with families, relationships - I've asked people behind closed doors,

Anything wrong? You don't seem to be yourself. You know, if it's too personal and you need counseling or something like that, or let me help if it's something you can talk with me about. I'm a good listener and I'm not going to judge you. I want to help you, and I do think that that gets through to people. People know you're sincere, they know you want to help.

One of the nicest compliments I've ever received, which was meant as an insult, came from an SES that I was working for, and I was in an SES position myself. We went on a trip to Los Angeles and the first night after we spent eight hours in meetings, we sat down for a beer. And he said, You know, I don't like you. And I said, Okay, tell me why. And he said, Because you talk too much. You communicate with people and they don't need to know this stuff. Now obviously this is a kind of fear and close to the vest manager the Mark is talking about which turns people off and you don't want to work for him. And I said, okay, and he said, you know, the one thing I don't understand is why people seem to be happy working for you and people want to work for you. And I thought, well, if you don't get it, you won't get it at this stage of your career.

And I had a drawer full of resumes, because I truly believe when you work with people and you support people and you have an effective team, word gets out and people do want to work for you. And a lot junior people gave me resumes and I was honest with them. I said, I don't have any positions but will review your resume, and if something comes up that I think you're qualified for that I think you should apply to, I'll get back to you. And I did that many times. And so I always help people get out of the organization. If I couldn't get them a promotion and they deserved it, I helped them find a job in another organization as best I could to get that promotion. And so, so much of what Mark said, I truly believe. This isn't just a style. I think it's basically a management philosophy. -About how to work with other people, raise other people up, and I truly believe you have to hold people accountable. But the way to do that is to express and communicate how you're going to get there. This is my vision of how we're going to accomplish the mission, how we're going to work together. And if we're deficient on budget money it's my job to fight for that, or getting more staff. -To get senior management to recognize that there's roadblocks and we're going to work together to overcome them. I've seen it happen in my own management career at different organizations. And so when I when Kitty said this guy's up your alley, I had to see him in action in the podcast and I had to delve into the book. And as I said, I tried to get my books at the library to not have to pay for them. But if I have to pay for this one I will. So those are my thoughts. I was very impressed with Mark.

♦ One thing you'll notice if you get on to one of the podcast platforms and you read the descriptions of each of his podcasts, it's that leading from the heart is coupled with high expectations for performance. So, it's the two things together. At the end of the day, if someone treats you fairly and they're not mean and they're not beating up on you, you

perform. And that relates to what Gallup has been studying around the world for all these years in terms of employee engagement. So, you can have engaged employees and you can have high performance. You can do it with a stick or you can do it from the heart. It's not fluffy. It's not Kumbaya at all. If it is kumbaya, that's genuine. It's like, he gives a damn about people and then they want to perform for him and for each other.

- ♦ That's kind of the point, though, you have to give a damn.

- ♦ It is the point.

- ♦ But I was just curious about disappointments in applying this or connecting, has there been sometimes an insincere effort coming from the other person, or you felt that maybe it became a little too personal or maybe the person misunderstood? Or have there been any times when you've been disappointed by leading from the heart and you think that I should have dealt with it more neutrally or logically rather than by the heart. And that was what my curiosity was about

- ♦ I really liked what he had to say. And I know I have tried to extend, you know, even in the military organization to try to do that. And it's amazing how people respond. I remember I was a facilities engineer at one of the largest Coast Guard bases and my guys had kind of the dirtiest jobs, you know; they had to fix sewer lines and electrical, high voltage and everything. Very dangerous. And when I got ready to get transferred the Master Chief told me that my guys had the highest morale and just kind of chuckled. I said Master Chief, we've got the grumpiest - they are the toughest jobs, you know, and there's no appreciation. And he said, Yeah, but you know when they had that big power outage and it was 20 degrees outside, you went to Dunkin Donuts and bought them donuts at 4:30 in the morning. I had their backs and so forth. And I think that's really what Mark is talking about is, you know, you expect performance and we need to get high performance, but everybody's got a story and they're all people. And to the extent that we recognize that and appreciate that, it makes us more human, and people want to step up, and they do.

- ♦ We've got 12 people on this call and everyone would do this differently because they're all different people. People are going to make mistakes and they may get too close sometimes. Brene Brown and Amy Edmondson both talk about that a little bit. But you're talking about your fundamental orientation toward the other person. My fundamental orientation to you, for instance: we don't know each other very well yet, but you are someone, I'd like to know better because you care about other people, you're open, you're inclusive, and you're doing fantastic work with that project management chapter. There are always going to be some things we're going to do differently because we had different upbringings and we've had

different influences, but your fundamental orientation toward other people is respectful and you give a damn.

♦ You can lead from the heart, and most of the time you're successful, you know. If I'm managing 20 people and 17 or 18 of those are high performers, we get along well; we make things work. But there are two or three that you may not be able to connect with and that's okay. As long as you are doing the best you can. You are continuing to try and make those connections, but it may not ever fit in that may be a mismatch in goals. What I'm getting at is it's still okay if I can't connect with two or three people. It's not that I'm failing at leading from the heart. It's that this is just part of the process.

♦ I agree. There's always going to be some people that you can't communicate with. You try and they may turn you off. They may have been turned off a long time ago. They've worked for an ogre fear monger and they don't give you a chance. But a former executive mentor told me, you have to treat everybody equally and fairly even if they're not a best performer, even if they're underperforming. You have to try to help them and acknowledge what they do for the organization and be as positive as you possibly can. Because you never know when someone may turn around. You may strike something that that means something to them that begins the process of them re engaging with the rest of the group and with you as a manager.

♦ There, occasionally is somebody who's going to have to be removed, but even how you do that matters. I was laid off twice before I went to work for government. How I was laid off one of those times was very different from the other time, and it makes a lot of difference. So it's not that there's always going to be a happy ending, because sometimes there isn't.

♦ Can I jump in as well? I have found on several occasions that the person that was hardest to get along with or most difficult to work with, if you work long enough and you bring them around, they will be one of your biggest supporters. I found this time and again just because it takes them so long to come around. But once they do, they fully understand and they buy into whatever you're saying or doing and are really there for you. Give them some ownership interest. Allow them to take some rein, you know; a lot of the time that's the problem I've found, is that they felt like I was making all the decisions. And I had to step back, and up. That's something I have to think about doing because I tend to lean forward and not step back, but I have to, I have to think about stepping back and giving other people rein to run, and giving them an ownership interest and some say in the process. It's so much more successful that way.

♦ I'd like to add to what you're saying. I would want to know like what, where is that disconnect. You know, kind of figuring out where the disconnect is so you can work on the relationship with them and bring them around as she was saying. You want to know where that disconnect. I like this myself sometimes, when you don't give them something to take

ownership of, that person can back off and disconnect. And, they probably will stop sharing or stop engaging with you because they feel like they're left out.

♦ I was going to add one of the things that's helped me that it's a when you're feeding small children and they're not eating. There's this advice that you put new healthy food in front of them and they get to choose whether they eat it right. It's not your job to eat it. I kind of like that scenario because relationships are a two way street. You can't force it. There's a boundary condition; you've tried your best and you keep trying your best. The other person has to come to the middle at some point. You have to forgive yourself, or not even forgive yourself, you have to acknowledge that they may not be in a place where they can have that relationship. And I know I've worked with a lot of people who are just really defensive out of trauma, right, it's not it's not anything that has to do with business. They're just not prepared emotionally to reveal themselves in an authentic way, and for you to push that on them after a certain point is counter helpful. You've got to kind of understand that I did my best; my intent was good. I'm going to keep treating them fairly and you know if they come around, fantastic. If they don't< I've done my best. I think you do have to get to that point where you're not overreaching, because you can't do it alone. You can have a relationship with yourself, but you can't have a relationship with somebody else by yourself.

♦ I would love to say something here. I've been thinking a lot about this and I'm absolutely on board with leading from the heart, which to me means, what do you know about yourself. What's important to you. How do you let others know what's important to you? For example, in the job. The most important thing to me in managing people was that they loved what they were doing. And I let them know that if you're not loving what you're doing, then let's talk about it because you're giving yourself every day to this work. And if you're not loving it, that's not a good thing. Let's talk about that. And a lot of times the issue had to do with the nature of the work, for example, that we were doing was editing other people's writing to get it ready for publication. Well, I can tell you absolutely no one wants anyone to touch their work. I mean, I remember when I was writing my dissertation. And I asked my husband to look at it and handed it to him with my head turned the other way. And I said, just read it and don't make any marks on the page. And so when you discuss the issues with the editors, they will reveal their fears that we're about to, oh, this person's going to hate this. They're going to hate me. It's going to affect my performance review. So here's what I put into place. You know what? When you finish with this editing piece, let's invite the owner of it in and we'll go over it, together with the writer and let them know why we're making these changes. And really, we found once you do that, you're respecting the writer as well because you're wanting them to succeed. And then that reduces the fear and the anger of the editor.

And the other thing is I learned was that everybody, including myself, walks around with baggage and you never can assume that it's the same for this person and that person. And

I've found my responsibility was to figure that out, so I could best respond to them as they came at me, with what they needed. Them seeing that I was treating them as an individual, who they were, and that is not always easy to do because a lot of times they have a lot of anger with them. Okay, I don't take it personally. I try to find out what's driving that. How does it affect their work, how does it affect their happiness and their love for their work. I think that is really the key to great work in the workplace. To figure all that out and to honor it.

- ♦ I think this is also your approach to talking about error. "Here. You know, man. Hey, I'm making a suggestion, because I think this would go well, because of this, or because of that." Sometimes it's just the approach.
- ♦ The wall in between. That's why if you're going to change something or correct something or any of that, just explain why you did it. I think that goes a long way.
- ♦ So, I've been thinking a lot about socialization lately and in terms of how do we promote maybe underrepresented groups into leadership positions. So one of the projects I work on is how do we get more women city managers, because they're vastly under represented. We've said we care about this for the last 40 years. So, you know, if you lead from the heart. One of the things we found was that perhaps women are socialized into thinking that they can't be the city manager that instead they should be the assistant city manager or department head. But I'm wondering if you have leaders that are leading from the heart, do they socialize people who are underrepresented in particular professions into those leadership positions, because then they feel like the people have been cared about and they feel like they've been mentors. And we know that that's such an important part of getting people to feel like they're competent to take on that next leadership role.
- ♦ Interesting, you know, Kathryn, I might throw in on that, having come through both private and public and government jobs. One of the reasons that leading from the heart may not promote directly. You know, moving up the ladder. But what it might do is indirectly promote if a manager or a leader leads from the heart. Say you've got somebody that is having a kid and goes on maternity leave and then comes back. The way you handle that experience and the way you groom them moving forward can be so different. So, if you lead from the heart, maybe that person who was only going to be an assistant city manager because it disrupted family life and everything else, you help them to understand, to incorporate all that's okay and just keep them moving forward. Maybe they'll hit that next position, you know, that's just kind of what came to mind when you were talking about that. Yep.

- ♦ And I think that's how I would see it, that you're giving them the confidence that they can actually move forward in this position, even though their work is not their only path in life. Right. They've got a lot of other things going on at the same time.
- ♦ And if I reflect back to you that I think you're capable, and who knows how that capability could express itself in the future. Who knows where you might go. That art of possibility that exists in some areas, at least. Who am I to say what your limits are. I don't know; that's worked pretty well for me. Because I think that another facet of respect is thinking, every human being has possibilities I don't know anything about. They don't even know about themselves yet, maybe.
- ♦ One of the things I find most powerful that we can do for each other is to present to each other. And help other people, especially younger people, see what their superpowers are because they don't know, they don't know it. You can't see it, the things that are easy for you. See them. The most powerful thing you can do is really see somebody and say it has to do with the validation and reward, but it really has more to do with the respect.
- ♦ That's a gift two or three people have given me in my life. Just to reflect back to me something they saw that I didn't see. To me, that's another facet of leading from the heart because you have to care about that person, you have to want to help them. The thing that gets me is these leaders who say, we need to engage people, and one of the things they're doing is, oh – we need to recognize, we need to have awards. No! the recognition. I want from you, dear leader, I want you to recognize me in that you see me like Rachel said; screw the awards. Do you see me. And once you see me, can you say, oh my god, this is what she really does. And boy, we could really use her over here and here and here. And that's what my last manager, may he rest in peace, did for me. He didn't put me in a little box. He said, hey, this is what you do. This is what we need. They sort of match. Go do it!
- ♦ Because my personality is very independent, my favorite manager trusted me to do my job. Colonel in the Air Force, late Friday afternoon a big project had come down from headquarters. He called me in the office. He slid a file across the desk. He said, I need this Monday morning. And that was it. And to me, that wasn't a negative. That was a positive. Yeah, you're always going to get it done. He gave it to me. He allowed me to do it however I wanted to, and I had it ready for Monday morning. And to me, that level of trust is what I'm going for.
- ♦ You'll recognize some of the people that are on the podcast site. It's an impressive list of people throughout – academia, business, Fortune 500 companies, government. I can't wait to go back and listen to some more of them. It's very thought provoking. It's entertaining and it gives you ideas. For me, it's looking back on my career and validating, some of the things I believed in and it also shows you the things you did wrong. And sometimes if you're lucky

enough to have a mentor that took you aside and said, all right, Dan, I want to discuss something with you that I think is going to hurt you in your career. This is what it is. And this is what you need to do to correct it. That is valuable, maybe more valuable than coming up to you and say, what a great job doing this project, the administrator and the secretary loved it. That that's nice to hear but to give you something to improve yourself and then trust you enough to listen and do it, to me that's invaluable. It helped immensely in my career to have that kind of candor and honesty, because they cared about you.

Three Participant Reactions

What really struck me about the conversation with Mark was his comment that he no longer believes in the Golden Rule. Instead, he believes we should treat people as they wish to be treated. This rung so true to me because I see this in action in my current anti-human trafficking efforts. I came at it from the perspective of wanting to do everything I could to “rescue” individuals from trafficking. But working more closely with victims and those that are on the front lines with them, I learned that it is not as simple as making an offer to help someone out of “the life” and the individual thankfully accepting! The individuals need to be met where they are and offered options to get out - but not be forced. Those offers need to stay on the table until the individual is ready. At that point they will succeed. They may not wish to be “rescued” but may initially take you up on a clean syringe or hygiene bag. Little by little that trust will develop and when they are ready, they will ask for you to put them in touch with the services that they need to finally leave that life. As Mark says, it is not about how you think they SHOULD be treated, but understanding how they WISH to be treated and act accordingly.

—Christi Scott Bartman

As Mark shared his testimony on experiencing a difficult childhood filled with tragedy, trauma and overall poor upbringing, I reflected on a quote that mentions that your destiny is not determined by your background but rather your decisions. As an overcomer, Mark decided through his journey in life that he wanted more - and found that in learning what is essential in being a strong leader and that is leading from the heart. The concept of leading from the heart centers around connecting with people on an emotional level - knowing that "in order to manage people, you must know their story."

Mark shared powerful tips on how to develop this aspect of your leadership by scheduling time just to meet with employees to find out how they are doing or knowing the power of celebrating everyone on the team, because everyone needs recognition. Another important

concept of this leadership is letting others know that you see their potential - that letting others know that you see something in them that they may not see may inspire others to give more of themselves.

These powerful examples appear simple but can truly be life-changing upon implementation because as a leader, you are putting people first. You are making sure you understand and connect with your staff then focus on productivity and outcome measures. As I progress in my career path, I plan to be a woman who leads from the heart; not only in the workplace setting, but also incorporating some of these applicable principles within other areas of my life as well.

—Tiffany Garner

As a new manager this year, I have felt like my number one priority is to provide support to my staff. I want my team to feel fulfilled in their jobs, have the tools necessary to grow and succeed, and help them navigate circumstances where they might be falling short. I have had no formal management training since I started my new role, but instinctively, this felt like the right way to manage people. Little did I know, until Mark C. Crowley's conversation with us, that this is a philosophy he has been actively developing and is somewhat unusual in the management world. I appreciated that he no longer believes in the golden rule; instead of treating people as WE want to be treated, we should treat people as THEY want to be treated. He clarified that you must connect with people individually to ensure you match your style to what they need and care about. I also appreciated the discussion about how to reach people who might be falling short of your high expectations. It's important that in your conversations you express that you see their potential and you want to help them grow that potential. It's important to promise to do everything you can to help them get there, if they promise to work on their growth areas as well. While I haven't had a chance to read Mr. Crowley's book or listen to his podcasts, after this conversation, I know what's next on my self-directed management/leadership training circuit!

—Katherine McKinney