

Dear Senior Fellows and Friends,

Two weeks ago, Doug Krug shared his thinking over dinner about how to lead effectively and get better results. That his approach adds value was confirmed by the fact that two HRSA colleagues with first-hand experience of Doug's work traveled from Rockville after work to be there - we hope they'll come back!

Doug is convinced that we've learned to create more and more of what we don't want - but that we can change the game at any time by beginning to notice and pay attention to the behaviors we want more of. He drew examples from childrearing and several other arenas with which the group was familiar, concluding that "people do what they do because of what they get back from doin' what they do." I heard a real emphasis on reexamining our group filters, paying attention, asking new questions about what we see, and taking different paths forward. We heard concrete examples of instances when small shifts in understanding led to radically better outcomes, as in the case of organ donations. Here's a sampling of lessons Doug has learned during his work with senior leadership teams:

If something isn't working, "Stop trying to do the same old thing harder and better!"

Focusing on lessons learned is better than focusing on best practices, because the former encourages continuous learning and the latter shuts it down.

We have to create workplace cultures that foster trust among people. Confidence = trust in myself.

The moment we think we have it figured out, it's time to ask again.

Doug graciously shared three chapters from his first book, *Enlightened Leadership*, with participants afterward. In response to this gift, one participant replied, "I appreciate your desire to help us to become better managers, and more importantly better people." The same chapters are attached to this message.

As always, there was a wonderful combination of talent, experience, and points of view in the room. Here's where participants came from:

Charles Krause Reporting Fine Art Gallery  
Consultant, IT Workforce Issues  
Department of Education  
Department of Health and Human Services  
Department of Treasury  
e.I.solutions  
Environmental Protection Agency  
Government Accountability Office  
Millenium Challenge Corporation  
Vigilant Watch Integration, Inc.

Join us sometime! We'd love to hear your voice in the conversation.

Sincerely,

Kitty Wooley