THE
LOVABLE
LEADER

THE LOVABLE LEADER

BUILD GREAT TEAMS WITH TRUST, RESPECT, AND KINDNESS

JEFF GIBBARD

To my wife, Erica, and my daughter, and to all people who aspire to change the world.

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INTRODUCTION
THE CALL TO ACTION

IT COULD only be described as a perfect day. The sun was out, the breeze was gentle, and aside from a few big, puffy clouds, it was clear blue skies as far as the eyes could see. More importantly, there was absolutely no traffic on the road as my wife and I drove back home after a long weekend with friends in Annapolis, Maryland. I love long drives with my wife: it gives us the time to talk that we often can't find during a busy work week. We talk about all sorts of things, but on this particular drive, she was telling me about challenges she was dealing with at work. At the time, she was brand-new to a leadership role and was having issues with the team she oversaw. Because I had a decade of experience managing people, my wife asked for my advice about how to handle the situation.

She described her teammate as having a negative attitude—he couldn't stop himself from inadvertently saying condescending and offensive things to customers

and teammates alike, and his work ethic could best be described as "when I feel like it." Another teammate, although exceedingly hilarious, said completely inappropriate things at work and was routinely in conflict with other teammates. And then there was the teammate who showed up late every day, and when confronted about her performance, would burst into tears, apologize, and promptly return to the same behavior the next day.

We had talked through various aspects of motivation, conflict resolution, and leadership for more than an hour, when the outline for this book came to me. We paused our discussion to capture in Evernote what would become the training curriculum for my wife to practice.

At that time, I had been running my first agency, True Voice Media, for about five years. Over the years, my small but mighty digital marketing agency had grown to a team of ten that included both employees and contractors. Seven years after starting True Voice Media, my agency was acquired, and I became part of a five-person ownership team, with more than thirty employees and contractors spread across two cities. Suddenly, the size and complexity of my team and responsibilities multiplied, and I was forced to grow exponentially. A year and a half later, I left and launched the company I'd always dreamed of creating: The Superhero Institute, a coaching certification program with a development methodology for unlocking human potential. Now, I balance my time between writing, speaking, helping supercharge agencies, training coaches, and working as a strategy consultant for large-scale businesses.

This is all to say that I have led large teams, I have led small teams, and I have worked alone. I've worked at hundreds of companies as a consultant. I have coached people who are on my payroll and those who I send a 1099 form at the end of the year. All of this experience has given me the unique opportunity to acquire an extensive catalog of leadership principles, conflict resolution techniques, and effective conversation frameworks for a wide variety of environments and situations.

And because of these skills that I've developed, my wife has continued to use car rides, long and short, as an opportunity to ask for advice and coaching. Every morning I drive my wife to work, and we discuss the day ahead. I'm so grateful to watch as the advice and guidance I give her filters through her unique personality.

She is why this book is called *Lovable Leader*.

My wife is among the most lovable people you could ever have the pleasure of meeting. It's not just me who believes this. Scores of people would eagerly line up to describe her personality with words and phrases such as "sunshine," "a fairy-tale princess," "a warm hug," and, of course, "lovable." I tell you this because I believe that her way of being in the world is the secret ingredient we've all been looking for. It's what makes the practice of leadership come together for maximum effectiveness. It's also something that we all have access to, and in the pages ahead, you will learn how to bring it out in yourself.

My wife doesn't run NASA, and she isn't the CEO of a Fortune 100 company, but those aren't the only examples of leadership we need in this world. Untold leadership

opportunities happen every single day in middle management stand-up meetings, ninety-day reviews at start-ups, and even last Wednesday at some small business in Topeka, Kansas. Inside every company are countless opportunities for leaders at all levels to do better. Leadership is not reserved for a few people at the top. It's for everyone who decides that they want to show up bigger and better at work, at home, or at an after-work flag football league.

Lovable Leader is my call to action for you—and we really need you.

Our culture of work is broken, and we can only fix it together. Leadership cannot continue to be defined primarily by its impact on the bottom line. Perpetuating that idea serves only to guide managers toward learning new, more subtle methods of manipulation to milk a little more productivity out of each cog in the machine, just so they can get a promotion.

Obviously, results matter, and in business, that means money. Now more than ever, we need leaders who think bigger than that. Leadership is the profound opportunity to be the best versions of ourselves by helping people become the best versions of themselves. It's the chance to fundamentally change how we all experience the labor that occupies our day and puts food on our tables—that is, by bringing the relationships to the forefront and creating safe environments in which to reach our potential.

Together, we can do work that is truly meaningful and that gives us a sense of purpose and connection. Today, we are reclaiming leadership, and we do it for all of us.

I'm counting on you.

Be Worth Following

The greatest leaders are fundamentally no different from you and me. They choose certain ways to behave, either through instinct or education, formal and informal. Great paragons of leadership forge new paths and bring about something remarkable, all because they have one thing in common: people are willing to follow them.

Seriously, break it down: Isn't leadership simply the act of leading others toward something? If you want be followed, you must convince and inspire others to believe that you are worth following. It's all right there in the job title.

But if you're like most leaders out there, you have a problem . . .

A study by Gallup found that only 15 percent of workers say they are "highly involved in and enthusiastic about their work and workplace." Furthermore, it's estimated that actively disengaged employees cost the United States $483 billion to $605 billion per year in lost productivity. So . . . that's not great.

Not only that, there's a widespread issue with trust. The Edelman Trust Barometer comes out every year and reports on people's feelings about trust and credibility. It has shown that trust in our traditional institutions is consistently lackluster. Whether we're talking about ceos, experts, or traditional media, the revered gatekeepers and trust signals are now being questioned more than ever.

But that's not all! Job stress is also climbing:

The survey of nearly 2,000 professionals, conducted by Korn Ferry, also asked professionals up and down an organization about the impact workplace stress had on them. More than three-quarters of the respondents, 76%, say stress at work has had a negative impact on their personal relationships, and 66% say they have lost sleep due to work stress. A small but significant number, 16%, say they've had to quit a job due to stress.

The largest source of current stress: bosses. The survey shows 35% of the respondents say their boss is their biggest source of stress at work, and 80% say a change in leadership, such as a new direct manager or someone higher up the organizational chart, impacts their stress levels.

Study after study shows that the problem is bad and getting worse. Much of this is brought on or at least exacerbated by technology. The world is changing around us because things are moving faster than ever before.

Technology has allowed for more jobs to be performed remotely. Although this is great in some ways, it has produced a few notable consequences. Wages are driven down because less expensive global talent is available. Remote workers can also often feel isolated from their peers and disengage easily.

Employee retention has become more challenging as new technologies have opened the communication and information visibility landscape. This means that your teams can find new opportunities, that your competitors have greater access to privately communicate with your

employees. Do you have what it takes to keep your best employees, or will they be lured away?

For many, leadership is just something that comes with their title. It's something they were dropped into and that they do without passion or purpose. To those people, I humbly submit that leadership is more important than an afterthought.

An employee who feels disrespected, unappreciated, or disengaged at work brings that energy home with them. In some cases, they may not have a healthy outlet for those feelings. What happens at work doesn't just stay at work. The days of compartmentalizing each aspect of our lives is rapidly eroding, because our "always-on" smartphone culture has changed the boundaries where work and life are supposed to balance. We've seen the unhealthy effects of that behavior, and although our leadership cannot solve all of the world's problems, it can help.

As a leader, you can make a safe environment for your team. You can alleviate stress rather than cause it. You can make people feel valued in the place they spend the vast majority of their waking hours each day. You can be an ethical compass and inspire your team members to be a force for good, even after they clock out.

The Case for Doing Better

I have a strong opinion about the responsibility of leadership to make the world a better place. I want your team members to feel safe. I want you to actively reduce

harm in every aspect of your leadership. I want you to appreciate your impact on other people and how your interactions can fundamentally reshape the world around you. I want you to finish this book with a default operating system that leads with others' best interest in mind. All this can be accomplished without sacrificing results.

I started The Superhero Institute because I believe that

- all people are capable of extraordinary things

- our obstacles can empower us and build character instead of defining and limiting us

- our abilities combined with our choices give every person the opportunity to become a Superhero

If you read this book, you will acquire new skills to be a better leader. However, many of the skills you will learn could be used for the wrong reasons. Without a code, we can stray from the path. To guide you to use your leadership powers for good, I'd like to share with you The Superhero Code. A commitment to these ten principles will ensure that your work as a leader is ethical and directed toward safety, kindness, and fairness:

- **Responsibility:** If I have the power or privilege to make a difference for the better, my responsibility is to do so.

- **Protection:** I will not allow others to be harmed.

- **Self-sacrifice:** I am willing to put other peoples' needs over my self-interest, even if I have moments when my needs are overlooked.

- **Courage:** Even when I'm scared, and even if I must endure pain or struggle, I will confront issues.

- **Resilience:** Sometimes, I will face challenges and fail. I accept this as part of my learning. I will always get back up and persevere.

- **Empathy:** I will always try to understand other points of view, even if I do not agree with them.

- **Compassion:** I will always see the humanity in others and care about their well-being.

- **Vulnerability:** My greatest source of strength comes from my failures. Sharing these experiences and my feelings and inner thoughts balances and connects me with others.

- **Honesty:** In order to help others, I must establish trust. Trust cannot grow in the absence of truth. Therefore, I will not lie; I will speak only what I know to be true.

- **Action:** In order to create real change, especially in service of these other commitments, I must take action to move beyond words and ideas.

Great leadership is a glorious balance, held together by a deep understanding of what you are trying to accomplish with the guidelines to ensure you honor the responsibilities of the role. Leadership is not an achievement, nor a destination, but rather a practice that you will adopt for life.

This is what lovable leadership is about: the aspects of leadership that require emotional intelligence, empathy, humility, compassion, and trust. Amid all other externalities, *these* are the things we can control—how we relate to one another. Leaders who care for others and who can be trusted to lead into an uncertain future are a rarity these days. How often do you hear someone rave about what they do for a living? How often do they talk about how great their manager is? Even more rare, how often do you hear someone exclaim something like, "I love my job and I trust my leadership team completely"?

What Are You Managing?

Too many managers are in their roles because they were once good at doing a particular job. As a result, they were promoted. The thinking goes that if they are good at *doing a thing*, then naturally they will be good at managing people, right?

Nothing could be further from reality.

Doing a job and managing people are almost entirely different skill sets—unless the job you were good enough to be promoted for was managing people. Too many people are promoted into leadership roles without the necessary training in how to manage people.

There are two primary reasons for this:

- The position needs to be filled, and there is neither an existing formal training program nor the time or budget allocated to providing proper training.

- The position needs to be filled, and the decision criteria is focused almost exclusively on the hard skills of the position without giving adequate weight to the learned ability of leading people.

A person promoted without adequate training is likely to become, at best, a mediocre manager of people and, more likely, someone who drives the people working for them insane. Even in the rare cases when someone has a "natural gift" for dealing with people, leadership entails far more than just personality and "people skills." Although some organizations are capable of staying afloat with mediocre managers who check the boxes and get the work done, they'll never fulfill their true potential.

The natural consequence of poor management is higher turnover, lower productivity, lesser-quality results, and a diminished quality of life experience for all team members, including the manager! In more dire circumstances, poor management can completely stall the growth of team members. Talented team members may wisely opt to stay in their current positions rather than move into a new role under a poor manager, even when that move comes with increased pay. The choice to ignore the importance of leadership training will effectively suffocate the potential of rising stars. The impact of a bad manager will be felt throughout an entire company.

Fortunately, nearly all of this can be mitigated through proper training on how to manage people, rather than just assuming job-specific knowledge will be sufficient as a stand-in for people skills.

The principles outlined in *Lovable Leader* are intended to guide you as a leader, to provide a framework you can operate from. You should be reading this book if:

- You have just moved into a leadership role and need to understand where to devote your time and attention.

- You need to understand how to manage different personality types.

- You need to be able to set goals and hold people accountable for realizing those goals.

- You want to be respected and taken seriously by both your team members and your supervisors.

Chances are you've been dropped into this new role without any training in management and leadership skills. You've had little training in effective communication. You've had to quickly establish working relationships while being accountable for results. No one has told you how to manage this new stress of leadership. No one has advised you about conflict resolution, setting boundaries, self-care, or any other aspect of this new role.

For you, I offer this straightforward handbook that provides all of the guidance traditionally missing from a new manager's orientation. This handbook has simple, easy-to-follow frameworks for succeeding and thriving in a leadership role. This advice is ethical and scalable. This framework is designed to foster loyalty and grow cohesive and collaborative teams. For those who embrace these concepts, work will never look the same again. No

obstacle will seem insurmountable, no conflict too difficult to resolve. No interaction will lack respect. Even when things don't work out, everyone will walk away better off than if you had not read this book in the first place.

You will become the kind of leader people follow from company to company, for whom they may even quit their current job. You will inspire people to dream bigger, and you will have the skills to ensure those dreams become a reality. This is for those who are ready to go from uncertain to empowered and from overlooked to revered.

If that is you, then I want you to know you were born to be a leader. I'm glad you're here.

Now, if you're ready . . . let's dive in.

1

THE LOVABLE LEADERSHIP MINDSET

Lovable leadership begins when you adopt a particular mindset. This style of leadership is grounded, real, and profoundly simple. Once you understand this, all that remains is a choice and the practice. Mindset is the start of your journey. Welcome.

The Three Lenses of Leadership

Whether you are a tyrant, an angel, or a lovable leader, the path of leadership will never be easy. The principles outlined in this book will be difficult at times. You will struggle against your deeply ingrained instincts and habits. This is why it is important for you to understand this fact right now. Leadership is your *responsibility*, your *burden*, and your *privilege*.

It is your *responsibility* because the decision to be a leader means that you feel "the calling." You know that if you can make a difference, you must make a difference. If you have the skills to help your team, it is your responsibility to offer those skills. It is your responsibility as a leader to protect, grow, and support your team. The responsibility is assigned to you the day you call yourself a leader, and the day you willingly avoid that responsibility, you lose the right to call yourself a leader. It's part of the job; wear your responsibility as part of your uniform. Make it a central theme of your code.

It is your *burden* because leadership is hard. It requires you to attend to more, to carry a greater share of the work, and to be the first to step in to help when needed. Leadership can mean putting the entire team on your back at times and carrying them through challenges and uncertainty. This burden is the price of privilege. You should be joyful for the opportunity to carry it.

It is your *privilege* because you are not owed loyalty, deference, or someone else's labor. It is your privilege because while everyone can exhibit leadership traits, teams will often look to one leader. Therefore, if that is you, the privilege and advantages that this role affords you are not to be taken for granted. You should always honor this privilege by seeking to earn it, day after day.

Many people will spend a lifetime fighting tooth and nail to be heard and acknowledged. They stand up and scream, demanding to be counted and for their voice to be heard. If you find yourself in a position where people look to you, trusting you, charging you with protecting

and leading them, then that is a privilege, and it comes with the job. You must also assume the many responsibilities of your role and understand that at times it may feel like a burden.

Leadership is *always* all three qualities at once. When it is a responsibility, it is often a burden. When it is your privilege, it is also your responsibility. You often deal with the burden because of the privilege of leadership and the responsibilities that come with it. These are the realities of leadership, and I strongly recommend you think about this perspective until you can wholeheartedly adopt it.

That was the short way of explaining it. Let's go a little deeper.

Leadership is your responsibility

The word "responsibility" can mentally conjure all sorts of images. For example, think about what it meant when your parents used it. Perhaps they were talking about driving safely or being careful not to drink too much. In this context, responsibility means cautious, smart, and mature.

Think about how you've used the word on your résumé or LinkedIn profile. In this context, it's more like "results directly attributable to" or "stuff I watched over to make sure nothing caught on fire." Perhaps it's just another way of saying, "It was one of my jobs."

In this context, I'm using the word "responsibility" in a larger and potentially more aspirational context. At a high level, I believe that leaders should adhere to deontological ethics, sometimes referred to as "duty ethics." If

that sounds a little heavy, you may be more familiar with another example.

Stan Lee, the creator of Spider-Man, wrote: "With great power there must also come—great responsibility!" The quote's origin predates Uncle Ben by several hundred years, making appearances in the Christian Bible, the French Revolution, and a litany of other speeches and writings. However, since I'm a *major* Spider-Man fan, I'm choosing to cite the more popular usage in *Amazing Fantasy* no. 15 from 1962.

Though many people have heard that quote, what some may not know is why it is so important to the philosophy/ethos of Spider-Man. For those who have seen any of the movies or read any of the old comics, I'll be brief.

Shortly after acquiring his super-abilities, Peter Parker has the opportunity to stop a crime from happening, yet he chooses not to. His justification for inaction in many versions of the story is that the criminal is in the act of taking advantage of a person who had just taken advantage of Peter himself. So, even though he has the strength, speed, agility, and stamina to easily thwart this crime, Peter lets the criminal go, savors a small sense of schadenfreude, and goes about his evening. The criminal then murders Peter's Uncle Ben.

This is the birth of Spider-Man—the vigilante, crime-stopping hero. Peter had the power to do the right thing and stop bad things from happening. And in that moment, he chose not to. Then, that decision came back to hurt him personally. His guilt ignited something inside him that left him no other option than to accept

his responsibility to use his power to do whatever he could to stop others from feeling that pain.

Heavy stuff, right?

This entire scenario and the resultant worldview captures the spirit of deontological ethics, which is the "theory that the morality of an action should be based on whether that action itself is right or wrong under a series of rules, rather than based on the consequences of the action." Doing the right thing simply because it is the right thing to do is a good basis for most of your leadership decisions.

That said, you are responsible for more than just your intent. You are also responsible for your impact. Your best intentions don't negate the harm that well-intended actions may have. You are also responsible for how you treat each person on your team, for how your actions directly or indirectly affect your team, and for what you tolerate. If someone can't sleep because of what went on under your care, that's on you.

Responsibility is a pact you make with yourself and, if you're willing to go one step further, with the world. No one asks this of you. You demand it of yourself because you choose to see doing the right thing as your responsibility, since you have the power to impact others. You have special talents. You are *you*, and there is no one else like you out there. Just you. You determine who you are and who you will become.

This responsibility should pull at you and stretch you. It should motivate you to make the biggest possible impact you believe yourself capable of. When you choose

to become the best possible version of yourself, then you know in your heart that you must lead. Because waiting around for the permission that you are "allowed to lead" is not an option, and waiting around for instructions is even worse.

That is what I mean by responsibility. *That* is the mindset of a lovable leader.

Leadership is your burden

At the risk of alienating my less geeky readers, I'm going to make a few more Spider-Man references throughout this chapter. Bear with me. I promise they'll all make sense.

In Spider-Man fandom and internet meme culture, there is something that is often referred to as "Parker Luck." In the comics, despite choosing to do the right thing, Peter Parker is chronically stuck in a series of situations in which the right thing is the most difficult option; he generally negatively impacts his own life at the expense of making the world safer. This is the other side of deontological ethics—sometimes, the outcome of doing the right thing *should* be considered.

Peter's relationships are a mess, he's constantly in danger of failing his classes, and even though he's a genius scientist, his job of staying up all night to stop crime often leaves him too exhausted to show up to work on time or hold down a job.

The role of a leader often requires sacrifices. You are often the one who suffers most. Responsibility is a weight you carry for others. Your strength in all areas requires you to look out for those who need you and step up to

challenges. You may also have to step aside from a challenge. It is not your job to be your team's savior. You are not a knight in shining armor. You are not superior to your team. You are just someone with a leadership mindset who is willing to endure the pressure so that the entire team can flourish. Part of that burden is the sacrifice of your ego's desire to be a hero, to get the accolades and adoration.

You do this and think like this because leaders must.

Leadership is not easy—you will be challenged, you will become tired, you will want to give up. You will want to take over, you will want to lash out at times . . . but as a leader you remain steady and move forward. You will make mistakes, and you will need to own them. That can be a heavy burden for anyone. But this is a burden you should be honored to carry despite the weight of the responsibility and expectations.

Leadership is the burden you take on because you know that someone must. And since you also know that leadership is your responsibility, you carry that burden.

If leadership were easy, everyone would want to do it and be good at it. But it's not, they don't, and they aren't.

It's a burden to sacrifice your ego. It's a burden to constantly check yourself.

Leadership is your privilege
Perhaps you were asked to lead. Perhaps you were dropped into it. Perhaps you asked for it.

Congratulations. In each of those scenarios, you have an incredible opportunity with clear benefits. Leadership

affords you a great number of advantages that others may not have access to. Leadership roles come with additional benefits such as salary or equity. They have an implied authority, and while lovable leadership philosophy does not lean on that fact, acknowledging it is important. Leadership also gets you a seat at the table, the chance to contribute to or directly make decisions of consequence. In many cases, leaders are less likely to be replaced than the team's rank-and-file members. All of these are privileges—special rights or advantages, available only to a particular person or group.

Being a leader means that you have a unique chance to show how you wield the tools of authority, power, and control. You can shine by showcasing how you set goals, design strategy, and manage your team. These choices define you as a leader. The opportunity to make them is a privilege.

Privilege does not mean to imply that you didn't work hard. However, in some cases, considering whether your path to a leadership role was made easier because of your race, gender, class, family, or connections is important. In those cases, own your luck, acknowledge that privilege, and honor it by using your position to dismantle the systems of power that systematically benefit some over others.

No matter what circumstances you were born into, you are not entitled to be a leader. Leadership is not a title; it's a mindset and a way of behaving. Regardless of your title or implied authority, you are a true leader only if someone is willing to be led by you.

Once you are in a leadership position, acknowledge the many benefits that come with it, embrace those advantages, and honor the opportunities that it presents to you.

Honoring your role as the leader and the many privileges it affords you means that you must earn it day in, day out.

Choose Leadership

Are you a leader? This is a simple question, but no online quiz will help you answer it. There is no right answer to it. You just have to choose.

Whether you work for a company or for yourself, whether you have a leadership title or not, is irrelevant. Being a leader is not about a job title. It is a mindset.

Now, understand there's a big difference between being *a leader* and being *the boss*. In my world, the "B-word" is forbidden. We just don't use it, and I take it as an insult if someone applies it to me. Seriously, just think about how the word "boss" even makes you feel. In my experience, the boss

- draws their authority from their title

- makes unilateral decisions instead of involving their team

- places blame on others rather than accountability on themselves

- communicates hierarchy instead of unity

- is the reason good people leave

If you do not consciously decide to be a leader, you are just someone with a title, and you'll probably wind up becoming nothing more than someone's "boss."

You can lead in any area of life with a leadership mindset, which will guide you regardless of whether your team is made up of employees, friends, or strangers.

So, before you go any further, you must answer this two-part question: Will you take the easy way out and be a "boss" or are you ready to fully step into your role—and your life—as a leader?

Lovable Leadership

Once you've decided to be a leader, you have another choice: What kind of leader do you want to be? My obvious vote is that you choose to be lovable. The lovable leader framework is actually quite simple. There are three basic elements:

- care
- trust
- safe travels

All three of these elements are expressed through your words and actions. We'll explore these in detail in the coming chapters.

As the term implies, lovable leadership is simply the result of taking two different ideas and combining them: 1) be loving and lovable, and 2) be a leader. To be loving and lovable requires you to care about, respect, and protect your team; build strong bonds of trust; and be

supportive. To be a leader requires you to be ambitious, motivate others, carry an unyielding commitment to others' growth, and align and realign your team around a desired outcome or mission.

Lovable leadership incorporates aspects of many leadership styles to create one simple framework that is profoundly human. This framework is built using the vast bodies of research on influence, trust, and human nature. Lovable leadership favors easy-to-follow guidelines that simplify the complex nature of human interactions. It is not about overcomplicated power dynamics and manipulation.

Unlike the general topic of leadership, this framework is *not* amoral. Quite the contrary, this leadership paradigm is entirely dependent on you doing the "right thing," time and time again, even when presented with an easier or more profitable route. I define the "right thing" as that which maximizes happiness and well-being for all parties, reducing harm, and achieving the best results over time.

Lovable leadership isn't some fluffy, hippie-inspired tantrum I'm throwing as a response to a system that is working beautifully. It is the leadership paradigm I feel we need to embrace in a system that is *not* working . . . and we need it before it is too late. It's about bringing compassion and equity into our companies and forcing these qualities to spread throughout every level—because it's the right thing to do.

The real leadership struggles that lovable leaders need to address are the daily interactions with people who do not feel heard, seen, recognized, or acknowledged. They

are the people who feel disrespected, overlooked, overshadowed, and talked over. They are our team members who feel uncertain about their growth opportunities, who lack a sense of purpose in their role, and who want to feel proud of what their company is doing in the world. And if I, a white cis-male (a male born with sexual organs that match my gender identity) in this society, have experienced any of this, you can bet your ass that it is absolutely *nothing* compared to what women, LGBTQIA+, BIPOC, neurodivergent, or people with disabilities go through.

We are all in this together, and the way that our businesses operate, the behaviors we encourage, and the priorities of our leaders will not only shape next quarter's profits but will be one more vote for the type of world we want to live in.

LOVABLE LEADER'S CHEAT SHEET

To adopt the lovable leader's mindset, I will remember that:

- Leadership is a choice, not a title.

- Leadership is a practice, not a destination.

- Leadership is my responsibility, burden, and privilege.

- My leadership responsibilities include goal setting, strategy development, communication, team management, and navigating change.

- "Leader" is just another role on the team. I will stay humble and I won't be a "boss."