

Index

- Accountability, encouragement and, 108–112
- Birkman Method, of strengths assessment, 123–126
- Books, on leadership, 136–137
- Client appreciation events, for team building, 92
- Client relationship management (CRM) system, 48–49
- Collaboration. *See* Encouragement, for collaboration
- Collegiality, 26
- Communication. *See* Honesty and integrity, in communication
- Compassion, and people-first culture, 4, 47–61
- benefits of, 60
 - example of power of, 50–51
 - “me” culture versus heart culture, 53–60
 - morale and profitability, 52–53
 - recognizing of individuals and, 48–50
 - trends and, 51–52
- Compensation structure, 104–108
- Competition and compatibility, in “me” culture versus heart culture, 54–59
- Complacency, as culture killer, 131–132
- Conflicts:
- avoiding with people-first culture, 52
 - resolving of, 42
- Constant and never-ending innovation and improvement (CAN I), 26
- Courage, to establish heart culture, 4, 117–139
- anticipating growing pains, 126–129
 - assessing individual and company strengths, 118–120, 123–126
 - benefits of, 139

- Courage (*continued*)
 executive coach and, 120–121, 143
 getting involved as leader, 135–138
 recognizing culture killers, 129–135
- Culture of firm:
 individual's goals and, 122
 recognizing and avoiding “killers” of, 129–135
See also Compassion, and people-first culture
- Customer service experiment, for team building, 87–88
- Delegation, empowerment and, 85–86
- Demotivational leader example, 65–67
- “Dream speech,” 7, 122
- Economic uncertainty, as challenge, 127–128
- Education, communicating about importance of, 27
- Employees:
 assessing strengths of, 123–126
 communicating with, 36, 49–50, 82–85
 creating opportunities for, 103–104
 empowering of, 58, 75, 85–86, 88, 108
 guiding of, 132–133
 reducing absences of, 53
 toxic, 133–135
See also Persistence and consistency, in employee relationships
- Encouragement, for collaboration, 4, 101–115
 accountability and, 108–112
 benefits of, 115
 biannual retreat and, 112–115
 compensation structure and, 104–108
 individual opportunities and, 103–104
 values and, 102–103
Enthusiastic Employee, The (Sirota and Klein), 52–53
 Entrepreneurial paranoia, 80
 Ethics, communicating about, 25
 Executive coach, hiring of, 120–121, 143
 Extreme service, as core value, 25–26
- Family weekend, for team building, 89–92
- Feedback, from employees, 73–74
 55-38-7 communication formula, 38
- Getting Naked: A Business Fable about Shedding the Three Fears That Sabotage Client Loyalty* (Lencioni), 24
Glengarry Glen Ross (Mamet), 67
 Growing firms, hiring advice for, 18–19
 Growing pains, anticipating of, 126–129
- Happiness, importance of, 142–143
- Heart culture, generally
 implementing of, 141–144
 steps in creating, 1–4
- Hierarchical organization, as culture killer, 129–131
- Hiring process. *See* Patience, in hiring process
- Honesty and integrity, in communication, 4, 23–45
 actions to support, 28, 43–44
 benefits of, 45
 conflict resolution and, 42
 with large groups, 28–35

- Mehrabian communication
 model, 38
 safe space for, 40–41
 with small groups and one-on-one, 35–38
 values and philosophy and, 24–28
- Hoover, Sharon, 120, 131, 138
- Human resources department,
 respect for employee goals and,
 72–73
- Humor, communicating with, 26
- Integrity. *See* Honesty and integrity
- Internal mentoring program, 136
- Internal wiki, for open
 communication, 37
- Interviews, in hiring process, 12–14,
 17–18
- Intranet, for open communication,
 37
- Involvement, of leaders, 135–138
- Junxure, 2–3
 honesty and integrity and, 25,
 31–32, 39, 43
 persistence and consistency and,
 84, 89, 94–96
 respect and, 69–70
- Klein, Douglas A., 52–53
- Large groups, communicating with,
 28–35
- Lencioni, Patrick, 24
- Lifelong learning, communicating
 about, 27
- Limited resources, as challenge,
 128–129
- Loyalty, from people-first culture, 52
- Luxury bus, for team building, 89
- Make More Money by Making Your
 Employees Happy* (Nelson),
 64–65
- Mamet, David, 67
- Management channels,
 communicating within,
 36–37
- Management team, choosing of,
 81–82
- “Me” culture versus heart culture,
 53–60
- Mehrabian Communication Model,
 38
- Mentoring program, 136
- Momentum, maintaining of firm’s,
 143
- Morale, 52–53
- Motivation. *See* Respect, for
 employee’s goals
- Nelson, Noelle C., 64–65
- Next Gen employees, 9–10
- Noncollaborative leader example,
 105–108
- Off-site events:
 client appreciation, 92
 customer service experiment,
 87–88
 family weekend, 89–92
 luxury bus, 89
 retreats, 93–98, 112–115
- One-on-one communication, 35–38,
 49–50
- Patience, in hiring process, 4, 5–21
 benefits of, 10–12, 21
 example of, 6–9
 growing firms and, 18–19
 Next Gen values and, 9–10
 red flags in process, 19–20
 steps in finding right candidate,
 12–18
- People-first culture. *See* Compassion,
 and people-first culture
- Performance levels, from people-first
 culture, 51, 53

- Persistence and consistency, in
 - employee relationships, 4, 79–99
 - benefits of, 99
 - communication and, 82–85
 - delegation and, 82–85
 - management team choice and, 81–82
 - off-site events for team building, 87–98
- Pfeffer, Jeffrey, 53
- +1 experience, as service goal, 25–26, 43
- Private Ocean, 2
 - compassion and, 51–52, 57
 - courage and, 124, 127, 131–132, 136
 - encouragement and, 104–105
 - honesty and integrity and, 27, 28, 32, 33–34, 39, 42, 43
 - patience and, 7
 - persistence and consistency and, 83–84, 92–93, 95, 97
 - respect and, 69
- Quality assurance motivation
 - example, 69–71
- Questions, for hiring process, 14–16
- Red flags, in hiring process, 19–20
- Respect, for employee's goals, 4, 63–77
 - benefits of, 77
 - demotivation example, 65–68
 - human resources and, 72–73
 - motivation and employees' passions, 68–72
 - open communication about
 - progress toward, 73–74
 - personal growth and, 74–76
- Retention rates, 52
- Retreats, 93–98, 112–115
- Safe spaces, for communication, 40–41
- Self-assessment, of leader, 118–119
- Self-centered and insecure leader
 - example, 55–56
- Sirota, David, 52–53
- Small groups, communicating with, 35–38
- Speculation, avoiding of employees', 31–35
- Team building. *See* Off-site events
- Team mentality. *See* Encouragement, for collaboration
- Transparency, in communication, 30, 31, 32–33
- Turnover, of employees, 71, 105, 128
- Values and philosophy:
 - hiring process and, 16–17
 - reiterating of, 102–103
 - sharing with employees, 24–28
- Veiga, John F., 53
- Video conferencing, 37, 39
- Volunteer opportunities,
 - encouraging of, 137
- “Walking the walk,” open
 - communication and, 28, 43–44
- Written communication, benefits of, 36