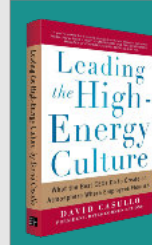


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What the Best CEOs Do to Create an Atmosphere Where Employees Flourish



Chapter 4

Chapter 4: Study the Legends & Learn the Folklore

Historical Truths

To function most effectively as a leader in your organization, you must clarify and understand its history, the significant stories and how it was formed, and the evolution of the organization over time. This will give you key insights into the organizational truths that have evolved over time and exist today.

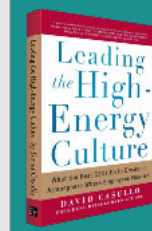
Talk to the long-term members of your organization and ask them to tell you a few specific stories that would define what your organization is. Be patient and persistent - ask questions. Most importantly: LISTEN.

“History is a guide to navigation in perilous times. History is who we are and why we are that way.”

—David C. McCullough, American author, historian, narrator, and lecturer

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Exercise 4.1

In the space provided below, identify up to 5 KEY organizational truths that you have learned are fundamental to your organization.

1. _____

2. _____

3. _____

4. _____

5. _____

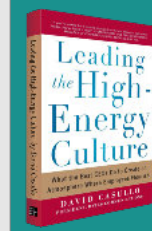
Are you comfortable that these are indeed the organizational truths?

**IF YES –
Move forward.**

**If NO –
Engage in a dialogue with
additional long-term members.**

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Exercise 4.1

If you needed to complete this activity again, review the list and identify your organizational truths.

1.

2.

Now return to your personal truths (page 3) in Chapter 1. How are they consistent with the organizational truths? If they are consistent, then you and your organization clearly have the potential for a resonating, high-energy culture, and you are ready to move forward to seize the enormous potential for success.

If they are NOT consistent, you should reflect on this revelation. What does this say about you and your organization?