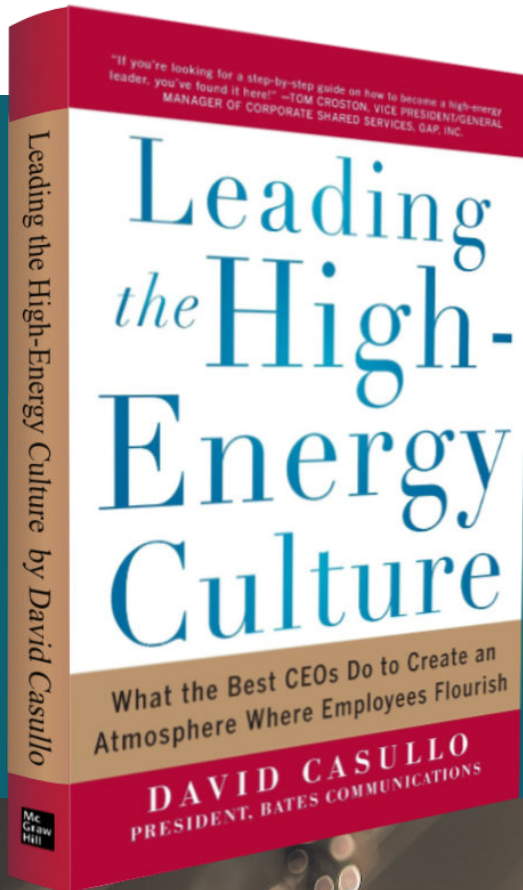


COMPANION WORKBOOK



Leading the High-Energy Culture:

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

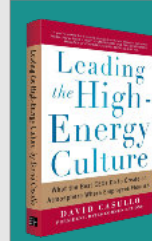
by David Casullo

“Energy emanates from one extraordinary leader and resonates through other leaders, permeating the entire organization.

Be that leader.”

Leading the High-Energy Culture:

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



Chapter 1

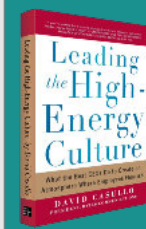
Chapter 1: The Power of Resonance

Considerations & Thought Starters

- Think of times that you have found yourself bursting with energy. What specific activities triggered that feeling?
- Reflect on past situations where you sensed something was missing. What was it?
- Consider a few defining moments in your career, whether they were great accomplishments or significant setbacks. What did you learn about what was important to you in the process?
- When you've talked with close friends and family over the last six months, what stories were you most eager to share? What are those stories really about if you think about the themes, lessons, and values they convey?
- Think of the best leaders you've known over the years, whether they were in an office, classroom, or some other setting. What did those leaders stand for? What values did they espouse in their words and deeds that energized you deeply?

Leading the High-Energy Culture:

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



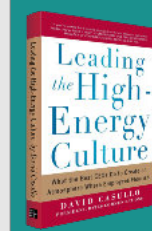
Exercise 1.1

Make as many copies as you need.

Personal Truth and Deepest Belief	Source
<i>Ex. Real learning is a major investment, but pays out lifelong dividends</i>	<i>Ex. Mr. Grover's eleventh-grade term paper class</i>

Leading the High-Energy Culture:

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



Chapter 2

Chapter 2: Remember the “WHO that You Are”

Considerations

Step 1 of this exercise challenges you to reflect on your past from two equally important perspectives: introspection and external influences.

Step 2 of this exercise challenges you to reconsider your conclusions from Step 1 and either confirm or reject them.

It is important that you do not move forward until you have thoroughly and thoughtfully completed this exercise.

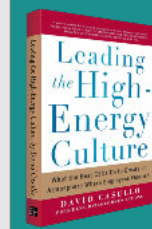
Feel free to take your time and step away from this exercise. It may be beneficial to take time to reflect and review with a fresh perspective.

“That we should know ourselves means that we should know our souls.”

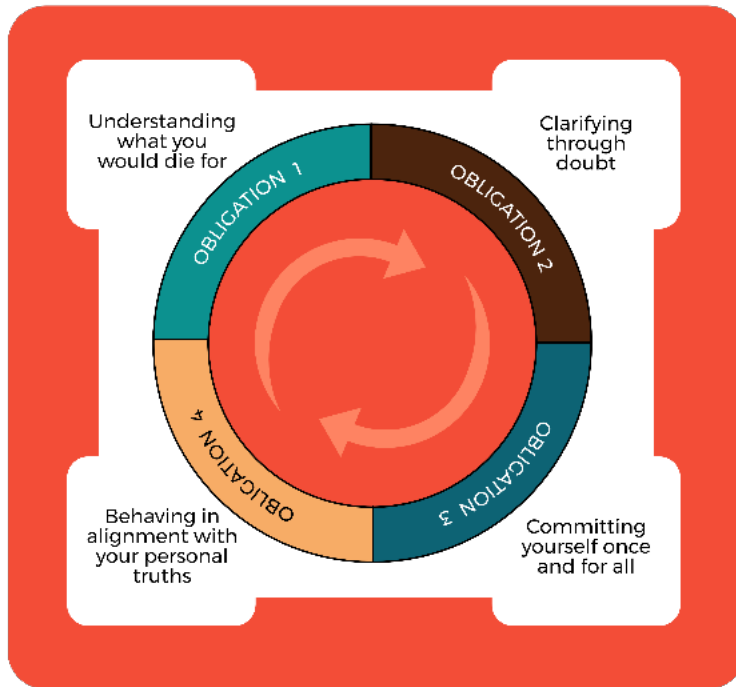
*—Socrates,
Greek Philosopher*

Leading the High-Energy Culture:

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



Exercise 2.1



The 4 Obligations to Identifying Your Personal Truths

1. Understanding what you would die for
2. Clarifying through doubt
3. Behaving in alignment with your personal truths
4. Committing yourself once and for all

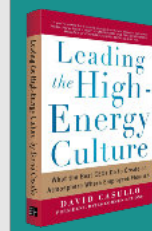
Step 1 - Reflection

Suppose I asked you this simple question: “Who are you?” What would you say? Stop for a moment and really think about this. Who are you?

In three sentences or less, tell me who you are.

Leading the High-Energy Culture:

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



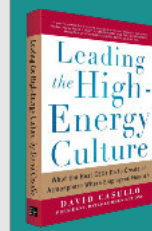
Exercise 2.1

In three sentences or less, tell me who you are with your closest friend.

Are they different? How?

Leading the High-Energy Culture:

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



Exercise 2.1

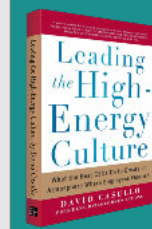
Now, let's reflect on a time when one of your key truths was shattered—a paradigm buster. It might have happened in college, in an early job experience, or through some friendship or relationship. Regardless, it should be an event or experience that permanently changed a personal truth.

What experience in your past was a paradigm buster for you?

Next, recall a personal traumatic experience—a life-threatening illness, the death of a family member or friend. What was important? What was or became incidental as a result?

Leading the High-Energy Culture:

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

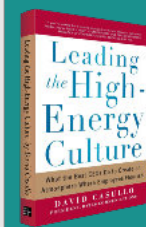


Exercise 2.1

Finally, let's reflect on something that Kouzes and Posner call "your personal best leadership experience." Think of a time in your career when you were leading a team, a department, or an organization when you were at your very best. Try to place yourself there and describe the situation thoroughly. How did you feel? What prompted you to act? How did you feel as you were leading the team through this situation? It is important that you capture stimuli and your response to each. This may be lengthy; there is more room on the following page.

Leading the High-Energy Culture:

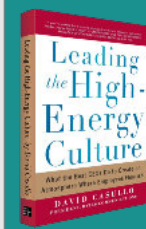
What the Best CEOs Do to Create an Atmosphere Where Employees Flourish



Exercise 2.1

Leading the High-Energy Culture:

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



Exercise 2.2

Chapter 2: Remember the “WHO that You Are”

Step 2 - Confirmation - The Acid Test

Leaders have to stand for something. Let's subject your tentative personal truths to an acid test to help you separate the true gold from the pyrite.

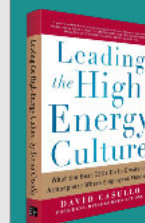
For each of your top personal truths, rank your level of agreement with each statement on the worksheets. Then give yourself points for each answer from +2 for strongly agree to -2 to strongly disagree. Add up your total and see which of your personal truths yield the most points when subjected to the acid test.

*“Warning to the wise,
'Act with knowledge
while doubting what
you know.'”*

*—Pfeffer and Sutton,
Leadership Researchers
and Authors*

Leading the High-Energy Culture:

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



Exercise 2.2

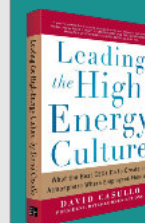
Personal Truth #1

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					

Leading the High-Energy Culture:

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



Exercise 2.2

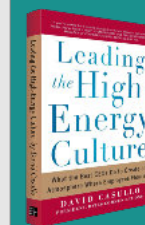
Personal Truth #2

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					

Leading the High-Energy Culture:

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



Exercise 2.2

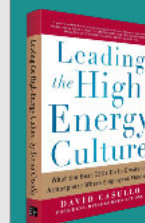
Personal Truth #3

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					

Leading the High-Energy Culture:

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



Exercise 2.2

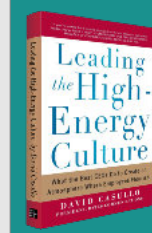
Personal Truth #4

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					

Leading the High-Energy Culture:

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



Chapter 3



Chapter 3: Remove the Shroud — Turning Points

Step 1 - Identification and Clarification

Throughout our lives, we have faced decision points (where two roads diverged). At these crossroads, the consequence of a decision was momentous and had a profound long-term impact. These decision points could have occurred in your personal life or in your professional life—and within the latter, in your leadership role. The road you chose at these decision points could have either led to greater success and fulfillment or taken you on a very rocky ride, one you regret.

In the space provided, identify at least one decision point in each of these three categories in your life.

“Two roads diverged in a wood, and I—I took the one less traveled by, and that has made all the difference.”

—Robert Frost, American Poet

Leading the High-Energy Culture:

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

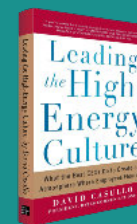


Exercise 3.1

Category	Decision / Crossroads	Decision made in courage or fear?	What prompted courage or fear?	If the decision was one of courage , note what prompted it	If the decision was one of fear , note what prompted it
PERSONAL LIFE ONE		Courage / Fear			
PROFESSIONAL LIFE ONE		Courage / Fear			
LEADERSHIP ROLE ONE		Courage / Fear			

Leading the High-Energy Culture:

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

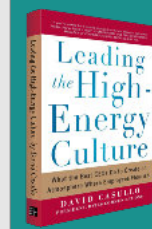


Exercise 3.1

Category	Decision / Crossroads	Decision made in courage or fear?	What prompted courage or fear?	If the decision was one of courage , note what prompted it	If the decision was one of fear , note what prompted it
PERSONAL LIFE TWO		Courage / Fear			
PROFESSIONAL LIFE TWO		Courage / Fear			
LEADERSHIP ROLE TWO		Courage / Fear			

Leading the High-Energy Culture:

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



Exercise 3.2

Chapter 3: Remove the Shroud – Turning Points

Step 2- Confirmation & Reflection

Please take the time to reflect on your work so far.

In the previous chapters, you reflected on your personal core beliefs and defined your personal truths. These earlier exercises were important to clarifying the foundation of your decisions and actions. As you now look back on the decision points in these exercises, do you find that your choices were consistent with the personal beliefs you identified in Chapter 1 and the “WHO that you are” in Chapter 2? Examine each of these decision points carefully.

For each of the decision points that were CONSISTENT with your personal beliefs, were those times in which you acted with courage? For those decision points that were INCONSISTENT with your personal beliefs, were they times in which you acted in fear?

IF YES –

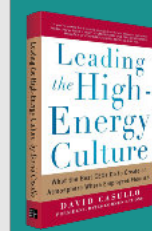
If you find such consistency, then you have correctly identified your personal beliefs and your personal truths.

If NO –

Then you need to retrace your steps in the exercises in Chapters 1 & 2 before you move forward. It is important that you clarify and confirm your personal truths.

Leading the High-Energy Culture:

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.

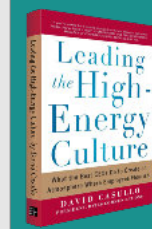
Talk to the long-term members of your organization and ask them to tell you a few specific stories that would define what your organization is. Be patient and persistent - ask questions. Most importantly: LISTEN.

“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

Leading the High-Energy Culture:

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



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.

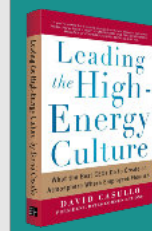
Are you comfortable that these are indeed the organizational truths?

**IF YES –
Move forward.**

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

Leading the High-Energy Culture:

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



Exercise 4.1

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

1. _____

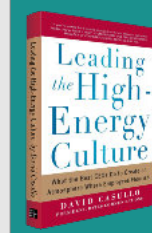
2. _____

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?

Leading the High-Energy Culture:

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



Chapter 5



Chapter 5: Pay Careful Attention to the Alpha Dog

Present Day Leaders - Alpha Dog Analysis

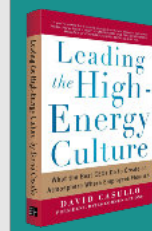
We have now turned our attention to the present day leaders, the key decision makers we affectionately call the “Alpha Dogs” of your organization. Alpha Dogs are the one, two, or three key leaders in your organization with position authority, currently or recently, who have driven the most economic value while having the greatest positive impact on the people in your organization.

“Leadership is influence.”

*—John C. Maxwell,
American author and
pastor*

Leading the High-Energy Culture:

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



Exercise 5.1

Identify your Alpha Dogs

1. _____
2. _____
3. _____

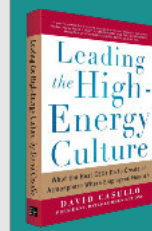
What are the key phrases you hear them often say?

When forced to prioritize, what choices do they make?

What behaviors do you witness when they're at their very best?

Leading the High-Energy Culture:

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



Exercise 5.1

How do they behave in times of crisis?

What is their decision-making style?

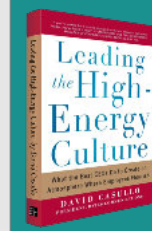
What is their communication style?

What don't they do, ever?

What upsets them?

Leading the High-Energy Culture:

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



Exercise 5.1

What excites them?

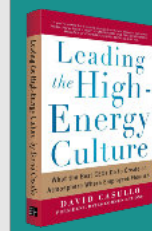
How do you feel when you're around them?

Are their behaviors consistent? If not, what's inconsistent? What stimulates the inconsistency?

In a short phrase, what is their most important truth?

Leading the High-Energy Culture:

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



Exercise 5.1

Reflecting on your Alpha Dog answers, what personal truths emerge in your mind for the Alpha Dogs as you see them portrayed through their actions? Capture those personal truths in writing:

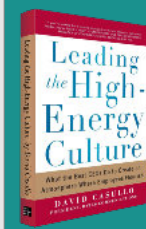
1. _____
2. _____
3. _____
4. _____
5. _____

Alpha Dog Personal Truths vs. the Organizational Core Values

List the consistent truths here:

Leading the High-Energy Culture:

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



Exercise 5.1

Alpha Dog Personal Truths vs. the Organizational Core Values

What excites you about these consistencies?

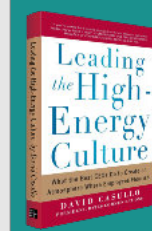
Are your organizational values, Alpha Dogs PTs, and your PTs aligned?

**IF YES —
Great!
You're poised for success.**

**If NO —
Take time to reflect and
consider the options you have
to remain true to your PTs.**

Leading the High-Energy Culture:

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



Chapter 6

Chapter 6: Query the Key Players

Dynamic Inquiry & Worksheet

The exercises in Chapter 1 – 3 required you to do deep personal thinking about yourself. Chapters 4 & 5 asked you to think and make judgements about your organization, its founder, its legacy, and the Alpha Dogs you identified and observed.

With this next exercise, you will broaden that external search for meaning much more deftly. You will practice and develop your dynamic inquiry skills by interviewing your employees.

Use the next page, making as many copies as needed.

“You’re the one who sees the truth, the Prajna (to use a Tibetan word), in a situation. Once you see the truth in a situation, you know how to navigate it. You have the guts to navigate it. You care enough to navigate it.”

—Seth Godin, American entrepreneur, author, and speaker

Dynamic Inquiry Worksheet

Employee Name

Date

How long have you been associated with our company/organization?

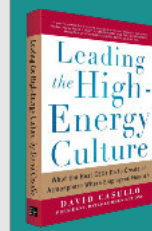
What is it like working here? **~OR~** What do you consider the strengths of our company?

Really? What does that mean? **~OR~** I am interested in your response. Tell me a little more. Can you give me an example?

Customize a question here to get deeper into capturing what this individual believes to be true about your organization's mission, values, and priorities.

Leading the High-Energy Culture:

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



Chapter 10

Chapter 10 : Save the “Saved”

Step 1: Build the Fire

Step 2: Walk in the Shoes of Your Disciples

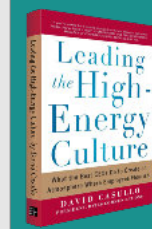
Armed with a better understanding of your organizational truths, you have cracked the code and identified the secret sauce that has (or will) set your company apart... or you have discovered the missing ingredient it lacks. The atmosphere is rich with oxygen. A spark will ignite the energy and set off a chain reaction.

“One-fifth of the people are against everything all the time.”

—Robert F. Kennedy, former US Senator and Attorney General

Leading the High-Energy Culture:

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

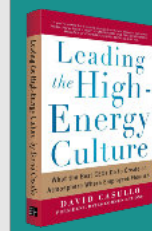


Exercise 10.1

Who are the 3-5 disciples whose energy will be ignited by yours and who will spread your powerful message quickly, efficiently, and effectively?

Leading the High-Energy Culture:

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



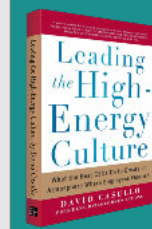
Exercise 10.2

Think of the top 5-20% of your employees, the peak performers, the reliant self-achievers. Walk a mile in their shoes. You need to understand who these people are, as they are vital to your success as a leader and organization. So engage in some 180 Thinking. Look at things from their point of view.

- If I'm one of the best performers at this company, what outcomes result from my performance?
- Has anyone asked me lately what outcomes I value most?
- How does management "preach to the converted" here as opposed to ignoring the best performers and focusing on the slackers.
- What actions has leadership taken in the last two months that focus on reaching for and celebrating team wins?
- How much do team wins result in shared rewards?
- If this company were to face a crisis, is my passion for our leaders so strong that I would walk through fire for them?
- What could our leaders do in the next two months to strengthen my sense that I am truly valued in this organization?

Leading the High-Energy Culture:

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



Chapter 11



Chapter 11

Rise to Your Best Leadership Self

Step 1: Thorn, Rose, & Bud

Step 2: Writing Your Own Leadership Eulogy

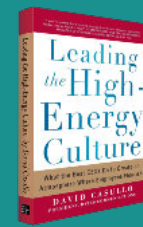
Having now journeyed through the process, you have undoubtedly uncovered nuggets of gold. Let's capture them here using a couple of unique exercises that we've used in programs to help leaders emblazon some of the learnings from reflections into their soul.

"Follow effective action with quiet reflection. From the quiet reflection will come even more effective action."

—Peter Drucker

Leading the High-Energy Culture:

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

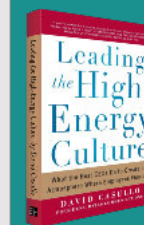


Exercise 11.1

THORN	ROSE	BUD
<p>Think about a low point in this journey. It could have been a difficult realization that struck you about how your personal truths compared with your organizational truth.</p> <p>What proved to be your biggest thorn?</p>	<p>Now consider the high points of this journey. What was a eureka moment for you while you were reading this book—something that made your mind reel because of leadership and communication?</p> <p>What was your rose?</p>	<p>Last, reflect on the challenges that await you in the months to come. We reviewed all sorts of processes and steps that you might undertake as a leader with your team. What are you looking forward to as you move forward? What are you most excited about as a tangible way to promote growth for you as a leader and for your team?</p> <p>This is your bud.</p>

Leading the High-Energy Culture:

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



Exercise 11.2

Writing Your Own Leadership Eulogy

Imagine a time machine has transported you several decades into the future. The scene is a house of worship, packed with a congregation wearing somber colors. As you look around, you're stunned to realize that the pews are filled with your family members, friends, acquaintances, and colleagues—all considerably older but absolutely recognizable.

It hits you suddenly: this is your memorial service.

What do you want the eulogist to be able to say about you as a leader?

"As we reflect here today on our great loss, I want to say a few words about _____'s professional legacy. As an individual contributor, what made _____ different from the typical professional was _____

_____. "

"On a personal level, I know that many of _____'s colleagues and I have fond memories of our days together. As we worked together as a team, I always appreciated _____'s personal qualities of _____

_____. "

"As you know, _____ ultimately became a great leader. In order to energize their people, all leaders need to get off the fence and stand for something. Whether _____'s organization was enjoying success or struggling through a challenge, I always knew deep in my bones that _____ stood for _____

_____. There was never any doubt about that because that's what _____ is all about. That's why I'm proud to be here today to honor _____'s legacy as a leader."

*“You have the power
within you.*

*It doesn't come by
the grace of God
alone. You have to
go after it.”*

—David Casullo