

Preface

BEFORE THERE WERE BOOKS, people learned through interpersonal stories. Indeed, storytelling is the most common



way one generation learns from another. The norms, mores, and assumptions of a culture are passed on through personal anecdotes, and the best teachers support their information with real-life events to which their students can relate. Here we tell a real-life story to teach you how to empower yourself and others to achieve higher levels of effectiveness for yourself, your

work team, and your organization.

The tradition of teaching through storytelling is alive and well in today's business world, as reflected by the industry-wide distribution of such books as *The One Minute Manager* by Ken Blanchard and Spencer Johnson, *Who Moved My Cheese?* by Spencer Johnson, and *Leadership and Self-Deception* by The Arbinger Institute.

The Courage Factor teaches critical principles and procedures not covered in prior fictional narratives for the business world. In particular, this book reveals practical ways to increase actively caring throughout a work culture, thereby enhancing both individual and organizational performance.

The situations and character interactions presented are based on authentic events. In fact, it's likely every reader has experienced life-changing episodes similar to those revealed in our story. The disparaging circumstances we disclose happen all too often in the business world. The solutions we offer to these human-relationship issues are founded on behavioral science, not common sense.

An Actively-Caring Vision

This book can help organizations cultivate a culture of people going beyond the call of duty for the health, safety, and welfare of themselves and others. We call such discretionary behavior “actively caring.” Most people care, but too few act on their caring. As you follow our narrative and develop profound understanding of the psychology of leadership and actively caring, you’ll discover personal power and potential.

When we actively care for someone beyond ourselves, we leap above the self-actualization level of Maslow’s well-known Hierarchy of Needs and achieve self-transcendence. At this highest level of Maslow’s revised hierarchy we are motivated to serve others – to actively care. And when we satisfy this servant-leadership need, we satisfy lower-level needs, especially self-actualization, self-esteem, and social approval.

The People-Based™ Series

This book is one of four in a series of People-Based Safety® books published by Coastal Training Technologies. *People-Based Safety®: The Source* (2005) was the first in this series. It initiated an evolution beyond behavior-based safety (BBS) – a set of principles and procedures recognized worldwide for its science-based and effective approach to preventing workplace injuries. Next, *People-Based Patient Safety™* (2007) extended and refined the People-Based™ principles and procedures for healthcare by explicating evidence-based techniques to prevent medical errors and sustain patient safety. The next book in this series, *Leading People-Based Safety®* (2008), integrated evidence-based principles of effective leadership with interpersonal communication, peer-to-peer coaching, and culture-enriching processes designed to prevent workplace injuries and optimize organizational performance.

This fourth book in the People-Based™ series shows how the People-Based™ procedures implemented effectively

for injury prevention can be applied beneficially to all other business domains of an organization, as well as to people's families and throughout their communities. *The Courage Factor* explains how the metaphor of safety improvement can be used as a "Trojan Horse" to open up your entire kingdom and empower people to maximize performance at all levels of a culture.

The Courage Factor

Drs. Peter Drucker and Stephen R. Covey claim organizations need to progress to a "Knowledge-Worker Age" whereby human potential is released from a hierarchical-controlling mindset that stifles individual initiative. This reflects the courage factor. All the Six Sigma, all the Behavior-Based Safety, and all the Customer-Focus directives will not make a difference unless people have the courage to speak up and act on behalf of the performance-improvement process. Indeed, without courage most well-intentioned initiatives become another "flavor of the month."

We acknowledge the distinct contributions of commitment and competence to human performance. But we add this third component to these ingredients of Dr. Ken Blanchard's Situational Leadership Model. More specifically, we claim people with high competence and high commitment don't necessarily apply their talents and skills to benefit people, organizations, and communities. In other words, competence and commitment are benefited by a third dimension – courage.

People need sufficient courage to step to the plate and actively care for the welfare and well-being of others. Courage is not a human trait; rather it's a person state that varies according to certain circumstances and interpersonal interactions. This book reveals practical evidence-based factors that increase and decrease courage.

The Compassion Factor

We initially planned to focus our book on showing how *courage* is the missing link in the popular two-factor approach to situational leadership. However, after reviewing real-world demonstrations of leadership for injury prevention and performance improvement, we realized the critical importance of another factor – compassion. In other words, those leaders most effective at bringing the best out of people are not only competent, committed, and courageous; they are also compassionate.

Over the course of history, many leaders have made a difference with notable competence, commitment, and courage. But those who left a positive legacy were also compassionate. In other words, one's mark in history can be beneficial or detrimental to human welfare, exemplified by the contrasting legacies of Mahatma Gandhi vs. Adolf Hitler. We refer to positive contributions to humanity as “actively caring”.

Authentic and effective actively caring requires courage plus compassion. A person competent and committed in situations calling for actively caring might not have the courage to step to the plate and act. We discuss specific person states relevant to increasing one's propensity to show courage. But when it comes to interpersonal intervention, courage without compassion can be ineffective or even perilous.

Compassionate leaders are considerate and responsive to the feelings and circumstances of the people they direct and/or support. They listen and speak with empathy. Thus, while courage increases as a function of a person's relevant competence and commitment, the positive human impact of one's courage increases as a function of his or her compassion. The outcome is actively caring. This book defines actively caring as showing compassionate courage on behalf of the safety and/or welfare of others. Our story

brings these concepts to life and illustrates practical ways to increase actively caring throughout a culture.

In Conclusion

The following list summarizes the primary learning objectives that guided our creation of this book. Specifically, after reading the real-life events of our story, you will be able to:

1. Explain why it is wrong to assume behavior is the cause of most injuries.
2. Explain why the standard behavior-based safety (BBS) program is not sufficient to address the human dynamics of injury prevention.
3. Discriminate between a behavior-based and a People-Based™ approach to improving interpersonal performance and organizational effectiveness.
4. Integrate safety within the other key business domains of a successful company.
5. Discriminate between four critical qualities of building effective relationships and enriching a culture: competence, commitment, courage, and compassion, and explain the independent and interdependent importance of each.
6. Clarify how courage is more than competence plus commitment, and why actively caring is more than courage.
7. Give operational definitions of authentic actively caring and explain why these examples require courage plus compassion.
8. Define specific ways to increase actively caring throughout a workplace and beyond.
9. Describe five person states that determine your propensity to actively care, and pinpoint specific ways to increase these states within yourself and others.
10. Teach others how they can facilitate the achievement of an actively-caring culture.

AT THE END OF OUR BOOK we provide several questions for each chapter, each designed to stimulate your personal reflection and interpersonal conversation about real-world applications of the leadership lessons revealed throughout our story. We hope you will use the questions to make these research-supported improvement strategies relevant to your life. Please start with the premise that leadership is not reserved for the select few who hold top hierarchical positions of control in the public or private sector. Rather, anyone can be a leader and help bring out the best in others, regardless of his or her position in an organization, government agency, community, or family, and thereby benefit from the teaching/learning experiences of our story characters.

We hope you enjoy learning the life-enriching principles of *The Courage Factor* while you watch our story unfold. More importantly, we wish you the best in reflecting on your own behavior and becoming intentional about adding courage and compassion to the competence and commitment of your everyday experiences. The result: An enriched culture of people, empowered to increase their actively caring and enhance human relationships and organizational effectiveness. This is People-Based™ culture change, fueled by Competence, Commitment, Courage, and Compassion.

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