

CONTENTS

Acknowledgments 1

Foreword 7

- Chapter 1: Getting Right to the Point 13**
The Challenge to Classical Change Efforts . . . A New Way of Managing Change . . . Enlightened Leadership . . . How to Get the Most Out of This Book . . .
- Chapter 2: The Dynamics of Organizational Change 25**
Change Options . . . Phases of Business Development . . . The First Phase: Entrepreneurial . . . The Second Phase: Growth . . . The Third Phase: Decline or Renewal . . . Personal Growth Cycle . . . Continuous Renewal . . .
- Chapter 3: Getting to the *Real* Issues 43**
Symptoms of the Problem . . . The Real Issue . . . The Importance of Mindset to Performance . . . Systems and Processes vs. the Human Factor . . . Dealing with Mindset—First . . .
- Chapter 4: The Mindset Issue 55**
The 80%/20% Differences . . . Attitude . . . What Keeps People From Maintaining an Effective Attitude? . . . The Development of Self-Image . . . Self-Image and Personal Performance . . .

- Chapter 5: Looking at Focus 75**
We Get What We Focus On . . . The Two Sides of Attention . . . A Model for Focusing Energy . . . We Attract What We Try to Avoid . . . Problem vs. Solution Orientation . . .
- Chapter 6: Generating the Mindset Shift 95**
The New Paradigm . . . Shifting Paradigms . . . Personal Paradigms . . . The Power of Shifting Focus . . . Net Forward Energy Enhancing Ratio . . . Net Forward Energy Ratio Performance Curve . . . Naming Our Model of Choices . . . Framework for Continuous Renewal . . .
- Chapter 7: Asking Versus Telling 123**
Do It My Way . . . Whose Perspective Counts Anyway? . . . A Different Approach . . . The Manager-Employee Reality Gap . . . The Real Experts . . .
- Chapter 8: The Ultimate Empowerment Tool 137**
Combining Forward Focus and Questions . . . What Makes Effective Questions Effective? . . . Benefits of Asking Effective Questions . . . Questions That Disempower/Empower . . . Fundamentals of Effective Questions . . . Timing Is Everything . . . A Structure for Effective Questions . . . The Most Important Element . . . Using Effective Questions . . .

Chapter 9: Alignment Through Shared Purpose and Vision 167

What Are We Busy About? . . . High Performance Characteristics . . . Purpose . . . Vision . . . Alignment . . . The Power Behind Vision . . . Using EQs to Develop Purpose and Vision . . . Vision of a High Performance Environment . . .

Chapter 10: Renewal in the Real World 191

Practicalities . . . Renewal in Quality . . . Renewal in Customer Service . . . Renewal in Continuous Improvement . . . Renewal in Sales . . . Renewal in Problem-Solving . . .

Chapter 11: Leadership in the Renewing Organization 215

Renewal and Leadership . . . Leadership Past . . . Revisiting the Reality Gap . . . Leadership Today . . . Extreme Leadership Styles . . . Enlightened Leadership . . . Leadership and Power . . . Awareness—The Critical Factor . . . Leadership in Action . . .

Chapter 12: The Bottom Line 239

Intention—The Critical Ingredient . . . Beyond Independence . . . The Essence of Enlightened Leadership . . . The Personal Challenge . . . A Self-Appraisal . . .

Bibliography 259

Index 261

About Enlightened Leadership International, Inc. 266