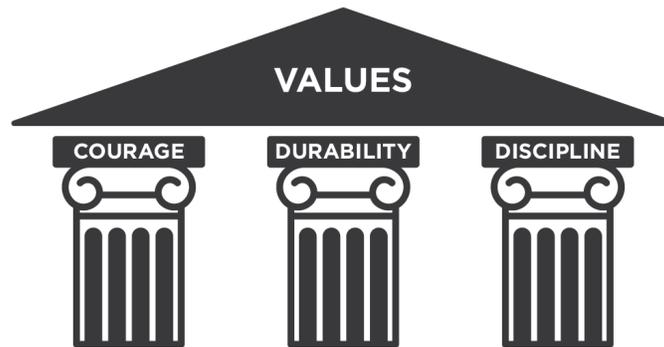


*LEAD TRUE*  
Chapter Takeaways

**CHAPTER 1 TAKEAWAYS**

- Our values define us and provide a constant guide to navigate fork-in-the-road decisions.
- Values form our personal operating systems.
- Values-based choices are often hard and have far-reaching consequences that ripple through the lives of others.
- Our values are supported by three pillars: courage, discipline, and durability.



**CHAPTER 2 TAKEAWAYS**

- Courage is not the absence of fear.
- Courage means not allowing fear to make your choices.
- Making a courageous decision puts vision and virtue ahead of your own interests.
- Courage is called the “first virtue” because it is the foundation for all other virtues.

**CHAPTER 3 TAKEAWAYS**

- Values statements mean nothing unless you follow them.
- You need courage to take the stand and discipline to follow through.
- A disciplined approach to living your values makes you, your staff, and your organization more effective and efficient.

**CHAPTER 4 TAKEAWAYS**

- Durability provides stability to your values, enabling them to withstand change and hardship.
- Sometimes our toughest critics are ourselves. Durability means staying true to your values and vision, even in the face of doubt.
- What we tolerate, we support.
- Courage and discipline require durability to ensure stability; together they form the three pillars of support for our values.
- No one’s ego is more important than the well-being of the patients or the staff.

## **CHAPTER 5 TAKEAWAYS**

- Living your values requires more than polite respect for others; it requires reverence.
- The more special you treat executives, the less special everyone else feels.
- Reverence places people over profits, people over egos, people over convenience.
- Reverence for others takes humility—but it results in deeper connections, deeper wins, and a greater organization.
- The more complicated the lives of our staff, the more they need us to understand those struggles.

## **CHAPTER 6 TAKEAWAYS**

- Establish early on that there is a two-way responsibility when it comes to practicing and honoring your values.
- Staff from the front lines and senior executives can and should be participants.
- Be courageous to tell the truth in the most-supportive but clearest way possible.
- Consistently express your values through actions and words.
- Get close enough to the work to enrich your connections and communications.
- Be open in rounding, listening, speaking, and writing to gain insight and learn from your staff.

## **CHAPTER 7 TAKEAWAYS**

- To live our values, our goals must be bolder than mediocrity.
- Hope is a weak strategy for improvement. Staff will be inspired by big, bold goals aimed at the well-being of others.
- No one's ego is more important than consistently living the values.
- Measure, don't guess. Use common tools that build, not limit.
- Embed the values into every orientation, communication, evaluation, and goal.
- Have the discipline to build and use a system that supports those that live the values.
- "Holding accountable" is looking backward. "Being responsible for their success" is looking forward. Excellence will be found in the balance.

## **CHAPTER 8 TAKEAWAYS**

- Innovation is not just for small teams or Silicon Valley garages.
- An organization can improve innovation by investing in leadership training that gets them close to the work and provides great tools.
- The management system should support, not thwart, innovation.
- The keys to innovation are: Get close enough to the work to feel the moral imperative.
- Use structure to improve innovation.
- Maintain a disciplined disregard for conventional wisdom.

## **CHAPTER 9 TAKEAWAYS**

- Great organizations live their values despite inconvenience or cost—they find a way.
- Staff will follow an organization's lead to live their values.
- Tackling obesity was a problem bigger than any single organization or program, requiring partnerships across the community, diversity of approach, and the discipline to follow through.
- Our values would require we act when there is a need, not just when it is convenient.
- Find the joy and value in improving the health and well-being of one person at a time, even if the whole system is in need of change.
- Use your assets of consistency and a commitment to a higher cause to bring like-minded partners to the table.
- The best way for an organization to motivate a community is to live a motivated life among them.

## **CHAPTER 10 TAKEAWAYS**

- Explore multiple paths to find the resources you need.
- Investment in the community can pay large dividends, often financial.
- Long-term, disciplined investment beyond the usual avenues is a great strategy for organizations and communities.
- Find your gold, use your assets. Partners with the same values are one of those available assets.
- Facilities and finances are tools—important tools, but tools.
- Innovation and discipline can work past conventional wisdom to serve the mission.
- A commitment to your values means remaining committed all the time, not just when it is convenient.

## **CHAPTER 11 TAKEAWAYS**

- Set extraordinary goals to accomplish extraordinary achievements.
- Conventional wisdom is often an impediment to progress.
- You can improve the economy, the environment, and the bottom line at the same time.
- Measure and change; measure some more, and change some more.
- Take responsibility for your impact on your community.
- Build plans to accomplish multiple goals.

## **CHAPTER 12 TAKEAWAYS**

- Communities have huge untapped capacity; our job is to inspire and unleash it.
- Cast a broad tent to find partners with similar values.
- Partnerships with common values and agreed-upon goals will be much more efficient.
- Learning will go both ways, and benefit will go both ways.
- These partnerships can have an impact on your staff that will serve you and your community far beyond their immediate involvement.