"ALL IN"

by Adrian Gostick & Chester Elton

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What you will learn about if you read this book:

* **Culture Works: create a team that is ENABLED, ENERGIZED, and ENGAGED.**

* **The 7-step road map to create a culture of EEE**

    * *Define your burning platform*

    * *Create a customer focus*

    * *Develop agility*

    * *Share everything*

    * *Partner your talent*

    * *Root for eachother*

    * *Establish clear accountability.*
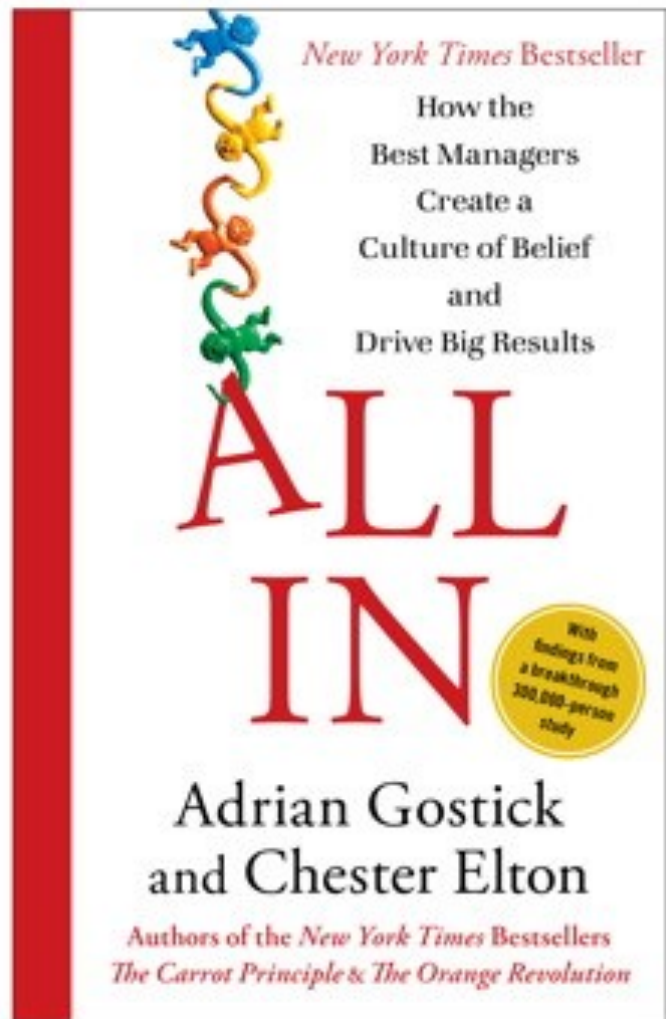
* **Renewing Belief in Culture**

Inside this issue:

SUMMARY

Although we learn more and more about leadership, and work harder and harder, it doesn't seem to be paying off. The authors of this book write about the highest performing organizations that have CULTURE. Culture is defined throughout this book as having members of the team who are engaged, enabled, and energized. This book goes on to write a clear and detailed seven step plan of how to achieve such a culture within your organization. If you wish to be a leader with followers who are engaged, enabled, and energized, read on to find out how!
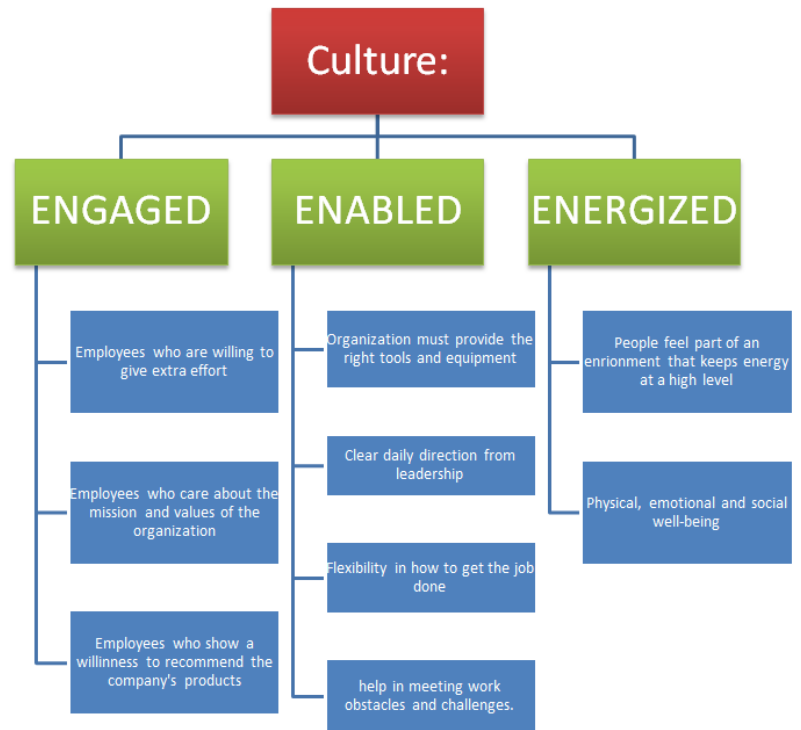
Authors Aims

Adrian & Chester are internationally recognized workplace experts, founders of the global training and consulting firm The Culture Works, with a focus in recognition, teamwork, and culture. Both authors wrote the book "All In" after travelling and visiting many different organizations. As they travelled they analyzed what made some so successful, and others not at all successful, and they agreed that the deciding difference in each of them was whether the organization has culture. They studied further and realized that an organization with a successful culture has employees that are engaged (attached to the company), enabled (with the right tools to do the job), and energized (high sense of well-being). The authors wrote this book to give organizations a clear road map of HOW to do WHAT in order to achieve a successful culture.

Culture is the difference. It's the glue that binds us all together. (p. 7)

Culture:

ENGAGED
- Employees who are willing to give extra effort
- Employees who care about the mission and values of the organization
- Employees who show a willinness to recommend the company's products

ENABLED
- Organization must provide the right tools and equipment
- Clear daily direction from leadership
- Flexibility in how to get the job done
- help in meeting work obstacles and challenges.

ENERGIZED
- People feel part of an enrionment that keeps energy at a high level
- Physical, emotional and social well-being

**Before You Read On...
What is Culture?**

The Seven-Step Road map to create culture

Define your burning platform → Create a Customer Focus → Develop Agility → Share Everything → Partner with your Talent → Root for Eachother → Establish Clear Accountability

Before you start ask 2 questions:

What do I have to do right now to help my people do their best?

What should I not do right now to help my people do their best?

Stage	What It Means	How a Classroom Teacher can Use it
Define your Burning Platform	Think about what matters most to you and your organization, then YELL it out! Yell as long as it takes to make everyone understand that this is something that needs radical change. Don't allow yourself to be content and comfortable. **"It's something race car drivers know by heart: where the eyes go, the car goes."** (p. 78)	Pick the 3 things that you want most out of the year, and don't allow yourself to be distracted from them. Be enthusiastic every day about the importance of these 3.
Create a Customer Focus	Actively seek feedback in a variety of ways: online, face-to-face meetings, and in group meetings. Trust your people to give you feedback that will move you from contentment into growth: listen to what your customers need, and then use that to guide your plan forwards. (102)	With each group of unique children the teacher needs to listen, watch, and pay attention to find out more about who they are as individuals, and what they need as learners.
Develop Agility	Agility refers to being able to deal with change, and address upcoming challenges in order to capitalize on new opportunities. By listening to feedback, the leader is able to see what they need to change. This is done in four main ways: enrichment, cooperation, organization and leadership. As Steve Jobs said, **"sometimes when you innovate, you make mistakes. It is best to admit them quickly and get on with improving your other innovations."** (p. 112)	After learning more about the group, be able to change what you are doing: simplifying and extending as necessary. In addition to this, be fearless in trying new resources, teaching methods, etc.

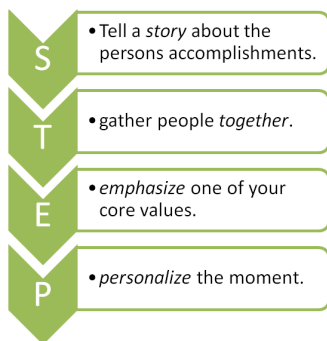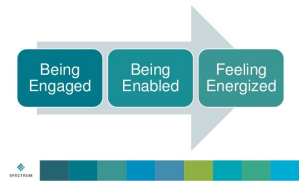| Stage	What It Means	How a Classroom Teacher can Use it
Share Everything	Encouraging debate even if it rattles people means a more open environment of truth. Push for constant communication, and a marked sense of transparency. Some questions to ask to open the lines of communication: ♦ Talk about your journey so far with the organization. ♦ Has your experience over the past year been beneficial to your growth and progress? ♦ What one or two things get you jazzed about coming to work every day? ♦ What makes you want to hit the snooze button?	Being clear about the expectations, learning targets, and appropriate behaviours leads to a more open and positive classroom culture. Although we are still held within the boundaries of curriculum, a teacher can have open conversations with students about what works for htem and doesn't work for them in the classroom. It is important to take personal feelings out of the way in order to really be able to listen to what they are telling you!
Partner with Your Talent	Each employee in the organization must feel that they are giving some important contribution to the overall success of the organization. Feed and encourage ingenuity and talent within the followers of the organization: **"Its about treating your talent as equal in an effort to enhance your culture and help people feel motivated to excel and give you their full effort in every aspect of their work."** (p. 135)	Remind students that the class cannot go on without them because THEY are the ones who have the excitement and ability to learn. Allowing students to have different responsibilities based on their talents encourages students to come forward and take pride in what they can bring to the class culture.
Root for Eachother	High levels of appreciation and camaraderie lead to an engaged and energized culture. Employees must be empowered to support one another even when situations aren't ideal. Followers need to root for their peers: have their back, appreciate their strengths, and recognizing what we value the most about each other. S • Tell a *story* about the persons accomplishments. T • gather people *together*. E • *emphasize* one of your core values. P • *personalize* the moment. When giving feedback in an organization, remember this model (p. 159) THANK YOU Arigato Efharisto Danke Shukran Thoinks Moite Mahalo Grazie Spasiba	At the end of a writing block, choose one student who you notice has improved immensely. Gather the group together, and tell them we have something to celebrate For example "at the beginning of the school year John could only write a few sentences before being distracted. Today John was able to write a whole page without looking up once. This is amazing because now I can really see John is taking to heart one of our 3 classroom goals: to be responsible. Being responsible not only means doing your work, but also improving and doing your best. I am so proud of John for pushing through when he wanted to look up, but instead continued writing. Great job!"
Establish Clear Accountability`	Don't only hold your employees accountable for hitting goals that have been set, but also make sure that they have been given the responsibility and tools to ensure that success. Accountability needs to be seen as a positive thing: don't 'punish' for people not meeting their goals, but instead provide reward or incentive to meet the goal. Come up with a clear team plan that has SMART goals that can be agreed upon by each member. Accountability needs to go both ways: leader-follower, and follower-leader. Spend time watching and finding out what is working for the team, and then look for ways to capitalize on this. (196)	Rather than creating rules that are then only 'punished,' create expectations that students are held to. Although there need to be consequences for not meeting these expectations, the focus of a classroom should be on deciding what these expectations are, each person agreeing to it, and then encouraging one another to meet them. A teacher needs to be constantly watching for what works really well with a particular group, and then thinking about ways to continue using a particular strategy or incentive.

The leadership style this book most closely resembles is Transformational Leadership. The opening premise of this form of leadership is that it fits the needs of todays work groups, who want to be inspired and empowered to succeed (Northouse, p. 161). Transformational Leadership is a form of leadership that focuses on changing and transforming people: beginning with assessing their motives, having an idealized influence, giving inspirational motivation, providing intellectual stimulation, and taking into account individuals (Northouse, p. 167). The goal of transformational leadership is to initiate, develop and carry out significant changes in an organization (Northouse, p. 175), which then results in people feeling better about themselves and their contributions to a common goal. The central premise of "All In" is very much focused on the same end goal of having followers who are engaged, enabled and energized: and thus more productive and successful in their work.

Culture is the one thing that differentiates your team and drives real results. Enabled, Energized and Engaged followers.

A transformational leader is one that inspires its followers to take performance well beyond what is expected (Northouse, p. 167), and in "All In" the authors describe how an organization with culture will be able to say "we achieved more than we thought possible. The team and I had never worked so hard in our lives. It was a tough assignment, but we had so much fun in the process." (p. 6)

How every manager can create a culture that works

- Define your burning platform
- Create a customer focus
- Develop agility
- Share everything
- Partner with your talent
- Root for each other
- Establish clear accountability

Northouse, p. 169, speaks of one of the four main components of transformational leadership as being "Individualized Consideration" in which leaders provide a supportive climate inw hich they listenc arefully, act as coaches, and help followers grow through personal challenges. "All In" speaks of actively seeking feedback to find out how to best suit the needs of all members of the organization.

Fostering Engagement

Being Engaged → Being Enabled → Feeling Energized

A leader needs to stimulate followers intellectually to be creative and innovative nad to try new approaches and develop innovative ways of dealing with the issues they face (Northouse, p. 169). This type of leadership encourages the followers to try new ways of doing things, and finding new problem-solving strategies for the good of the organization.

A leader with inspirational motivation inspires followers to become committed to and a part of the shared vision of the organization. Team spirit is enhanced, pep talks communicate growth, and encouragement is given. (Northouse, p. 169) This is closely connected to not only having a shared vision (burning platform), but also to share everything, root for eachother, and partner with your talent.

Dealing with challenges, and ideas to maintain success.

Bennis & Nanus identified four strategies used by leaders in transforming organizations:

1) had a clear vision of the future state of the organization. (Burning Platform)

2) Social architects for the organization. (Burning Platform)

3) Created trust in the organization (Create a customer focus, partner with talent)

4) Used creative deployment of self: know their strengths and weaknesses but focus on the strengths.

"All In" includes an index of "52 ways to get your people all in." Although the list is overly comprehensive, reading through it each person will be able to pick a few gleans to use with their own organization. Three things I will work on personally:

⇒ **End each week with thanks: celebrate what the team has achieved during the week.**

⇒ **Send at least 3 hand-written thank you notes per week.**

⇒ **Have more FUN with the team**

Questions to Ponder

1) Does the organization you associate with have CULTURE? To looker deeper... is it a place where people are convicted with the vision? Where they maintain excitement not out of fear but out of passion? Or is your workplace one of dysfunction, contention and coasting? (p. 9). What will YOU do about it?

2) When a new idea gets put forward, are you ever one of the people exhibiting the following behaviours? Do you counter-argue (yeah, but...)? Do you attitude bolster (bring up facts to support your current position)? Do you have selective exposure (ignore or avoid new information)? Do you dispute rationality ("I can still have my opinion, can't I?")?

3) Do you know your mission statement off by heart? If not, then it probably isn't a good one.

4) Are you willing to engage in change, even when it hurts and strips away everything you thought you knew?

References:

Gostick, A. & Elton, C. (2012) *All In: How the Best Managers Create a Culture of Belief and Drive Big Results.* New York: Free Press.

Northouse, P.G. (2013). *Leadership: Theory & Practice* (6th Ed.). Thousand Oaks, CA: SAGE Publications Inc.

Critical Evaluation of the Book

"All In" is a book written with a very open-eyed knowledge of organizations in our society. When reading this book, the first thing I recommend doing is taking the "Dysfunctional Culture Quiz" on page 62. We all may be aware that there are some small problems in the organization we are part of, but when taking this quiz it became frighteningly clear how big the challenges were. Reading this book gave me a push to action, and gave me steps in which to do so. I now find myself constantly analyzing "what is the burning platform of the school? Of my class?" This book really looks at the honest truths and hardships that come along with such a huge change:

oblivion and backfire are the likely two steps before adoption of wide-scale change in an organization (p. 75). For a leader wishing to make changes, there is a clear plan for each of the 7 steps of renewing the culture of the organization, and so even if this type of leadership is not your strength, you now have been given some of the skills and tasks to begin.

"Some of you right now may feel the challenge in front of you is insurmountable, that it is not in your power to change an entire culture or influence a transformation of financial results with the very real challenges you face. But renewal can and does occur, and as we've shown, ti can happen quickly when the right leader follows the right path. Adherence to the seven-step road map we have presented is the simplest way to generate internal buy-in and overcome resistance. Whether you run a small team or a large corporation you can follow this process to dramatically increase the odds of building a culture that will last." (p. 188)

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

ROBERT FROST