

*Leaders accept and act on the paradox of power: you become more powerful when you give your own power away. Long before empowerment was written in to the popular vocabulary, exemplary leaders understood how important it was that their constituents felt strong, capable, and efficacious. Constituents who feel weak, incompetent, and insignificant consistently underperform; they want to flee the organization and are ripe for disenchantment- even revolution.*

*Peope who feel powerless, be they managers or individual contributors, tend to hoard whatever shred of power they have. Powerless managers tend to adopt petty and dictatorial styles. Powerlessness also creates organizational systems in which political skills are*

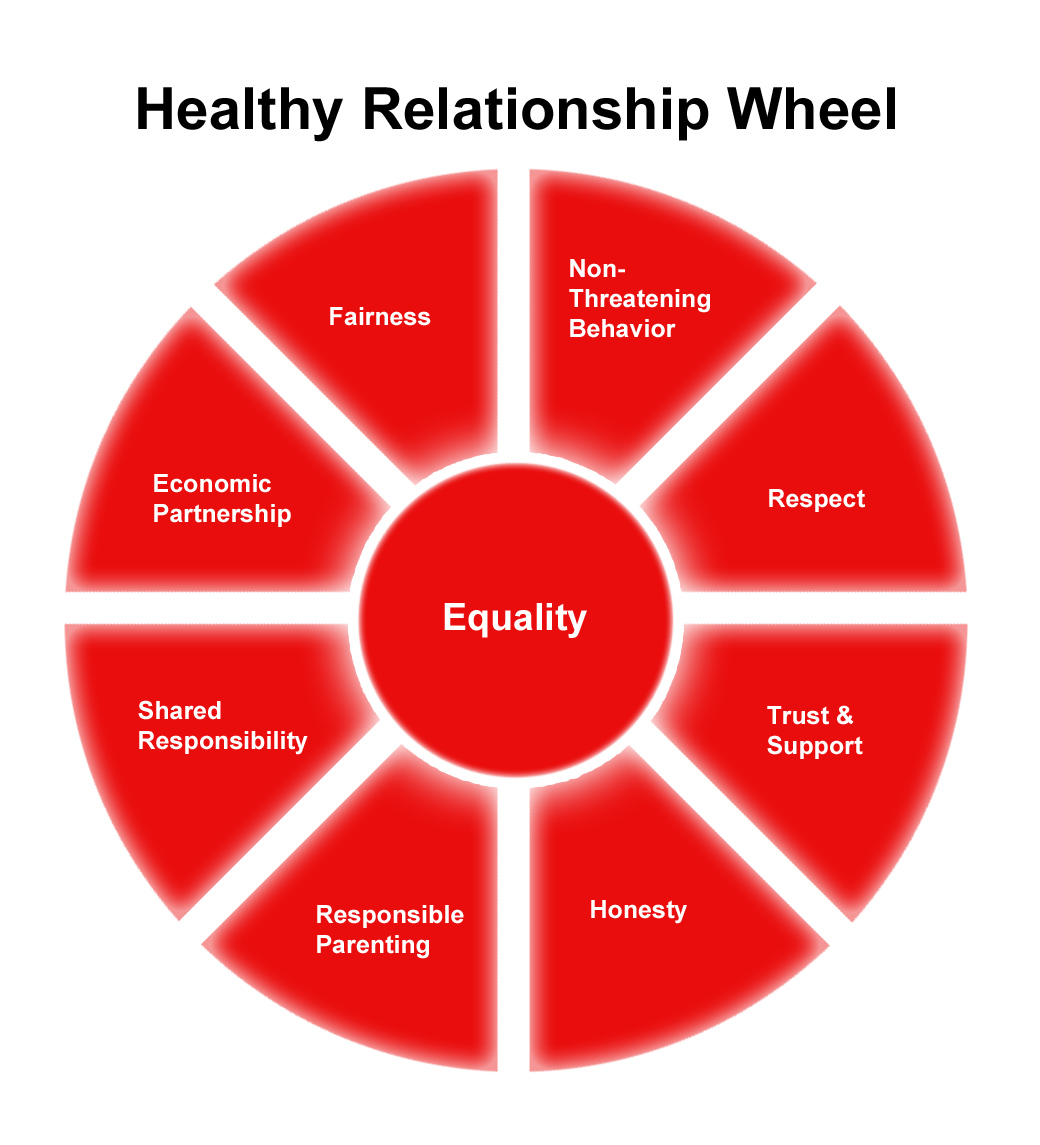
*essential and ‘covering yourself’ and ‘passing the buck’ are the preferred modes of and ‘passing the buck’ are the preferred modes of handling interdepartmental differences.*

*… (people) feel able to determine their own destiny, when they believe they’re able to mobilize the resoruces and support necessary to complete a task, then they persist in their efforts to achieve. But when they feel they’re controlled by others, when they believe that they lack support or resoruces, they show no commitment to excel (although they may comply).*

*… business units with actively disengaged workers experince 30 to 50 percent more turnover than those with engaged employees, and that these employees annually miss more than three times the number of days reported by their more engaged peers.*

*Self-determination can be enhanced in a number of ways . The most significant actions a leader can take is to ensure that people can decide for themselves are to provided more choices, design jobs that offer latitude, and foster personal accountability.*

Kouzes, J. & Posner, B. (2007). Leadership Challenge (4th ed.). San Francisco, CA: Jossey-Bass. p. 251-254*.*



*Conventional wisdom holds that if we work hard we will be more successful, and uf we are more successful then we will be happy. Recent discoveries in the field ofpositive sychology have shownsd that this formula is actually backward. Happiness fuels success. When we are positive, our brians beciem more engaged, creative, motivated, energeticm resislentm and productive at work.*

*Our interpretation of reality changes our experiences of that reality. Research has shown that we become successful when we are happier and more positive. Our brains are literally hardwired to perform NOT at their best when they are negative or neutral , but when they are positive. Happiness is not the belief that we don’t need to change; it is the realization that we can. It is about learning how to cultivate the mindset and behaviors that have been empirically proven to fuel greater success and fulfillment.*

*Our brains change in response to our circumstances and actions. We have a choice to to use our brain’s limited resources to see pain, negativity, stress, uncertainty, OR to use these resources to look at things through the lens of gratitude, hope, resilience, optimism, and meaning. We can’t change reality through sheer force of will, but we can use our brain to change how we process the world, and that changes how we react to it. This is called moving to a postive mindset. So how can we get to a postive mindset:*

* *Meditate*
* *Find something to look forward to – putting it on the calendar and just thinking about it raises endorfins.*
* *Commit Conscious Acts of Kindness*
* *Infuse Positivity into Your surroundings – flank your computer with pictures of loved ones and things*
* *Excersie*
* *Spend Money (not on stuff)*
* *Pick the same time of day to write down your gratitude list*
* *Set your Microsoft Outlook alert for a certain time every day to remind yourself to write down 3 Good Things*
* *Tell a significant other about your practice to build accountability – over dinner or at the end of the day*

*Lead with ‘Falling up.’ - With every setback comes opportunity for growth that we can teach ourselves to take advantage of. People who see this speak not just of ‘bouncing back’ but of ‘bouncing forward. Apadt an Optomistic Explanatory Style – interpret adversity as being local and temporary rather than a Pessismistic Explanatory Style – where events are more global and will never change.*

*Social Support – Nothing is more critical to our success than holding on to the people around us. In times of stress, we try to go it alone. It is easy to retreat in moments of stress when we should be reaching out the most.*

Adapted from Steiner, J. (2017) The Main Idea; Book Bits review of :

Achor, S. (2011). *The happiness advantage: The seven principles of positive psychology that fuel success and performance at work*. London: Virgin Publishing.