

CHAPTER 45

What Is Your Reason for Doing What You Do? (And Is That Reason Making a Difference?)

When you opened your eyes this morning, were you excited? Were you eager to experience what would lie ahead in the next twenty-four hours? Were you centered and at ease?

Two types of people answer yes to these questions. The first are people who know what they want to achieve. They have a vision for what is possible and are going for it. They are motivated and will most likely create the results they want. Yet they will still experience inconsistency; they still face mornings of dread, unease and frustration.

The second type who answer yes are in an entirely different class.

These people have been able to sustain the momentum of enthusiasm and peacefulness in their lives because of one reason: What they want to achieve for themselves in life also benefits others. This approach changes everything—for the individual and for all of humanity.

This latter approach is called the Humanity Factor: when people care about other human beings so much that it influences their interactions. When people use the Humanity Factor, it lifts how they relate with every person they come into contact with, because they have an accountability outside of self. The result is immediately and consistently visible as it influences thoughts, actions and outcomes for the better.

The Impact of the Humanity Factor

Each of us wants to make a difference. Yet surprisingly few of us are aware of the Humanity Factor. There are people who go through their entire lives looking for the chance to make a difference. Then there is also a group of people who wake up and know that within *every day* they will find countless opportunities to deliver on this urge.

Leaders use the Humanity Factor on two levels. Both levels contain the seeds of monumental change:

1. When we personally reconnect to our vision, our dream, and we remember that we can and do affect the lives of others by how we act, it influences how we manage every minute of our day. For some, this approach clarifies their purpose for living.
2. When we function in a way that provides *others* with the opportunity to implement the Humanity Factor—to make a difference in other people’s lives—it moves people and organizations into a realm of uncommon productivity and influence in the world community. This approach allows many to live their dream of leadership.

A Call to Who We Were—and Who We Are

Freddy Vallejo knows the Humanity Factor. He knows it because he forgot it, and then rediscovered it with new eyes.

A mid-level manager, Freddy said, “Growing up I had a lot of dreams. I was excited about everything I wanted to do. Also, as I worked through my first few jobs, I quickly learned I didn’t want to be like the bosses I had. Many in the older generation seemed so negative about everything.

“And something else was clear. I knew I would do something special with my life. I would make a difference. My work would be meaningful and fulfilling for me and everyone around me. By doing this, I figured there would be a lot of joy in everything I did—including the time I was with my family.”

There is something that binds us all together. In every person there once was, and in some cases still is, the desire to make a difference in the lives of others. When we heard about the harmful acts and poor decisions made by others, we proudly proclaimed that we would be different; we would, whenever given the chance, conduct our lives in a way that would benefit others. We may not have known what we wanted to be, but we knew what we wanted to do. Do you remember?

“I’ve had a big wake-up call. With increased awareness, I realize that I’ve traded in my dreams. I hate to say this, but in many ways, I think I quit on myself. What’s alarming is it all changed so subtly; day after day I lowered my expectations. I’d wake up every morning while it was still dark and move around the house like a robot. It was time to face another day of the grind: raised voices and short words with the kids and wife in the morning. Run out the door by six o’clock. The same pointless meetings and demands at work. Then at night sit in traffic behind people who don’t know how to drive, just to get home and take on an endless list of things to do. After that, play nice and finally get angry with the kids who never get to bed on time. And when the lights begin to go out, clench my teeth while doing e-mails that are long overdue. At some point close to midnight, I try to numb out the frustration so I can get some sleep.”

Freddy took a deep breath. “The dreams I had when I was young were long gone. In fact, I was falling further behind.”

Was it all a grand illusion? Was the idea that we could make money and make a difference in the lives of others a lie? The temptation to subscribe to false information and beliefs is strong. It is tempting to believe we need to have a certain job or a make a certain amount of money to serve others. When we look at the evidence, however, we know we have fooled ourselves: Despite the jobs we have had and the money we have earned, the hunger to know our lives have not been lived in vain remains.

A hunger left unchecked can lead to fatigue, cowardice and forfeiture. For some of us, just like Freddy, we slowly let the dream go. We did the math: The pressures we faced to feed our families, to have the cars we wanted, to pay the mortgage, to get the kids to camp and through college, or to get the coveted office with a view—all these demands were increasing rapidly even though we had lost our excitement for them. Almost without notice, our dreams were transformed into fantasies, and the enthusiasm of a morning faded into discontent and fear of failure.

So some of us concluded we would not make a difference during our lifetime. Forfeiting a dream is not easy, but we rationalized that being able to make a difference in other people’s lives was reserved for those whose occupations allowed them to do so—ministers, teachers, counselors, therapists, doctors, and so forth.

Like boats pushed into the fog without rudders, we left the solid ground of our values, principles and dreams for an uncharted course over a sea of false hopes. One day washed into the next, until some of us were so far away from the shore of our values and dreams that we could no longer see them. With this loss of vision we also lost some other things—colors were no longer as bright and laughter was no longer as loud.

Freddy, however, is not your average leader. Finding himself in such a sea, he did not wait for a leader above him or a friend beside him to change his circumstances. Instead of buying the common approach that says a person has to change his circumstances to be happy, Freddy did not change many things at all.

All he changed was Freddy. In addition to using the leadership tools in this book, he did something else. He used a tool that altered his attitude when he woke up in the morning, transformed his actions and changed how he led. He used the Humanity Factor.

“Remembering that I had that dream, the desire to make the world a better place, is now changing everything for me. It’s changing how I go about my day. And as a result, I am beginning to have that feeling again: that my life counts for something, that my actions are making a difference.”

He shrugged his shoulders. “I’d forgotten that I had that dream. But I remember now—and I know it’s possible. I am living proof that you can be miserable and get poor results—and by changing your approach you can change your results.

“I still go to the same job, sit in the same traffic, have the same wife, kids, dog and house. But I see them differently. Now, they all seem like blessings. Because I see them differently, I deal with them differently. The objective is no longer what can I get but what can I give.”

These days, with his peers, customers and family, Freddy is a wellness leader who is making a difference. He has gotten out of the trap of thinking he needs a different job; that his company should make a different product; or that he has to write a book, start a nonprofit organization, or volunteer overseas in order to make a difference in this world. Instead,

with every communication and interaction with others, Freddy builds people and relationships and moves issues forward. Every day he makes a difference.

“I am happy again, excited again. And this approach is becoming automatic. When the alarm goes off, I no longer think about how bad I have it or ask myself how I can get out of all the stupid meetings on my calendar. Instead, I ask myself how I can make a greater contribution in the day ahead. I ask myself how I can use my strengths and talents to make a difference.”

The Humanity Factor is a leadership upgrade that costs nothing to implement, and it provides immediate results. This factor instantly begins to create an elephant-free culture and has an impact on the bottom line. Freddy and countless other leaders around the world are achieving these results by re-connecting with their purpose, thereby answering a higher calling in their leadership work.



When you were younger, were you convinced that you too were born to make a difference? Have you ever dreamed that your work would make the world a better place?

The World's Perfect Job (Hint: You Have Already Applied for It)

Freddy demonstrates a priceless component of the Humanity Factor. When work—any work—is done right, it is never solely about making money. It is also not only about making

a difference. Our job, whatever it is, is the most important lifetime vehicle for our own maturation, growth, evolution and happiness.

When we create the right relationships at work and have the right ongoing conversations with others and ourselves—conversations that include what we want to contribute and receive from our work—our job becomes a vehicle for our life journey. Then we have the perfect job for us.

Whether we are driving a truck, flying to the moon, inspecting a spreadsheet, leading a thousand people or leading one—our work becomes part of a pilgrimage to discover who we are as people, what we stand for, who we want to be, why that is important, and how we get there. The Humanity Factor helps us on that journey. The Humanity Factor makes any job the perfect job.

CHAPTER 46

The World Is Calling For Our Best Efforts

Opportunities Are Waiting for Us Everywhere

Research on leadership effectiveness provides overwhelming evidence to indicate that dramatic changes are needed.

- Of Americans, 62 percent believe leaders are primarily out to enrich themselves monetarily, while 72 percent believe the United States will decline as a nation unless we find better leaders (from a 2005 study by Harvard's Center of Public Leadership and *U.S. News and World Report*).
- Only 17 percent of working people say they spend most of their day doing things they like, reports Marcus Buckingham in the August 2005 issue of *Fast Company*.
- Workers report that two out of five days are a waste of time, Microsoft Corporation discovered after conducting an online survey of 40,000 people from 200 countries.

- Workers clock an average of 45 hours per week but consider about 17 of those hours unproductive, reports the March 15, 2005, online edition of *InformationWeek*.

Most of you do not need these statistics to convince yourselves of the growing demand for innovation in the way we lead others and ourselves. Most of us have observed the evidence firsthand. We have seen the emptiness in the eyes and actions of our coworkers—people wanting something more. At the dinner table and in our conversations with friends, we hear about office politics, endless meetings, boredom and lack of trust. We hear about people fighting for bonuses and promotions while struggling to make their rent or mortgage payments. Then, sadly, too many do not realize satisfaction even when they can make those payments.

**Far too many organizations, small and large,
sabotage the health of society by acting as
breeding grounds for negativity and mediocrity.**

In the worst cases, some organizations have become spores of illness, creating a burden for the public through lawsuits, emotional and physical health issues, and episodes of violence.

What are the costs when leaders push for business results first and then try to find a few days on the calendar to move humanity forward? Who wins in the long run—organizations that make serving their colleagues and community an equal priority with serving their clients and stockholders, or organizations that do not?

In some situations, it seems companies are simply paying people for the hours of their lives they are willing to sacrifice. Consequently, people are upset because they would rather be paid for *something else*.

What is that something else? Leaders who guide an elephant-free Wellness Culture know it so well, it determines how they use every leadership tool available to them. It is the factor that determines how successful they ultimately are. It is the Humanity Factor.

By emphasizing the Humanity Factor, we become leaders at every point in our lives—when we are pumping gas, in a meeting, ordering take-out, or kissing our children good night.

The Humanity Factor allows us to leverage every moment for greatness. It allows us to make a difference. This is leadership.

This undeniable passion to serve others connects us to our fellow man. Because this factor is consistent across communities and continents, it reveals a universal certainty: High-quality leadership is how we can realize this common purpose.

Many people already know this. The Humanity Factor is the reason they do what they do. It is the reason they go to work every day.

What Will Happen If You Use the Humanity Factor

If you use the Humanity Factor, people will come to you. They will follow you. If you use the Humanity Factor so people will follow you, they will not. You already know why.

A Case Study: Building Something Worth Fighting For

A group of leaders was discussing the number of disengaged employees in their company and lamenting the current state of the workforce.

“I know a person we all perceive as disengaged,” Sherri said. “Mindy.” The others in the room nodded in agreement.

“What’s interesting, though,” she continued, “is that Mindy is one of the most active members of our church, she’s on the school board, and she volunteers a lot of her time with numerous service organizations.”

The room was quiet. Then Sherri continued. “I’m wondering how many of our disengaged employees are disengaged because we’ve *made* them disengaged?”

At this, Bill, another supervisor, spoke up. “But Sherri, you just said it yourself. She’s engaged at church and in the community—those are all causes worth fighting for. This is work.”

The room was silent as everyone waited to see who would respond. It was their senior leader. “What are you saying, Bill?”

Bill looked down at the table for a moment, then looked up and chuckled. “Actually, I want to recant what I just said.” He looked at Sherri. “We need to create a workplace that gives Mindy something to fight for right here.”

The World Has Its Heroes. Now It Needs You

Is it possible for us to tap into the motivations of others so effectively that people will bring their passion, enthusiasm and commitment to what they do? Or is this type of leadership reserved for people like Lincoln, Gandhi, Martin Luther King Jr. and Mother Teresa?

Obviously not. These heroes were effective because they inspired people to greater action. People changed their be-

haviors because they had good reason to: the common good of humankind. These icons galvanized others through various means. They, like the wellness leaders who are creating exceptional and sustainable organizational results, had at least one common characteristic:

**They worked not to glorify themselves
but to glorify the purpose. The purpose
was improving conditions for humankind.
That is the Humanity Factor in action.**

When a person knows his life is meaningful and he can make contributions through his efforts at work, then his work is no longer a drain on his energy. On the contrary, his work adds significantly to each day. The work does not take over his life but complements it.

Is it possible that ridding our rooms, our homes, our offices of elephants is not as difficult as we have imagined it to be? Is it possible that we have made leadership more difficult than it needs to be?

There Will Be Doubters. How Will You Respond?

Will there be naysayers? Will there be those who doubt society can have workplaces that contribute to the well-being of each employee and the communities they live in? Certainly. But wellness leaders do not invest their time in addressing the question, “Is it a possibility?” These leaders know the real question is, “How do we make this vision a greater reality?”

It is already becoming a reality. For example, Ford of Mexico has been using this approach for over four years and has seen its employee satisfaction numbers jump over 25 per-

cent to reach 89 percent. Not surprisingly, Ford of Mexico is leading Ford's worldwide recovery, as you read earlier.

Rick Popp said, "With the Humanity Factor, we can truly demonstrate that we care about the whole person. As a leader, I can feel I'm doing something special. I'm not just developing this person for work."

Will there also be people who do not seem to possess this factor, this desire to serve and make a difference? You know there will be. In such cases, we are usually tempted to tell such people that they—their beliefs and their actions—are wrong.

Beware. Such an approach moves the person in question even further away from the fundamental core: the natural desire to use the Humanity Factor. Few people embrace being wrong. When informed that we are wrong, many of us double our efforts to prove our beliefs and actions are right. Only by knowing that all people, even those we doubt, possess this core value—only by using the Humanity Factor ourselves—can we move everyone forward.

How do we move our organizations even more toward the day when everyone shows up for work and says, "I stand for something. My life is about making a difference"?

**How do we as leaders make a difference
so profound that the people around us
also live better lives?**

Wellness leaders know the answer is to incorporate the Humanity Factor into their own leadership and make it the bedrock of their Wellness Culture. This is what it looks like:

- These people lead people first, while they manage spreadsheets. Spreadsheets cannot move an organization or society forward, and they cannot smile at a client. Wellness leaders know that leading themselves and others is the priority.

- These people approach their jobs as opportunities to add value; to help colleagues move forward; to become better team members, citizens and family members; and to make life more enjoyable for others.
- The tombstones of these leaders will not show: “I made a lot of money and got six promotions.” Instead, their epitaphs will read something like: “Loving spouse, parent, and businessperson who served his community and made a difference in the world.”

CHAPTER 47

The Humanity Factor Changes Everything

It Starts by Changing the Way You Think

“The power of the Humanity Factor is that it changes the way you think,” said Mark Cicotello, vice president of human resources for the Heska Corporation in Loveland, Colorado. “When you change the way you think, you change the way you act. And when you change the way you act, you change outcomes. This changes our destiny and prepares us for the future.”

When Will Your Future Change?

Have you ever known someone who forfeited today waiting for circumstances to change before making his move? This behavior marks the difference between those who run with elephants, and those who function in elephant-free environments.

Wellness leaders know that, because of the Humanity Factor, there is only one time to make a difference—*now*. Average people often wait a lifetime to make a difference. But wellness leaders, whether they are Joan the CEO or Joe the janitor, do not fall into the trap of leading only at certain moments or in the presence of certain people. Wellness leaders honor the Humanity Factor all the time. Their influence on others and results is significant.

Instead of leading only when confronting a challenge, they also lead before and after the challenge appears. They use the Humanity Factor because it is the right thing to do, because it is who they are. As a result, they face fewer challenges themselves, find better solutions, and help others—indeed, the world—overcome their challenges.

You Can Be Effective Any Time You Want To

Recently, a woman told us about her experience of grocery shopping with a friend. “The entire time we were together, my friend complained about all the things she had to do, all the troubles in her life, and how the stress was affecting her. Finally, as we walked through the parking lot, she said, ‘It never ends. It just never ends!’ That’s when I looked at her, smiled, and said, ‘You’re right. It never ends.’”

Leadership never ends. There will always be challenges that must be addressed. Effective leaders capitalize on the challenges they are presented because they see these issues as a call to innovate, a call to take themselves and those around them to a higher level. They do this in a way that enhances the quality of life for everyone.

Because the Humanity Factor instantly enriches your experience and increases your effectiveness, your leadership abil-

ities are amplified. Because the choice to implement the Humanity Factor is nobody else's decision, and because nobody else can take away your ability to use it, you can use it any time you choose. You can become a more effective leader as quickly as you can take a breath.

For some people, not making the decision to act with the Humanity Factor, not realizing the dream they have of making a difference, would cripple them. Persevering in this endeavor is what their life's work has become.

Moving through a day without making a difference in the lives around us results in an immeasurable loss of human potential.

Undoubtedly, you realize that wellness leaders must sometimes take a more challenging road to achieve results. In environments where there are elephants in the room, where a Wellness Culture has not been established, it is more popular to complain, to be helpless and negative than to stand up for what works and what is possible.

Even in the face of such adversity, wellness leaders function differently. Not only do they know what is right but they also have the courage to do and say what is right. They do not wait for a glorious moment when they can be heroic in the eyes of others. Instead, they have the courage to step up and move forward in every moment of every day. They have the courage to provide daily leadership in uncommon and quietly heroic ways.

This Is Like No Other Time in History

As we focus on our desire to make a difference, we need to bear in mind two things:

1. Undoubtedly, most of us are making a difference in the world already. Every day we seize moments to serve—either through words or simple actions. We care, and others know we care.
2. At the same time, we have the opportunity to make an even greater difference in the world. As the global economy expands, organizations are influencing society worldwide and affecting the quality of life of nearly every person on the planet. In this international community we are all becoming more dependent on one another.

As organizations expand the sphere in which they do business, millions of interactions, including e-mails and phone calls, take place daily. Imagine if the Humanity Factor and other leadership tools were embedded in these communications. Like no other time in history, right now channels of influence are opening up that will allow each of us to make a profound difference in the quality of life on Planet Earth.

Consider the possibility that as leaders take innovative steps forward in how they lead, progress with the world's major challenges—hunger, poverty, peace, education, preservation of the environment—will also move forward more rapidly. It is clear: Only leadership can change the world.

Consider that advances in leadership begin with us. Each one of us is a leader on this planet. If we are not interacting with someone who is communicating on an international level, chances are we are only two or three conversations removed from someone who is.

Wellness leaders celebrate the human spirit in everything they do. These people are artists, sculpting masterpieces where unaligned teams once stood; they are tacticians who deftly bring focus and common cause where rivals once fought; they are musicians creating harmony where chaos once reigned; they are engineers who build bridges of faith and hope into tomorrow where despair was once rampant. These are the people all around you who know the human spirit's desire to serve mankind reveals itself in infinite ways.

Using the Humanity Factor transforms the task of leadership into an opportunity for which each of us has been called. How will you lead, moment by moment, so that you can do what everyone inherently wants to do? How will you make a difference?

The expanding world of wellness leadership welcomes all of our contributions.