

# CONTENTS

Acknowledgments .....	iv
Prologue .....	xi

## **PART ONE:**

### **The Elephant-Free Workplace:**

#### **Creating a Wellness Culture**

#### **Where More Things Get Done ..... 1**

- 1 The Five Approaches to Dealing  
with the Elephant ..... 3
- 2 When the Elephant Does Not Exist ..... 7
- 3 What an Elephant-Free Workplace Looks Like .... 13
- 4 When the Elephant Is Ignored:  
The Toxic “Fix-It” Culture ..... 17
- 5 Creating an Elephant-Free Workplace:  
Wellness Culture Pillar #1 ..... 25
- 6 Creating an Elephant-Free Workplace:  
Wellness Culture Pillar #2 ..... 29
- 7 Creating an Elephant-Free Workplace:  
Wellness Culture Pillar #3 ..... 39

## **PART TWO:**

### **Getting into the Elephant Removal Business**

#### **by Breaking Leadership Lock ..... 43**

- 8 Leadership Lock ..... 45
- 9 Where Is Your Leadership Lock? ..... 51

**PART THREE:**

**Delivering Elephant-Free Productivity . . . . . 57**

- 10 A Wellness Culture Tool:  
The 3 Conditions That  
Support Change . . . . . 59
- 11 Leaders Who Make Change  
Harder Than It Has to Be . . . . . 65
- 12 The Traditional Approach to Change:  
A Formula for Staying Stuck . . . . . 71
- 13 If Change Is Constant,  
Why Won't My Team Change? . . . . . 75
- 14 Change Condition #1:  
Participants in the Change Process  
Feel Good about Themselves . . . . . 81
- 15 Change Condition #2:  
The Process Includes  
Participants' Ideas . . . . . 89
- 16 Change Condition #3:  
The Process Includes  
Participants' Motivations . . . . . 97
- 17 Getting the Elephant Off  
Your Career Track . . . . . 107

**PART FOUR:**

**Elephant-Free Decision Making . . . . . 111**

- 18 A Wellness Culture Tool:  
The Magic Moment . . . . . 113
- 19 The High Road and the Low Road . . . . . 119

20	Plug in Leadership Tools Here . . . . .	125
21	A Wellness Culture Tool: The Awareness Muscle . . . . .	129

**PART FIVE:**

	<b>Elephant-Free Thinking . . . . .</b>	<b>137</b>
22	A Wellness Culture Tool: The 3 Mind Factors . . . . .	139
23	Mind Factor #1: You Can Only Focus on One Thing at a Time . . . . .	147
24	Mind Factor #2: The Mind Cannot Avoid a “Don’t” . . . . .	159
25	Mind Factor #3: You Go Toward Your Focus . . . . .	167
26	The 3 Mind Factors Are Always Turned On . . . . .	175

**PART SIX:**

	<b>Elephant-Free Operations . . . . .</b>	<b>183</b>
27	Excuse Me—Do You Know the Way to Leadership? . . . . .	185
28	A Wellness Culture Tool: The Energy Map . . . . .	187
29	The Back Side of the Energy Map: What Is Not Working . . . . .	193
30	The Front Side of the Energy Map: What Is Working . . . . .	197

31	The Back Side of the Energy Map: What Is at Fault? Who Is to Blame? . . . . .	205
32	The Front Side of the Energy Map: What We Can Learn . . . . .	211
33	The Back Side of the Energy Map: Problems . . . . .	217
34	Events Are Waiting to Be Labeled—By You . . . . .	223
35	The Front Side of the Energy Map: Solutions . . . . .	227
36	The Back Side of the Energy Map: All the Reasons It Won't Work . . . . .	235
37	The Front Side of the Energy Map: The Objective and How to Get There . . . . .	245
38	What Using the New Operating System Looks Like . . . . .	249

**PART SEVEN:**

**How to Operate on the Front Side**

	<b>of the Energy Map . . . . .</b>	<b>257</b>
39	Is Attitude <i>Really</i> Just a Matter of Choice? . . . . .	259
40	A Wellness Culture Tool: Questions Trigger the Mind . . . . .	261
41	Unplugging the Machine of Progress . . . . .	267
42	A Wellness Culture Tool: Forward-Focus Questions . . . . .	271
43	Stomp the Elephant in the Office by Eliminating Leadership Blind Spots . . . . .	285
44	The Person the Office Elephant Fears Most . . . . .	293

**PART EIGHT:**

**The Humanity Factor . . . . . 295**

45 What Is Your Reason for Doing What You Do?  
(And Is That Reason Making a Difference?) . . . . . 297

46 The World Is Calling for  
Our Best Efforts . . . . . 305

47 The Humanity Factor Changes Everything . . . . . 313

Epilogue . . . . . 319

Appendix A . . . . . 321

For Further Information . . . . . 325

Appendix B . . . . . 326