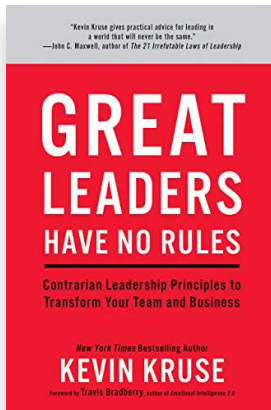


EXECUTIVE BOOK SUMMARIES

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ABOUT THE AUTHOR

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Kevin Kruse is a bestselling author and serial entrepreneur

Great Leaders Have No Rules

THE NUTSHELL

Rodale Books 2019

I believe that almost everything we've been taught about leadership is wrong.

If leadership is influence, it means all of us are leading those around us every single day. To get the most out of this book, I encourage you to suspend disbelief as every chapter is filled with advice and tactics that go against conventional wisdom.

I believe leadership is the greatest force for good. What we need is a real-world modern approach to management and leadership. Today's leaders need to focus on both people and profits; they should be measured on both retention and results. We must throw out conventional management 101 lessons and embrace fresh, forward-looking tenets.

Close Your Open Door Policy

This fosters the autonomy and empowerment of team members and enables you to increase the amount of time you spend on deep work. Communication and problem solving are admirable goals, but team leaders and executives reap the most adverse effects.

Great Leaders Have No Rules

Shut Off Your Smartphone

This improves safety and focus among team members and leadership alike. The single easiest, most life-changing thing you can do right now is to shut off all notifications on your phone. Instead of responding to every beep and vibration, like Pavlov's dogs to a bell, you will look at your phone when you want to. Of course for most, that's still going to be way too often.

Have No Rules

This shifts your focus from enforcement to hiring, values, and guardrails all of which in turn yield greater accountability and engagement. By protecting against the bad choices of the 3 percent minority, we are taking away the opportunity for 97 percent of our team members to reflect on company values, to develop decision-making skills, and to deepen their feelings of ownership.

Be Likable Not Liked

This ensures there is just enough separation for you to make tough decisions and to give candid feedback, without you having to be a jerk at work. Replace your need to be liked with the need to lead right. If you are living your values and if you are leading your values, then let other people think whatever they want.

Lead with Love

This is a reminder that you don't need to like someone in order to care about them deeply. Caring drives engagement and loyalty. You can show love by committing to greet your team members in the morning and acknowledge them as you pass in the hall. Learn the names of their family members.

Crowd Your Calendar

This reflects the reality that every minute wasted is a minute that can't be spent coaching team members or working on your most important tasks. It turns out that to-do lists have many flaws, but those who achieve extreme productivity put everything on their calendar and then live by that calendar.

Play Favorites

This enables individuals to leverage their strengths and also gives you the flexibility to retain top performers. People are different, so treating everyone the same doesn't mean we're treating them fairly. In fact, that would be very unfair. If I have a star player who is outperforming the others by a lot, he deserves to be treated differently.

Great Leaders Have No Rules

Reveal Everything (Even Salaries)

This enables team members to move fast, adapt to change, make wise decisions and reduces their need to knock on your door with “got a minute” questions. In today’s world, organizations that thrive are the ones that adapt to the changing environment in real time; they push information including key metrics and financial information as far forward as possible so frontline workers can make good decisions.

Show Weakness

This contributes to a culture of psychological safety and trust, thus reducing the magnitude of mistakes and fostering innovation. Sharing your weaknesses, mistakes, and failures—your pratfalls—will help you to build trust, engage your team members, and foster a culture of innovation.

Leadership is Not a Choice

This reminds you that there are no time-outs in leadership. Whether you stay in your office or walk around, say good morning or keep your head down, maintain your values or ignore them, you are always leading. You are a role model whether you want to be or not. Your emotions and actions cross over to those around you.

When you put this book down, you have a choice to make. Will you live your life on autopilot, or will you *lead with intent*? Remember, leadership = influence. You are always influencing—leading—those around you whether you want to be or not. The question is: are you leading in a positive direction or are you leading in a negative direction?