

THE
EXTRAORDINARY
POWER OF
LEADER
HUMILITY

*Thriving
Organizations—
Great Results*

WITH FOREWORD
AND GUEST CHAPTER BY
ALAN MULALLY
FORMER CEO OF FORD MOTOR
COMPANY AND BOEING
COMMERCIAL AIRPLANES

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*To leaders everywhere who care to serve the greater good
and support the dignity of all stakeholders*

*In honor of family, friends,
and the Source of all Life*

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Foreword

While CEO of Ford Motor Company and Boeing Commercial Airplanes, I had the honor to lead the work of hundreds of thousands of people and coordinate with our many stakeholders. I know firsthand how important it is for leaders to have humility. And it is going to be even more important for leaders of the future—and for our society of the future. That’s because, more than ever before, we need to be able to work together worldwide to maintain our quality of life and to resolve big, important global and local issues. Humility, especially leader humility, is the foundation for working together in a healthy and high-performance way.

Yet, in my experience, leader humility is relatively uncommon. I have often seen leaders who have more humility than what they exhibit when actually leading. I think this is part of the leadership model still very alive today where we assume the leader is supposed to know all and use command and control. That is also the leadership model still embraced by many stakeholders: investors, suppliers, government, and so on. I believe this will only change when all the stakeholders move toward a new model for the leader of the future—one of being a facilitator and coach, leading with humility, love, and service. This change in the leadership model will come

only when we see more examples of it delivering better value for all the stakeholders and the greater good. So, this book will really help because it shows a better way to lead and provides powerful examples that can be widely understood.

Leadership humility enhances and enables inclusion, participation, commitment, innovation, safety, excitement, discipline, caring, adaptability, and continuous improvement—to name just a few of its positive outcomes! It is at the heart of the operating process and Expected Behaviors in my Working Together Management System™, which creates a smart and safe organization and one that increases quality, productivity, and performance, while reducing costs, for the benefit of all stakeholders and the greater good.

For the past five years, Marilyn Gist has been a colleague, friend, and kindred spirit because of *who* she is, *what* she does, and *how* she does it. She has a long and distinguished record of successful service in the formation and development of other leaders. I might add that I did extensive research before deciding whom I believed in and wanted to work with. Marilyn did the same, and we selected each other. We came to understand early on that we are very aligned in our desire to serve and further contribute to developing leaders.

I have gotten to know her through our work, which has involved teaching, writing, and many conversations on the important responsibilities of leadership: compelling visions, comprehensive strategies for achieving them, and relentless implementation. We also agree that who you are is going to have the most important contribution to your leadership success. The main elements

of this are your authenticity, humility, love, and service. Marilyn's character and competencies are wonderful and inspirational. Our working together has produced some great results for leadership formation and development of students, faculty, and publications on Working Together and leadership.

Marilyn is exceptionally qualified to write this book. In addition to her extensive, most successful career in educating others around leadership, her own personal and leadership humility inform her understanding of the subject. Readers will benefit because, of all the things Marilyn could share and teach us, the power of humility is at the top of the list. And it is humility in general, and the extended power of leadership humility, that enable everything required for us all to work together for the greater good, enjoy each other, and have fun.

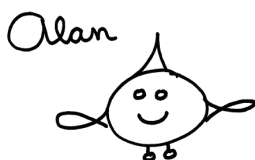
I truly like this book! It is focused, comprehensive, and compelling. It's easy to read and most understandable. Our world needs humble leaders more than ever to help us deal with issues that are so big, important, pressing, and personal. Only by working together are we going to not only save our world, but create a world based on respect for human dignity, and inclusion and growth for all of us.

Marilyn's definition of leadership humility is simple and clear: "Leader humility is a tendency to feel and display a deep regard for others' dignity." It is a way to be. It is a way to live. It is right. It is useful. It enables everything. The book does a great job of showing us what humility really is—and what it is not. It is certainly not weakness or meekness. Genuine humility is a sign of confidence and strength. The model advanced in this book is terrific because it is based on the three questions we all have

about those who lead and shows the six keys to demonstrating humility, so that we support others' dignity. The model is comprehensive and actionable. I believe that when leaders read this, they will be compelled to try the keys described. Then they will see positive results and further develop their leadership humility. This will generate continuous leadership improvement, effectiveness, and happiness—for the leader and all of the stakeholders. We need and want the hearts and minds of everyone to move forward together.

In addition to the model of leader humility, part of what makes this book so valuable are the experiences, observations, and advice offered from the CEOs that Marilyn interviewed. These are great and successful leaders of great organizations. The leaders are diverse and inspirational, and they lead with humility. They are very special leaders who focus on the greater good.

Marilyn has captured a vital enabling element of the leader of the future—humility! This book explains just why this is so important. Equally important, it shows us how to do it. Appreciating and improving leader humility is a great opportunity to enhance our leadership service. It is essential so that we can engage everyone's hearts and minds and work together to move us forward positively in our rapidly changing world.



Alan Mulally

Former president and CEO, Ford Motor Company;
former president and CEO, Boeing Commercial Airplanes;
former president, Boeing Information, Space and Defense Systems

CHAPTER SEVEN

Working Together Management System

by Alan Mulally

Work is love made visible.

—Kahlil Gibran

Leadership is truly an honor and responsibility. I have had the opportunity and honor to serve two important American and global icons that deliver valuable products and services for the greater good. Throughout the years, I have been able to contribute to the design, production, and support of the very best airplanes and automobiles in the world. I was later privileged to serve as CEO of Boeing Commercial Airplanes and CEO of the Ford Motor Company through good times as well as crises (the negative impact on the airline industry and Boeing of the 9/11 attacks and similar impact on Ford of the Great Recession).

Over my career, I have found that *the leader's most important contribution is:*

- to hold him- or herself and the leadership team collectively responsible and accountable for
- defining a compelling vision, comprehensive strategy, and relentless implementation
- to deliver value for all the stakeholders.

Development of the organization's mission, vision, and strategy are essential first steps, but they are not enough for leadership. And tracking progress (and knowing what went wrong after the fact) is important and can help avoid mistakes in the future—but that is not enough for leadership either. Boards, employees, investors—and even the voting public—are seeking leaders who do more than explain what went wrong after the fact. They want leaders who can ensure that plans are met successfully. This is why great leaders must be accountable for compelling vision, comprehensive strategy—and relentless implementation.

My goal in this chapter is to provide a proven and replicable approach for success that I developed while working with many great teams—our Working Together Management System™ (WTMS, which I will refer to in this chapter simply as Working Together or WT). WT is a powerful process for leading and managing an organization, because it is based on humility, love, and service. It will create a smart, healthy, and continuously improving culture in any organization. It works in both product and service organizations to deliver the products and services that people value with ever-improving productivity.

Because I want to share this unique system with you, let me bring you into my world as I write. Imagine that

you and I are actually working together as partners in achieving something significant! To show how we collaborate, I am going to use the term *our* to explain the four major elements of our Working Together Management System:

- Our Creating Value Road Map
- Our Expected Behaviors
- Our Business Plan Review
- Our Leader's Unique Service

Each element of WT is integrated with the others. I will begin by discussing them one at a time, but it is important to understand that they *must* go together to achieve results. Then I'll say more about how the elements interact; how this approach is based on humility, love, and service; and why it is so effective. Let me now describe each of these, beginning with a model of how we create value for all stakeholders, as shown in figure 9.

A great place to start in understanding our WT is that we are *delivering value for all our stakeholders*. We care not only about financial performance and benefits for shareholders, but also about the relationships we have with our customers, employees, suppliers, community, and so on. Notice that our WT has performance measures for each of these! The hopes and dreams of our stakeholders are included in our Vision (shown in the center of this model) as we consider the Broader Context of our business environment, develop our Strategic Plan to achieve the vision, and conduct our Business Plan Review to ensure relentless implementation of our Plan. In other

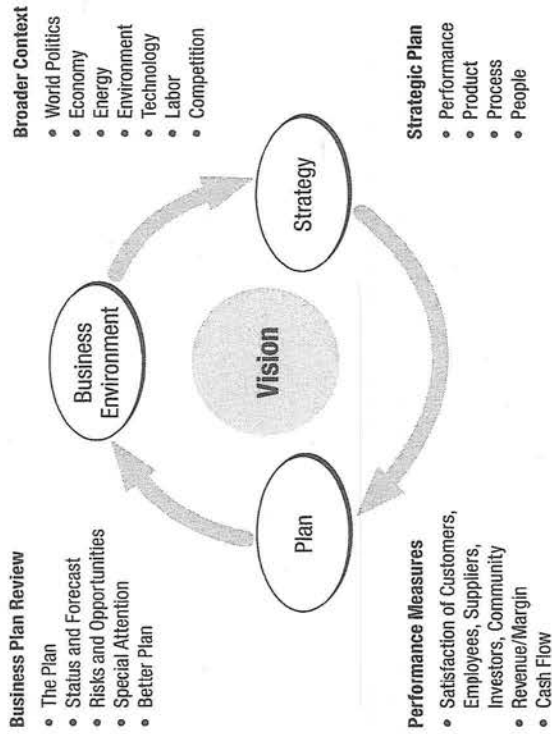


FIGURE 9. Our WT Creating Value Road Map.

words, our Vision itself is compelling because it is designed to serve a greater good that delivers real value to all our stakeholders. We are *committed* to creating profitable growth for all. To help achieve this vision, we rely on the three additional elements of WT.

Our WT Principles, Practices, and Expected Behaviors

Critical to the success of WT is a set of principles, practices, and behaviors that, from here on, I will refer to simply as “Expected Behaviors.” Because these are the foundation of a smart and healthy organizational culture, I will list them here in table 5, then describe how we will practice them:

TABLE 5. Expected Behaviors.

<ul style="list-style-type: none"> • People first . . . Love them up. • Everyone is included. • Compelling vision, comprehensive strategy, and relentless implementation. • Clear performance goals. • One Plan. • Facts and data. 	<ul style="list-style-type: none"> • Everyone knows the plan, the status, and areas that need special attention. • Propose a plan, and have a positive, find-a-way attitude. • Respect, listen, help, and appreciate each other. • Emotional resilience—trust the process. • Have fun—enjoy the journey and each other.
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Putting People First

Note that the very first point is “People first.” When thinking about implementation, most leaders consider metrics and tracking first. But our success as an organization will ultimately be determined by our ability to work together as a team, including all of the stakeholders, to make the strategy succeed. So, we believe in the dignity of every member of our leadership and employee team. We also believe in the dignity of every stakeholder in our extended enterprise: unions, suppliers, distributors, customers, investors, government, and so on. Saying we believe in other people’s dignity is not just lip service. It governs how we behave with each other. Our leadership team is committed to respect, inclusion, transparency, helping, and appreciating every participant.

Engaging people fully, enlisting their creativity and motivation, and inspiring them to work together is critically important. They give their best to their jobs when they really care about us. And they care about us most when we demonstrate that we care about them and that we need and want their hearts and minds. We

demonstrate this by showing that we are committed to creating a smart and healthy organizational culture based on our WT principles, practices, and management system. Unfortunately, this is rarely given the recognition it deserves and is a major reason why implementation often fails.

The issue of putting people first will reveal that **you are critically important in leadership.** That's because Who I Am has a lot to do with what I do and how I do it. If the leader does not fully believe that all people are valuable enough to contribute significantly to the organization's success, then the leader's views and expectations will adversely affect the culture and results over time. When we truly put people first, this means everyone is included. We need to break down assumptions that only people at the top should know and oversee the organization's strategic efforts. In fact, what we need is transparency—genuine openness—about both what we are trying to accomplish and how we are doing.

And we need to ensure that the views of *everyone* in our extended enterprise—including stakeholders who will be affected by our decisions—has their views represented in our discussions. This applies not only to our supply chain, but to *all* stakeholders, including government legislators and international partners. Rather than have us determine what is best for them and try to force it on them, we work together with them by including them in the development of the strategy and plan. That means we discuss our mutual goals and needs. As an example, every country has its own certification requirements for cars and planes. Differences like this are challenging when we are doing business globally. But by having

the humility to include our international partners as we develop our plan (respecting their dignity as well as their views and systems), we are able to work together on promises acceptable to all sides.

Vision, Strategy, Goals, and Implementation

As leaders, we are collectively responsible and accountable for developing a compelling vision for our organization. What makes it compelling are two things. First, it has to be about the value we are delivering for the greater good. We are providing products and services that improve the lives of others. It is not going to be compelling if it is mainly about profits or about work that is harmful to others. Second, the vision needs to be meaningful for all participants so that they want to commit their talent, energy, and enthusiasm to accomplishing it.

WT also develops a comprehensive strategy to achieve our compelling vision. The strategy will encompass all the elements needed to achieve the vision. Our business performance measures will include profitable growth for the benefit of all the stakeholders. Our goals and the organization's business performance measures will also include ever-increasing customer, employee, supplier, community, union, and investor satisfaction. We examine all performance measures on a rolling five-year window. This allows us to compare how we are doing against past performance, and to balance near- and longer-term investment and performance.

Because leaders are accountable for developing a compelling vision and comprehensive strategy, the vision and strategy need to become the "One Plan" that *everyone* in the organization knows and works to achieve. So,

everyone is next involved in defining clear performance goals. Leaders from each business unit and functional skill team of the organization identify what *they* need to do to help achieve the overall vision and strategy. To illustrate this, the head of HR will likely have strategies and plans for people, talent, diversity, training, performance management, compensation, appreciation, etc. The head of sales will have plans for customers, sales, market share, margins, etc. The head of manufacturing will have plans for quality, production, productivity, suppliers, partners, automation, and so on.

Our One Plan also cascades down the organization. So, each member of the leadership team works with his or her managers to create their plans, all of which support our One Plan.

We use facts and data to evaluate progress against our plan, so we ask our team to monitor and share accurate information. We can't manage a secret—and the data sets us free to work together to address the challenges and areas of our plan that need special attention. The data also helps us identify with confidence the opportunities for improvement so that we can focus collaborative efforts and work together on those areas to improve. In this system, everyone knows what the plan is, everyone knows the status at any point in time, and everyone knows the areas that need special attention. Having such a clear picture of our performance allows us to develop an even better plan each year to continuously improve our business performance measures.

The process element (our Business Plan Review, discussed shortly) includes a method for regularly reviewing progress relying on facts and data. However, certain

behaviors are essential to moving forward effectively. First, we all must truly respect, listen, help, and appreciate each other. We need and want everyone's very best self: hearts, minds, and working together. We respect the dignity of every participant, and we seek to understand before we seek to be understood.

Meetings must not allow destructive criticism or any jokes at others' expense. And it is critical for the leader to *model* this behavior first by demonstrating full respect, listening, help, and appreciation of all others. The leader must also manage the behavior of people below him or her. That means the leader cannot tolerate words and actions by others that violate the agreed-to Expected Behaviors. If the leader does not address inappropriate behaviors, people will quickly sense that we say "People first" but don't mean it. Once that happens, they are less likely to be motivated to give their all to the organization's goals. And without a safe environment, everyone will hesitate to share the real situation or their thoughts. We will then not know what we need to know. And implementation will suffer because we cannot manage a secret.

As we review progress, we are sure to identify problem areas. Using the WTMS's Expected Behaviors, we propose a plan and have a positive, find-a-way attitude in the face of problems. We believe there is always a way to deliver our plan or develop a better plan going forward. Attitude is everything, and it is infectious, so we stress keeping a positive attitude. Working together, using all of our collective knowledge, always works to deliver the plan or develop the needed, better plan.

Let no improvement in flying pass us by. —BILL BOEING,
FOUNDER, THE BOEING COMPANY

If you think you can or think you can't, you are probably right. —HENRY FORD, FOUNDER, FORD MOTOR COMPANY

Our WT Business Plan Review

The third element of our WT is our Business Plan Review (BPR). This is a weekly review session—yes, every week. Our objective for our BPR is that we work as a team to review *every* element of our plan, our status against the plan in each person's area of responsibility, and the areas that need our special attention to get back on plan. Our BPR objective is *not* to work the solutions or create better plans for the areas of our plan that need special attention. We work those together as well—but in separate, regularly scheduled “special attention meetings” that follow our BPR meetings.

Our BPR process clearly describes how we implement our strategy and plan to accomplish our vision. It also explains our meetings, our decision process, how we adapt to our rapidly changing world, and how we manage our risks and opportunities. It is conducted among the CEO and the head of each business unit (that is, product or service) and functional skills unit (such as HR, sales, engineering). Attendance of the entire leadership team is mandatory because this is critical for our working together. The BPR informs our decision process and communications with all participants in the extended organization. Guests may be invited but do not participate in the discussion. We want everyone to know the plan, the status against the plan, and the areas of the plan that need our special attention. We also want everyone to experience the way the entire leadership team works together on our One Plan.

The meeting begins with the CEO reviewing the Creating Value Road Map or One Plan. The CEO summary presents the plan for the quarter and for the current year, the five-year outlook, and the status/forecast against the plan. In one or two slides, this summary is provided for a number of performance measures, such as profitable growth for all of the organization's stakeholders, and satisfaction of each stakeholder: customers, employees, investors, suppliers, and the communities in which it operates.

Most units will have several subgoals they need to achieve that support the One Plan. Following the CEO's summary, leaders of each unit review the goals agreed to for their part of the organization and what the status is with respect to those goals. For the BPR, leaders code the progress for the week on each of their goals with green, yellow, or red. Green means “on plan.” Yellow means “off plan but we have a plan to get back on plan.” And red means “off plan and working to develop a plan to get back on plan.” As shown in figure 10, one summary chart for the organization quickly conveys to all what the status is compared to our One Plan.

Problems are quickly seen because they are highlighted. As these arise, they are immediately assigned for special attention to take place at a separate meeting prior to the next BPR. Members of the group as a whole also may have suggestions to help resolve them. Plans will be established at the interim meeting for how to improve performance on that indicator. Subsequent reporting will continue to color-code progress on that indicator as people work together to resolve the problems. In that way, problems are quickly identified and worked, and the status will show progress moving from red to yellow, then from yellow to green, in short order.

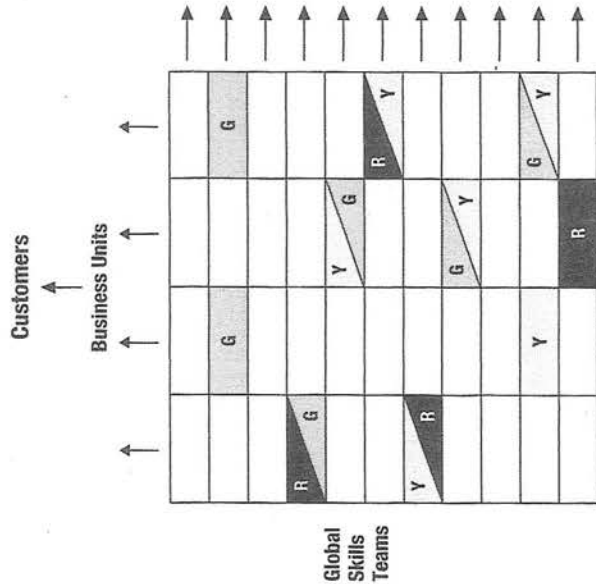


FIGURE 10. Business Plan Performance Summary of Status versus the Plan.

We treat the new yellow and red items as gems because we expect all of us to identify our gems early so that we all can work together to get them back on plan. We have emotional resilience—we know there will always be gems, so we expect them and expect to deal with them. We show appreciation for the transparency of those who share their gems by offering both a positive reception in the BPR and our collaboration at Special Attention Meetings that follow, where we work together on a recovery plan. We also communicate throughout the organization the status and recovery plans and thank everyone for their contributions.

We trust the process. We trust all elements of WT because we know it works. The BPR is a reliable process for relentless implementation. It allows the leader—and everyone else in the organization—to know where things stand at any point in time. Because the Expected Behaviors are coupled with a reliable process that is using metrics and data, people become confident that we are all working together on One Plan. As problems arise, we all work to resolve them, and we are far more effective and successful together than trying to operate independently.

Our WT Leader's Unique Service

Let me reiterate that a leader's *most important contribution* is to hold him- or herself and the leadership team collectively responsible and accountable for defining a compelling vision, comprehensive strategy, and relentless implementation plan to deliver value for all stakeholders. So, our WT leader's *unique service* is to ensure that all elements of our WTMS are used consistently by everyone: our Creating Value Roadmap, our Expected Behaviors, and our Business Plan Review. The leader and leadership team must not tolerate violations of these elements of WT.

When I say we cannot tolerate violations, I mean no exceptions. If people on the team are not practicing the Expected Behaviors, the leader must have private discussions with them in a timely way to advise them to adapt. If someone isn't sure that he or she wants to or is able to change, I always advise that person, "That's OK. It doesn't mean you're a bad person. But your decision means you are choosing not to be part of our team here."

And if the behavior continues to be a problem—when people prove they are unwilling or unable to adapt after a few discussions—I help them realize that they are making the choice to leave rather than change—and that’s OK. The process must have integrity to work; if the leader fails to hold everyone accountable for the process, then we are not working together, and the principles, practices, and behaviors will be seen as a sham. So, our WT leaders’ unique service is to ensure the integrity of WT!

Let me add that the leader’s character needs to be based on humility, love, and service. And the leader’s competencies must shift from command and control to be a role model, a facilitator, and a coach. If you are not comfortable with humility, love, and service as the basis of your leadership, you will have a hard time being a good facilitator and coach, and you will not be able to get the results that this approach delivers.

Working Together is a comprehensive system—a method that has been demonstrated to work and work very well. It can be adapted to many different industries and organizations. As the organization succeeds in its goals, all of the stakeholders succeed.

Applications

I have used our WT in many leadership roles, and it always works. It is so important for the leader to be consistent in being honest and sincere about “People first,” “Everyone is included,” and “Listen, respect, and help one another.” This takes genuine humility as we display deep regard for everyone’s dignity. At times, I have found that people don’t trust this approach at the start. It takes patience and consistent behavior to build trust and help

people understand that we are going to do everything the way WT prescribes it.

One example of this was reported in *American Icon* (2012), in which Bryce Hoffman wrote about the turnaround at Ford Motor Company. In the first few weeks, during our BPRs, everybody’s progress reports were all coded green—meaning everything was going according to plan. Of course, I knew that couldn’t be accurate. I told them, “You know, we are losing billions of dollars. Isn’t there *anything* that’s not going well?”

This is a good example of how, as a leader, you just can’t manage a secret. Because you have power, people generally tell you what they think you want to hear. If they don’t feel safe revealing problems, they usually won’t. A lot of times, leaders will say they are open but will criticize someone when problems show up, and that quickly cuts down on the upward flow of information.

It took a little while longer at Ford, but Mark Fields was the first person to show vulnerability. He had decided to hold off the launch of the Ford Edge, a highly anticipated product, because testing had found a grinding noise in the suspension but could not identify its cause. And he decided to share that in the BPR. Hoffman (2012, 124) described Mark’s report in the BPR:

“And, on the Edge launch, we’re red. You can see it there,” he said, pointing at the screen. “We’re holding the launch.” Everyone turned toward Fields. So did Mulally, who was sitting next to him.

Dead man walking, thought one of his peers.

Suddenly, someone started clapping. It was Mulally.

Sadly, this creates an environment of fear and intimidation. It shows that the leader lacks the humility to genuinely respect the dignity of others. Over the years, I have received many, many comments from people about how unusual our WT process is, how well it works, and why it works. Let me share just a few of them here:

- "It starts with a leader that creates the environment for working together and leads by example."
- "PEOPLE are central to working together. And that means everyone. You and key leaders lived that every day—people knew they mattered."
- "The primary difference [in] the One Plan environment we created revolves around creating a culture of trust, transparency and accountability that didn't exist before. The genesis of that successful environment started with your willingness to reach out to all constituencies and be a good listener. Under your guidance, we listened better, gathered facts and efficiently used data to craft the One Plan."

- "If the leader doesn't live and breath[e] it and a few members of the leadership team are jockeying for position to take over, the negative effect on the culture will follow. I remember you saying if someone could not get on board with the changes you were making, it was OK, they could leave, and you had to ask a few to do so."

- "Having a comprehensive plan that everyone could work on and believe in created a force

multiplier rooted in trust. What I learned is that, even during the worst of times, a good plan with inspirational leadership will motivate your partners to run through a wall for the good of the team."

- "Everyone knew the plan and through the cascaded BPR system understood their role in it. But what's more they understood the WHY. Critical especially for the tough decisions."
- "Special attention reviews at the right place at the right time with the right people."
- "You inspired us to do more and be more than we ever thought possible."

Our WT really works. It is based on humility, love, and service. The leader has to have humility to deeply respect the dignity of others. When I say, "People first—love them up," I mean that. We use the word *love* too narrowly and need to genuinely care about the people we lead. They are not just pawns to be used to achieve goals, but human beings—love them up! Show them they matter. And when you focus on serving the greater good, and invite them to join you in doing that, they will bring their hearts and minds and give it all they have.

All the elements of our WT interact to support high performance and smart and healthy organizations. For instance, "Everyone is included" and having One Plan makes it possible for all of us to be working in the same direction. Requiring the Expected Behaviors of "Listen, respect, and help one another" supports "Everyone knows the plan, the status of the plan, and the areas that need

special attention" because, as the example with Mark Fields showed, people will only be transparent when the environment is safe. So, each of the Expected Behaviors is critical because they interact powerfully.

Working Together is so effective because people come alive when their dignity is respected. They know they matter, and we are all engaged together in doing something really meaningful for the greater good. Working together on a strategy and plan to deliver a compelling vision for the benefit of all the stakeholders and the greater good is really satisfying and fun! Feeling the satisfaction of the individual's and team's meaningful accomplishment and service is to live. Humility, love, and service work for the greater good. WT allows for adapting, growing, and thriving in our rapidly changing world. Working Together always works!

CHAPTER EIGHT

The Art and Practice of Humility

The miracle is this—the more we share, the more we have.

—Leonard Nimoy

In writing about leader humility, my point is not to suggest that leaders should somehow be more dazzling or lenient. Humility does not require charisma or low standards. My intent is to showcase the extraordinary power of humility for *working together*, thereby creating thriving organizations and great results. There can be no doubt that Alan Mulally's Working Together Management System (WTMS) did this at Boeing and Ford. Central to his approach is the unique role of the leader, and it is one based in humility.

You might be wondering whether it can work for you if your organization is smaller or if your leadership responsibilities are different or less complex. I believe it can, and I explain below how this approach can scale to different situations. Following that, I'll share more about how humility looks in practice at the organizational level, beginning with a big-picture view of how Total Leaders

About the Authors



Marilyn Gist, PhD

(<https://www.marilyngist.com>)

With strong leadership experience and deep academic credentials, Marilyn has long been fascinated by the quality of relationships that leaders must form to influence others effectively. As a consultant, she has guided numerous organizations and CEOs to greater success. As a speaker, she has clarified the essential behaviors that generate loyal and high-impact teams. And as an educator, she has inspired students to adopt a growth mindset and become exceptional leaders.

By watching what works—and does not work—Gist became keenly aware that we don't gain followers by stepping on others' dignity. Over time, she has seen major changes in the expectations of leaders that employees, peers, competitors, customers, and diverse stakeholders have. Yet, she has been dismayed that our older models of leadership continue to influence how new and continuing leaders behave. The evidence is strong that arrogant, command-and-control approaches yield limited results. This led her to develop and offer the approach in this book. Based on leader humility, this approach is

simple to understand and learn in order to create thriving organizations and great results.

Leader humility is not meekness or weakness. It is simply a tendency to feel and display a deep regard for others' dignity. Marilyn found, both in her own work as a leader and in her mentoring of others, that leader humility has profound results. To amplify this message, she interviewed the twelve CEOs in this book, and invited the chapter written by Alan Mulally, to add *their* advice and experiences to her own voice. These individuals, currently or in the past, have led organizations as renowned as Alaska Airlines, Brooks Running, Costco, Expeditors International, Foot Locker, Ford Motor Company, Holland America, JPMorgan Chase Northwest, the Mayo Clinic, REI, Starbucks, TIAA, and the US Department of the Interior. Their great success shows how humility can make a difference for leaders everywhere.

Dr. Gist's work in leadership development began through the Center for Creative Leadership and continued in professorships at the University of North Carolina at Chapel Hill and the University of Washington. At UW, she held the Boeing Endowed Professorship of Business Management and served as faculty director of executive MBA programs. Most recently, Marilyn led Seattle University's Leadership EMBA degree program (anchored in a model of leader humility) from its inception in 2006 to rank as high as number eleven in the nation by *U.S. News & World Report*. She served as executive director of the Center for Leadership Formation, and associate dean and professor of management, at the Albers School of Business and Economics. In 2017, she received the Distinguished Faculty Award from the Alumni Board of

Governors and, in 2019, was named professor emerita by Seattle University's president.

Marilyn earned her BA from Howard University and her MBA and PhD from the University of Maryland, College Park. Her scholarly work has received more than twelve thousand citations in the published work of others, demonstrating exceptional thought leadership and visibility. Dr. Gist is a member of the Academy of Management, the American Psychological Association, and the International Women's Forum.



Alan Mulally

One of the world's best leaders, Alan has been ranked number three on *Fortune's* "The World's 50 Greatest Leaders," one of the thirty "World's Best CEOs" by *Barron's*, one of "The World's Most Influential People" by *Time*, and "Chief Executive of the Year" by *Chief Executive* magazine. These honors flowed from his career contributions, industry leadership, and service.

Mr. Mulally served as president and chief executive officer of the Ford Motor Company and as a member of Ford's board of directors from September 2006 to June 2014. During this time, he led Ford's transformation into one of the world's leading automobile companies and the number one automobile brand in the United States. He guided Ford in working together on a compelling vision, comprehensive strategy, and implementation of the One Ford plan to deliver profitable growth for all of the company's stakeholders. He also was honored with the American Society for Quality's medal for excellence in executive leadership, the Automotive Executive of the Year designation, and the Thomas Edison Achievement Award.

Prior to joining Ford, Mulally had a long and distinguished career in aerospace. He served as executive vice president of the Boeing Company, president and CEO of Boeing Commercial Airplanes, and president of Boeing Information, Space and Defense Systems.

Equally impressive is that Alan has been deeply committed to helping others grow and succeed in leadership. He speaks and consults widely on the approach he developed: the Working Together Management System. For the first time, Alan has authored a chapter to share this

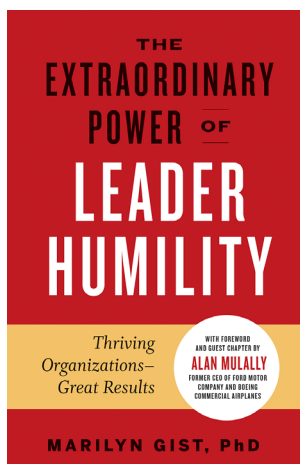
approach. He explains in detail the operational process and Expected Behaviors involved in Working Together that you can follow to success. He shows how WTMS is deeply anchored in leader humility—and explains why humility is essential for making it work. Alan's own life, based on humility, love, and service, has earned him many followers and fans.

In addition to consulting and speaking, Alan is currently very active on boards of directors: Alphabet (parent company of Google), Carbon 3D, and the Mayo Clinic. These reflect areas where he brings his deep experience in engineering and business leadership to the future of design and manufacturing, information technology, sustainability, and health sciences.

Alan's past service includes being president of the American Institute of Aeronautics and Astronautics and chairman of the Board of Governors of the Aerospace Industries Association. He also served on President Obama's United States Export Council; as cochairman of the Council on Competitiveness in Washington, DC; and on the advisory boards of the National Aeronautics and Space Administration, the University of Washington, the University of Kansas, the Massachusetts Institute of Technology, and the United States Air Force Scientific Advisory Board. He is a member of the United States National Academy of Engineering and a fellow of England's Royal Academy of Engineering.

Mulally holds bachelor's and master of science degrees in aeronautical and astronautical engineering from the University of Kansas, and a master's in management from the Massachusetts Institute of Technology as an Alfred P. Sloan Research Fellow.

We hope you enjoyed this excerpt from
Marilyn Gist's *The Extraordinary Power of Leader Humility*



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