

Preface

During my many years of conducting seminars for leaders in education, business, agriculture, and government, I discovered a strong undercurrent of King Kong mentality. Reactions by managers to my presentations and team-building activities are riddled with comments about ways to control employees by rewarding the best and shooting the rest.

Among those comments are the following:

- “My employees are so dumb it takes them two hours to watch *60 Minutes*. Watch them every minute.”
- “You can’t win the Kentucky Derby with a mule. I have to threaten to fire them every day to make them work.”
- “I tried to be a team builder for a few years until I realized that loyalty to my organization is only a seven-letter word. I now employ search-out-and-destroy methods.”
- “Doc, you just don’t understand today’s workers. You can’t show kindness because they [the workers] will take advantage of you.”
- “You are preaching to the choir, professor; our bosses in Washington or Dallas are the ones who need to hear about team building and love.”
- “My people are cynical about another management fad coming from on high. I have quit talking about continuous improvement, ‘principle-centered’ leadership, vision, and empowerment, and I never talk about love.”

How do you react when hearing a presenter talk about trusting employees, empowering workers, site-based decision making, and unconditional love for others in the workplace? Have you ever said, “You can’t count on anyone today. You have to watch out for old number one”? Why have we become so cynical in our organizational lives? Our parents, teachers, and religious figures told us to share, trust, and love others.

Since the turn of the 20th century, authorities in management and leadership have attempted to lead us away from the boss-led side of scientific management espoused by Frederick Taylor to the human side of the enterprise led by Mary Parker Follett, Chester Barnard, Douglas McGregor, Rosabeth Kanter, Stephen Covey, Tom Sergiovanni, Terry Deal, and many others. Although these writers have influenced many organizational leaders to transform their leadership and management styles, much remains to be done. Distrust, fear, dishonesty, and abuses of power in organizational life are realities in schools, businesses, government, law enforcement, and universities.

I have taken the leap to “go there” to address these maladies that continue in organizations. I have attempted to go beyond the concepts of leading with heart, soul, and morals and have moved on to the concept of love in an attempt to reteach the lessons of history’s great leaders that can renew organizations. As you read this book, you will revisit ideas that guide human kindness, social justice, and servant leadership and discover ways to replace anger, mistrust, and hatred with love. By using the force of love to guide your daily interactions with others, you can transform the way you do business and gain a self-respect that may have been lost in your journey to success.

I cut to the chase in Chapter 1 with “If you can’t love, you can’t lead.” This is not some statement of a hopeless romantic. There is nothing romantic about my argument claiming that without love in organizations, violence, intolerable stress, and poor quality will continue. Increased competition as a survival mode in business, high-stakes testing in schools, and greater demands for accountability in medicine, food processing, and universities will continue to breed isolation and discontent unless love guides ways of organizing. The type of love I espouse for this book is unselfish, loyal, and benevolent concern for the good of another. The Greeks used the word *agape* as the highest form of love. *Agape* is unselfish love. It is self-giving, not self-seeking. This chapter explores liability in love, how to love unlovable people, parental love and teenagers, and how love overwhelms hate in the workplace.

Chapter 2 introduces the first key to motivating with love—vision. You will learn more about the power of vision in your own life and in successful organizations, how vision led Jack Welch and others to greatness in leadership, and the connection between service and vision. Chapter 3 explores ways to communicate with love and move others to high performance and the keys to becoming a persuasive speaker. “Teamworking With Love” (Chapter 4) includes a self-report to check your teamwork skills, the art of praise over blame, and the case of the Barbie Doll Drill Team. Chapter 5 walks you through ways to empower others with love

and provides examples of how abusive power destroys, how empowerment builds, and how kids in Eatonton, Georgia, were empowered by wildlife biologist Liz Caldwell.

The discussion on mentoring with love in Chapter 6 presents steps to mentoring; research about mentoring men, women, and minorities; and the story of how a football coach mentored a quarterback to lead his team to the first conference championship in more than 50 years. The final chapter offers advice and steps to evaluate others with love. You will read about assessment centers, continuous improvement, and the good and bad aspects of high-stakes testing in education at all levels. The chapter also introduces models for evaluating organizations and people in them and ends with an inspiring message by Mother Teresa.

As you begin this book, my hope is that the words will call you to be more caring and to let love rule your comments and the tough decisions you make in your daily work and personal life. The words of the Wizard of Oz to the Tin Man who needed a heart sum up the heart of this book.

“And remember, my sentimental friend, that a heart is not judged by how much you love, but by how much you are loved by others.”

Acknowledgments

I wish to thank my spouse, Carolyn, for her editing and patience with me during the long hours of cloistering in my workroom to complete this book. In addition, my coworker Bill Ashworth has performed his magic once more in making the manuscript presentable to Robb Clouse of Corwin Press. I thank Robb for his faith in my ability to write about love for an audience much broader than education and for his efforts in giving wide exposure to the book. I am grateful to Joe Schneider and Paul Houston at the American Association of School Administrators for inviting me to deliver a featured address about this book at the 2001 National Conference on Education in Orlando, Florida. And finally, to all my students who have loved me when I didn't earn it—I thank you.