

HOW TRULY GREAT LEADERS
UNLEASH GREATNESS IN OTHERS



**TRUST
&
INSPIRE**

BESTSELLING AUTHOR OF *THE SPEED OF TRUST*

STEPHEN M. R. COVEY

with David Kasperson, McKinley Covey, and Gary T. Judd

<https://e-baketabam.ir>

CEOs

“The need to move to a new style of leadership, one relevant for the new world of work, has never been more important. Modern leaders run on trust, providing their teams the freedom to exceed expectations. Stephen M. R. Covey—a leading thinker on trust—has written an insightful manual for leaders, and those aspiring to be.”

—Satya Nadella, Chairman and CEO, Microsoft

“Leaders operate under license from those they lead and serve, and as such, bear a responsibility to help them succeed. Not just to perform better, but to become better—to perform with purpose. *Trust & Inspire* is a powerful approach to people and leadership found precisely at the intersection of performance and purpose.”

—Indra Nooyi, former Chairman & CEO, PepsiCo

“For years, I have told people that my favorite book is *The Speed of Trust*—after reading *Trust & Inspire*, I now have to say I have two favorite books.”

—Eric Yuan, founder and CEO, Zoom Video Communications

“Never before has there been such a need for future-forward leadership. Ours must be a future where trust-based, inspirational leadership is foundational for all leaders, not just the great ones. Other leadership styles will not sufficiently align purpose, catalyze innovation, and accelerate progress to the greatest outcomes. This book frames this opportunity in crisp and compelling ways. A must-read for all leaders, especially aspiring ones.”

—Anne Chow, CEO, AT&T Business

“Taking the next logical step in his work around trust, Stephen delivers a leadership roadmap for today and tomorrow by adding the critical element of inspiration, the very heart of a leader. At Land O’Lakes, our team is most engaged and productive when trusted to bring their authentic selves to work, inspired by our purpose to put farmers at the very heart of everything we do, and empowered to deliver their best results.”

—Beth E. Ford, President and CEO, Land O’Lakes, Inc.

“In my lifetime, the world has changed significantly, but leaders have not. The norms of leadership remain individualism, self-interest, and unbridled ambition. Take note—the next generation is not going to follow that approach anywhere. The time for change is now. Let this book show you the path forward so you might better steward the people and the organizations entrusted to your care.”

—Cheryl Bachelder, former CEO, Popeyes Louisiana Kitchen, Inc., and author of *Dare to Serve: How to Drive Superior Results by Serving Others*

“In this book, Stephen M. R. Covey takes us to the next level of leadership—how to trust and inspire. Having known Stephen since 1993, I can safely say that what he writes about in this book comes from personal experience in having paid the price for living, or violating, some of the principles that he so eloquently advocates. As he so correctly says, the single biggest barrier to becoming a Trust & Inspire leader is that we think we already are one. He surmises correctly that if any change happens, it is at best from an authoritarian style of leadership to a kinder and gentler, enlightened style of leadership. The underlying paradigm of Command & Control remains! The single most important lesson that this book teaches me is how to ‘show’ to be a Trust & Inspire leader than to ‘tell’ how to be one. That requires humility and a willingness to fail and be vulnerable. Such a trait in a leader inspires the people to take the leap from success to significance.

—V. S. Pandian, Chairman, Leadership Resources (Malaysia)

“Stephen M. R. Covey has brilliantly zeroed in on the heart of today’s leadership challenge... migrating from a Command & Control model of leadership to more of a Trust & Inspire model mindfully designed to unleash the greatness of every individual and every team in your organization. An absolute leadership masterpiece.”

—Douglas R. Conant, former President & CEO, Campbell Soup Company; founder of ConantLeadership; and bestselling author of *The Blueprint*

Business Authorities

“A beautifully written page-turner, full of engaging stories. *Trust & Inspire* integrates the author’s personal experiences with research-backed insights to show how to lead in a world that has never been more in need of leadership. Quoting Eleanor Roosevelt, Covey reminds us that “A good leader inspires people to have confidence

in the leader; a great leader inspires people to have confidence in themselves.” Powerful words. Better still, he offers a playbook for how to make it happen.

—Amy C. Edmondson, Harvard Business School professor, and Thinkers50 #1 Thinker in the World

“*Trust & Inspire* is a paradigm-shifting book that will change work and lives. Stephen M. R. Covey compels us to move from a Command & Control to a Trust & Inspire leadership style. By respecting people, and unleashing them, he shows how you’ll inspire people to become their best selves, enabling people to bring their full potential to work and relationships. A fantastic follow up to *The Speed of Trust*, this book will benefit any leader and transform any team or organization.”

—Christine Porath, Georgetown University professor, and author of *Mastering Community and Mastering Civility*

“Purpose-driven work is fast becoming a prerequisite to meaningful innovation and sustainable business performance. You can’t micromanage people to purpose-driven work, you really can’t even motivate them to it—they’ve got to be inspired. *Trust & Inspire* offers a hands-on approach to connecting with people and connecting to purpose.”

—Rosabeth Moss Kanter, Harvard Business School professor, Thinkers50 Lifetime Achievement Award, and author of *Think Outside the Building*

“To trust is to believe in the core capacity of people. Not just some people, and not because of specific credentials. Simply by standing in that spot in the world only one stands, each of us has value to add. Trust that.”

—Nilofer Merchant, Thinkers50, former tech executive of Apple, et al, and author of *The Power of Onlyness*

“If you’re a business leader, this book should be a fixed staple on your virtual bookshelf. Stephen M. R. Covey’s *Trust & Inspire* holds a beautiful treasure chest of visionary, thought-provoking insights, ideas, and powerful tools helping leaders adapt to a fast-changing hybrid future.”

—Martin Lindstrom, Thinkers50, and *New York Times* bestselling author of *Buyology* and *The Ministry of Common Sense*

“Not only do we need to disrupt ourselves, we need to disrupt the way we lead. *Trust & Inspire* is the ultimate disruption of traditional Command & Control leadership—

and it's desperately needed today. As we lead in this new way, we'll succeed in growing our companies by first growing our people.”

—Whitney Johnson, *Thinkers50*, *LinkedIn Top Voice 2020*, and bestselling author of *Disrupt Yourself*

Healthcare, Government & NGO Authorities

“The best leaders recognize a responsibility to become sponsors for those they lead and serve. There's nothing quite so empowering and inspiring as really having someone believe in you and then giving you the opportunity to succeed. *Trust & Inspire* powerfully captures the essence of this kind of leadership—and the collaboration and innovation it leads to. But more importantly, it frames and gives a roadmap for how you get there.”

—Jill DeSimone, President, U.S. Oncology, Merck

“I pursued a career in healthcare to serve and care for people. From my early career as a critical-care nurse to my current role as a president and CEO, I have learned that caring for individuals as whole persons is the key to healing, building genuine relationships, and creating meaningful impact. *Trust & Inspire* is a must for any leader who wants to be inspired and to know the framework to care and motivate their team members not only as employees but as whole persons. Genuinely caring for others as unique individuals and as whole persons will not sacrifice performance in the organization but will inspire and ignite individual and organizational performance to the highest level. I highly recommend this magnificent book for anyone who wants to build real trust and inspire others to excel both personally and professionally.”

—Candice Saunders, President and CEO, Wellstar Health System

“A move from Command & Control to Trust & Inspire is exactly the kind of shift that is needed in leadership today. Stephen M. R. Covey powerfully articulates this new way to lead with a transformative approach that is highly relevant for our new world. *Trust & Inspire* not only brings new insight to empathy, empowerment, and trust, but also frames inspiration as an accessible, learnable skill—for anyone. In our new world of work today, no leader can afford not to have this book.”

—Bill George, former Chairman & CEO, Medtronic; Senior Fellow, Harvard Business School; and author of *True North*

“Since I first read *The Speed of Trust*, I have been a huge fan of Stephen M. R. Covey. Now, with *Trust & Inspire* he is outlining a transformative approach to great leadership. Every leader, every manager, every person interested in how best to connect with others, should read this book! It will be the defining book for leadership in the twenty-first century.”

—William H. McRaven, 4-Star Admiral & Commander of United States Special Operations (Retired); former Chancellor, University of Texas system; and #1 *New York Times* bestselling author of *Make Your Bed*

“I have really enjoyed reading *Trust & Inspire*—it is a captivating, compelling work from the lucidly erudite pen of Stephen M. R. Covey in which he lays out, from rigorous research and vivid examples, what instinctively we all know delivers for us with those we most like to be with. Trust is that mysteriously elusive but hungrily pursued ‘rock-solid fact’ of our interactions when you know you can see it, and yet it can be the vacuous and painful absentee from fractious experience. To inspire is to light a fire in our souls that moves us beyond strategy and even reason into actions of impact. This immense work is a framework for confident relationships in every place, and its easy-to-read manner will grip executives and decision makers with the keys to innovation and the grit of purpose that everyone in business or public life now seeks with urgency.”

—Lord Dr. Michael Hastings, CBE (member of UK House of Lords); Professor of Leadership, Huntsman Business School, Utah State University; Chairman, University of London School of Oriental and African Studies; and former Global Head of Citizenship, KPMG International

“Having worked in public service for nearly thirty years, including in all three branches of the federal government, I can state unequivocally that the very best public service leaders are themselves governed by a sense of their stewardship of the public trust and a commitment to the public good. *Trust & Inspire* is exactly the kind of leadership required in government today. In this book, you’ll find practical tools for tapping into the deep sense of purpose and contribution that drives meaningful impact and strengthens others to do the same. This book is needed—and profound.”

—Max Stier, President and CEO, Partnership for Public Service

“We succeeded at Grameen Bank because contrary to traditional banking, we were not interested in the past of our borrowers, we were committed to building a new

future with them. I believe all human beings are packed with unlimited creativity. It is for precisely this belief that we have succeeded in our work. Like seeds, people come with all the potential needed to accomplish extraordinary things. Like the gardener described in this book, the job of leaders is to create an environment where the seeds of greatness within people are able to flourish. *Trust & Inspire* powerfully demonstrates how to cultivate this kind of growth in any setting.”

—Muhammad Yunus, 2006 Nobel Peace Prize winner, and founder of Grameen Bank

Education & Family Authorities

“I never get tired of truth. As a college quarterback, I learned firsthand how to lead through Command & Control. Now as the president of a university, I am daily tempted by the false comfort of shortcutting messy and complicated relationships by convincing people I am right and railroading my ideas through in the name of ‘collaboration.’ But truth helps me resist. I knew instinctively the truth that trust is the key to effective leadership, but I *internalized* it when we brought Stephen M. R. Covey to Pepperdine to lead our first leadership retreat under my tenure several years ago. His *Speed of Trust* principles for building trust transformed the foundation of our leadership team. That is not hyperbole—it is the truth. It is timely for us now to expand on this trust work by modeling those principles and inspiring our management teams to greatness—to turn outward and create a Trust & Inspire culture. Once again, Stephen M. R. Covey provides the truth and path to get there in this high-impact toolkit for truth-seeking organizations.”

—Jim Gash, President & CEO, Pepperdine University

“*Trust & Inspire* is the future of education. Both the challenges we face and the ones coming that we haven’t even thought of yet require a new level of collaboration, innovation, and partnering with teachers, staff, students, families, and communities that the traditional education system simply isn’t designed for. What this exciting book makes clear is that the capacity to solve these challenges already lies within those we lead, serve, and teach. They are ready for our trust and ready to be inspired. This book will help you do both.”

—Cathy Quiroz Moore, Superintendent of Schools, Wake County Public School System

“*Trust & Inspire* is a must-read for every educator! Stephen M. R. Covey encourages us to rethink how we lead for the changing world in which we live while inspiring us to reconsider the skillsets and school culture needed for this generation of students. He gives us tools and strategies to unleash our own greatness while inspiring the greatness in others.”

—Muriel Summers, former Principal, AB Combs Leadership Magnet Elementary School
(only two-time winner of the #1 Magnet School in America)

“As a leader in public education, I continuously strive to ensure our school system is improving in many ways, including academic achievement, financial stability, capital improvements, and student safety. While these areas of focus are all critical for success, perhaps the most important is establishing and improving culture and climate. In his book *Trust & Inspire*, Stephen M. R. Covey does an excellent job conveying this same belief and emphasizes the importance of relationship building, servant leadership, and empowering others. *Trust & Inspire* is a must-read for superintendents, principals, and other district/school stakeholders who want to purposefully focus on developing their own leadership style and those within their organization.”

—Dr. Andrew Houlihan, Superintendent of Schools, Union County Public Schools

“*Trust & Inspire* should be the new handbook for every person with the desire to lead others more effectively. In his compelling book, Covey has given us a thoughtful, practical, and inspiring guidepost for leading teams, families, schools, and organizations. As a leader in public education for over twenty-five years and a teacher of leadership, I am often asked, ‘What is the one book you would recommend on effective leadership?’ *Trust & Inspire* is now that one book. It invites us to see the potential for greatness in others and then provides the roadmap for creating trust and inspiration for those we are privileged to lead.”

—Dr. Candace Singh, Superintendent of Schools, Fallbrook Union Elementary School
District

“We often forget how important we are in the lives of those we raise, teach, and serve. We have the ability to help them see their potential and become greater and more capable than either they, or we, could imagine. Most people want to lead and empower in this way, but simply don’t know how. *Trust & Inspire* lays it all out. Every parent, every teacher, every leader needs this book.”

—Esther Wojcicki, educator, journalist, parenting expert, and bestselling author of
How to Raise Successful People

Personal & Professional Development Authorities

“Many leaders are looking for a style that’s more uplifting and empowering than Command & Control, but few are clear on where to start. This book is brimming with ideas on how to bring out the best in people.”

—Adam Grant, #1 *New York Times* bestselling author of *Think Again*, and host of the
TED podcast *WorkLife*

“Covey addresses a welcome change in workplace culture and leadership from carrot-and-stick motivation to trust and inspiration. While recent, this shift reflects the timeless and true human need to do things because we want to, and because we think we can, and because we understand their greater purpose.”

—Angela Duckworth, founder and CEO, Character Lab, and *New York Times*
bestselling author of *Grit*

“For fifty years we have heard that we need to move away from Command & Control leadership. But nobody has named what we should do instead! That’s what Stephen M. R. Covey boldly and brilliantly does in the words, and the book, *Trust & Inspire*. Isn’t that what we want? Fifty years from now nobody will speak of Command & Control without saying ‘Trust & Inspire.’ It’s going to become a part of our language, a part of what management itself means. As a great leader himself, Stephen will, through this book, unleash the greatness within you.

—Greg McKeown, author of the *New York Times* bestseller *Effortless*, and host of the
podcast *What’s Essential*

“Stephen M. R. Covey has done it again! *Trust & Inspire* is the practical guide to how anyone can lead in our ever-changing workplace. In a refreshing shift from the Command & Control structure, Covey provides the insights to empower us all to lead anytime, anywhere.”

—Erica Dhawan, author of *Digital Body Language*

“I love *Trust & Inspire*! It is the future of leadership. Master what Stephen teaches, and you will transform your power to choose your destiny—both personally and

professionally. It is the secret to unleashing potential—yours and others’. His best work yet.”

—Tony Robbins, #1 *New York Times* bestselling author

“Thoughtful, immensely practical, and timely. A vital read as we face the new realities of work. Energy and joy—these two dimensions change everything when it comes to human performance and, in turn, our personal, business, and educational outcomes. While we can all find some degree of each of these things on our own, really big potential is only unleashed when we build meaningful connections with our ecosystem, enhancing others and empowering greater resilience. *Trust & Inspire* helps us tap into those renewable sources of both energy and joy to create positive change in our world.”

—Shawn Achor, *New York Times* bestselling author of *Big Potential* and *The Happiness Advantage*

Leadership, Learning & HR Authorities

“I am convinced *Trust & Inspire* is the message leaders need to hear—now more than ever!”

—Kathleen Hogan, Chief People Officer and EVP, Human Resources, Microsoft

“For leaders to survive the new world, they must be ready to lead in a style that empowers, develops, and encourages their team. *Trust & Inspire* brings real examples and powerful principles to how leaders can take practical steps to becoming better mentors and more effective managers for their teams and organizations. A must-read!”

—Marshall Goldsmith, *Thinkers 50* #1 Executive Coach, and only two-time #1 Leadership Thinker in the world

“In today’s economy companies innovate or die, and employees no longer have to pay the ‘a-hole tax.’ Leaders must dispense with creativity-killing, soul-crushing Command & Control tactics and learn how to Trust & Inspire their teams to do the best work of their lives—and enjoy working together. Covey shows you how.”

—Kim Scott, *New York Times* bestselling author of *Radical Candor* and *Just Work*

“People desperately want to find leaders who instill trust and inspire them to be their best without placing harsh controls on them. Stephen’s newest book teaches a

brilliant framework for unleashing the greatness in others through a simple yet powerful approach to leadership that will leave people feeling cared for and ready to get to work. An engaging and enlightening read!”

—Heather R. Younger, bestselling author of *The Art of Caring Leadership*

“More and more, the men and women in our workplaces are looking to do work that matters—to know that their daily contributions are making the world (and themselves) better. Covey’s new book, *Trust & Inspire*, lays out a compelling argument for one of leadership’s greatest truths: leaders should invest in and develop the potential of those they lead. Because when leaders develop other leaders, influence—and success—multiplies.”

—John C. Maxwell, bestselling leadership author, speaker, and coach

“*Trust & Inspire* is important. It’s the compelling answer to the traditional Command & Control and carrot-and-stick approaches to leading people. No one wants to get caught up in these industrial age management techniques, yet still today, almost everyone does. *Trust & Inspire* provides a practical framework and process for bringing out the best in ourselves—and the best in others.”

—Frances Frei, Harvard Business School professor, and coauthor of *Unleashed*

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*To my mother and father, Sandra and Stephen R. Covey, who modeled to me
what it means to be Trust & Inspire parents and leaders*

Introduction

The highest temperature ever recorded on the face of the earth is a sizzling 134 degrees Fahrenheit. This record was set on July 10, 1913, in California’s Death Valley.

Nothing grows in Death Valley because it’s so hot and dry. Average rainfall is one to two inches a year. Not too long ago, a total of only half an inch of rain fell in *forty months*. No wonder it looks like such a barren wasteland.

Amazingly, all that changed in the spring of 2005. For no apparent reason, six inches of rain fell over a brief period in the winter of 2004. When spring arrived, observers were stunned to see a rich carpet of wildflowers completely covering the floor of Death Valley.

Maybe the place isn’t dead after all. Maybe it’s just dormant, waiting for the right conditions. In fact, the late Sir Kenneth Robinson, British author and international adviser on education, argued in a stirring TED Talk that it would be better called “Dormant Valley”—not as catchy, maybe, but a lot more accurate.

People are a lot like that. We have greatness inside each of us, though sometimes it is just as dormant as the wildflowers in Death Valley. The seed is always there—it just needs the right conditions to flourish.

Like those six inches of rain, truly great leaders can create the right conditions to awaken the potential within a person. Approaching leadership like a gardener, these leaders recognize that the power is in the seed. They curate conditions in which a person can flourish—not unlike the soil, water, air, and sunlight that enable a seed to flourish. As a result, they see that person rise beyond every imaginable expectation.

Some of us have been fortunate enough to be led by someone who has done for us what the rain did for the wildflowers in Death Valley. For the rest of us, however,

we've lived a much different reality.

When it comes to the way we lead—in the workplace, in the classroom, at home—we've been repeating the same style of leadership for a long time. Many leaders still view their role as much more like a machinist than a gardener. They approach it first with the priority that there is a job to be done, and their role is to leverage the resources and people at their disposal to accomplish the task at hand.

Let's call this style of leadership "Command & Control."

Has this approach worked? When you think about it, does it work for you? Let me ask a more pertinent question—does this leadership approach work *on* you?

Probably not.

In fact, most of us have wanted a different way to lead and be led. But so far we've only been able to improve incrementally. We've known what we want to *move from*—Command & Control—but we're less clear on what we want to *move to*.

This book provides the answer.

In the vein of Socrates, who said, "The beginning of wisdom is the definition of terms," I suggest a simple term for the change we need:

Trust & Inspire.

Trust & Inspire is the new way to lead. Its goal is to unleash people's talent and potential—to truly empower and inspire them—rather than try to contain and control them. It's about trusting people to do the right thing and inspiring them to make meaningful contributions.

It's about connecting with people, through caring and belonging, so that we—and they—can successfully respond to our disruptive world. It's about then connecting people to purpose so they feel inspired not only by an organization's leaders, but also by a sense of purpose, meaning, and contribution in their work.

At its core, a Trust & Inspire paradigm flows from a fundamental belief in the potential and greatness inside people. Even—and especially—when it's unseen.

Command & Control is about getting things done, but it misses the potential power of the people who get those things done. Command & Control is about being efficient with people, trying to motivate them instead of inspiring them. It's about self-interest and competing rather than serving and caring. And if all else fails, it's about barking out the orders so everyone does exactly what they're supposed to do—not because they *want* to, but because they *have* to.

In short, it's about controlling people instead of unleashing their potential.

The game has radically changed, so why are so many of us still clinging to the old style of leadership? Operating from a Command & Control paradigm today is like trying to play tennis with a golf club. The tool is completely ill-suited to the reality, to the game being played.

I'd like to invite you to do a simple exercise: think of someone you know who might fit the description of a Command & Control kind of leader—a boss, manager, administrator, coworker, teacher, friend, coach, parent, or neighbor.

Now ask yourself, what is it like to work with this person?

I frequently do this exercise with an audience, and people are often surprised at the visceral reactions they have. You might be having that same kind of experience right now. Remembering someone who stifled you with rules and restrictions can fill you with frustration and exhaustion, sometimes even anger and pain.

Now think of someone you know who might be described as a Trust & Inspire leader, someone who believed in you and gave you opportunities and chances.

Ask yourself the same question. What is it like to work with this person? Remembering this kind of leader can fill you with gratitude, excitement, and a sense of confidence and fulfillment, even years later.

Command & Control in Action

Many years ago, I went on a sales call to a small, family-owned manufacturing company where I met with most of the company's executive team. As we sat down, they began to explain the positives and negatives that existed in their company culture.

After several minutes of back-and-forth between these executives, one man interrupted loudly, the exasperation clear in his voice, "Can we just get real here? Our biggest problem is that we're managed by a control freak!" The founder and current CEO—a guy everyone referred to as "Senior"—wasn't in the room, but his presence certainly was. Others in the room began to hesitantly chime in, agreeing.

"It's true, he can't let go of anything."

"He's constantly looking over our shoulder."

"He can't pass anything on. And it's time for him to pass it *all* on. Junior is ready."

After a bit of probing, I learned that “Junior” was the founder’s son and heir apparent to the company. Junior had been working with the company since graduating college. He was well respected, and everyone felt it was time for him to take over. They all believed that his leadership would make the company more relevant and successful. Junior himself believed it, too—he’d told his father multiple times, “I’m ready, Dad. I can do it.”

But despite Junior’s confidence and the team’s urging, Senior refused to let go.

“It’s so frustrating not to be trusted; I can’t imagine how Junior feels,” one member of the team lamented.

“Well, it doesn’t really matter how Junior feels if Senior doesn’t feel Junior is ready,” another said.

“But Junior feels ready?” I asked. “And you all feel he’s ready, too?”

“Absolutely!” came the consensus. “We all believe in him, and we know he’d do a great job.”

Suddenly the man who had originally broached the subject of their controlling boss smacked his hands down on the table in frustration and exclaimed, “For crying out loud, Junior is sixty-seven years old!”

I tried my best not to look as shocked as I felt.

I had imagined Senior to be in his fifties or sixties and Junior in his thirties or forties, sympathizing with how it might be hard for Senior to move on. Now it was downright comical to consider that Senior—who was most likely in his late eighties or nineties—still could not bring himself to cede control to his qualified and competent son, who had been working in the company for many decades!

From the dejected feeling in the room, it was also clear that Senior’s need for control impacted not just Junior, but every aspect of the company. And it impacted results—the company wasn’t thriving as Senior’s leadership style was holding everything back. It was holding back his company’s growth and progress. His employees. Even his own son.

Like Senior, most Command & Control people aren’t bad people. Most are decent people with fine character and good intent. But far too often their style gets in the way of their intent.

Even when a leader is working toward a positive, beneficial outcome, a Command & Control approach leads to coercion, compliance, containment, and ultimately to stagnation. A Trust & Inspire leader, on the other hand, works toward that same

beneficial outcome but does it through commitment, creativity, and the unleashing of talent and potential.

Here's the revealing thing: most of us are probably a lot more like Senior than we'd like to think. In fact, perhaps the single biggest barrier to becoming a Trust & Inspire leader is that we think we already are one!

Trust & Inspire in Action

I learned about Trust & Inspire as a child with my father, who was trying to teach me how to take care of our family's large yard. Some of you may be familiar with this story, from *The 7 Habits of Highly Effective People*, which my father had dubbed "green and clean."

My parents used to hold weekly family meetings. My siblings and I would gather—often grudgingly once we became teenagers—to hear about our parents' plans for the week or for new family activities or household chores. During one such family meeting the year I turned seven, Dad had asked us kids who would be willing to take care of the yard. I eagerly responded that I would. Not because I cared what the lawn looked like but just because I would've done anything for my dad.

After the meeting, Dad took me outside to survey the yard so I'd learn what the job required. It was at the beginning of the summer and our lawn was starting to yellow. "Son, your job is *green and clean*," he began. "Let me show you what *green* looks like—let's go over to our neighbor's house." We walked over and admired the cool, green blades on our neighbor's lawn. "That's the color we're after, son."

As we walked back to our yard, he said, "Now let me show you what *clean* means—let's clean up half of our yard." Together we picked up trash and debris on half of our lawn. As we paused, he pointed to the half we hadn't cleaned and said, "Notice how that looks compared to the area we just cleaned." Even for a seven-year-old, the difference was obvious. "What we just did is *green and clean*. Son, your job is *green and clean*. It's up to you how you want to do it. But I'll tell you how I'd do it if you want."

I realized I hadn't thought of the logistics of all this. "How'd you do it, Dad?" I asked.

"I'd turn on the sprinklers! But you may want to use buckets or a hose or spit all day long. It's up to you. All we care about is what, son?"

“Green and clean!” I exclaimed.

“What’s green look like?” Dad asked. I pointed with enthusiasm to our neighbor’s lawn. “Good. What’s clean?” I pointed proudly to the area we had just cleaned up.

“Good. It’s your job, son. Guess who your boss is?”

“Who?” I asked, my brow furrowing with confusion.

“You are!” Dad told me, and I smiled with satisfaction at that answer.

“Guess who your helper is?” he asked.

“Who?”

“I am! You boss me!”

“I do?” I asked eagerly, a smile sneaking across my face at the thought of being in charge.

“If you ever need help and I have time, you just tell me what to do, and I’ll do it!” He smiled. “And guess who judges you, son?”

This time I nodded knowingly and pointed to myself.

“Right, you judge yourself. How do you think you judge yourself, son?”

“Green and clean!” I proclaimed proudly.

“Good! Why don’t you think about it for a day or two and let me know if you want to do it.”

When Saturday rolled around, Dad asked how I felt about the proposed deal. “I’ll do it!”

He took my hand and shook it firmly. “Deal!”

But I did nothing, for days on end. It wasn’t my plan to do nothing. Honestly, I think I just forgot. Or there was something more fun and exciting happening over at the neighbors’ so I did that instead.

When Tuesday morning rolled around, my father was hit by the heat of the summer day as he walked out the front door to head to work. He looked at the neighbor’s yard—green and clean, freshly manicured. He looked at our yard—yellow and burning up, garbage on the side lawn, three feet from his car.

He was willing to cut me a little slack. Not working on Saturday or Sunday made sense. But Monday? He told me later how he was ready to yell, “You get out there! Get over here and fix this!”

He knew that the moment he did that, he’d likely kill my initiative. He knew I’d clean up the yard if he came down on me hard, but what would happen the next day

when he wasn't there? Instead he bit his tongue and decided to see what the yard looked like when he got home from work.

Later, when he drove home, our yard came into view as he rounded the corner. It was more cluttered and yellow than ever, and I was across the street playing ball.

"Hey, son! How's it going?"

I waved at him and replied, "Just fine, Dad!" And I was just fine—I was playing ball! I definitely wasn't thinking about the yard.

We had agreed that we'd walk around the yard twice a week so I could show Dad how it was going. He decided to make good on that deal. "How's it going in the *yard*, son?" he called out.

In that moment, I stopped being fine. I hesitated, eyes darting away as I held the football in my hands. "Uh... just fine?" I squeaked out.

Dad bit his tongue and went in the house. He dug deep, reminding himself why he was doing this: *Reaffirm my purpose: raise kids, not grass*, he thought to himself.

After dinner, he put his hand on my shoulder and asked, "Why don't we walk around the yard as we agreed, and you can show me how it's going?"

My lip started trembling. By the time we got out to the front yard, I was openly bawling. "It's so hard!" I moaned, even though I hadn't done a single thing.

Dad spoke softly: "Anything I can do to help, son?"

"Would ya?" I tentatively asked.

"What was our agreement?"

"That you'd help me if you had time," I said cautiously.

"I've got time!"

"You do? Okay—I'll be right back!" I ran into the house and came out with two garbage bags. I handed one to Dad, and we cleaned up the yard together.

I asked for help only a few more times that summer. It was my job. I gained ownership and a sense of pride in holding myself accountable. As for Dad, he took the time to set up the agreement and reaffirm it. He didn't backslide on it when he saw mistakes. He kept believing in me and holding me accountable in the way agreed.

And me? *I felt trusted*. I felt trusted by someone important to me—my dad. Because I felt trusted, I did not want to let my dad down. I was too young to care about money or status or appearance. But I did care about my dad, so being trusted by him was very inspiring to me. I responded to his trust in me, and I took care of the yard. It was green, and it was clean.

While the yard looked great, more importantly I felt great. I gained confidence in my ability to keep the yard green and clean and I was eager to continue to do so. I experienced firsthand the power of being trusted, and this simple interaction at age seven became a defining moment for my understanding of leadership.

A good leader inspires people to have confidence in the leader; a great leader inspires people to have confidence in themselves.

—ELEANOR ROOSEVELT

The truth is, we all want to be trusted. To be trusted is the most inspiring form of human motivation. People who trust those they lead bring out the very best in them—and in all of us.

Trusting others is among the most important of our life's works.

Similarly, people yearn to be inspired. It can feel as vital to our existence as air is to our lungs. In fact, the word *inspire* comes from the Latin root *inspirare*, which means “to breathe into.” Put another way, *inspire* means to bring life into something that is lifeless. So, to inspire someone is to breathe life into them.

Yet most people today are dangerously low on inspiration. In those precious moments when it touches us—like watching a child take a first step or runners cross the finish line at a marathon—it feels like a breath of fresh air.

To inspire is to take an experience and imbue it with purpose, to take a job and make it meaningful. It is to encourage a worker to become a creator, an employee to become a colleague, a vendor to become a partner, a group to become a team. As leaders, our job is to inspire the people around us—they want it. We all do. I'm reminded of this beautiful statement by the humanitarian and philosopher Dr. Albert Schweitzer: “In everyone's life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit.”

When we inspire other people, we rekindle the inner spirit, both theirs and ours.

When we inspire other people, we breathe new life, purpose, and passion into them and us. We offer a new perspective, not only of their work and world but also of them as humans. Because we genuinely see greatness within them, they begin to see possibilities for themselves they hadn't previously considered—or even seen. They look beyond artificial limitations.

Inspiring others is among the most important of our life's works.

Being a Trust & Inspire leader provides a lens for seeing and living life—a way of being—not merely a tool that you use when convenient. Both you and the people you lead feel that they can and should be both trusted and inspired. Both of you believe they can create meaningful contributions and find a sense of purpose. Both of you believe that together, you all can produce something far greater than anyone could on your own.

Face it: has Command & Control *ever* truly worked for people? Has it ever been effective in a family setting? Did teachers hitting students with rulers for misbehavior ever truly encourage or inspire students to want to learn? Were employees ever inspired to work harder when their company implemented the time clock or installed employee “surveillance software”? Command & Control might have gotten compliance from kids, students, and employees in the past, but it certainly did not spark creativity, excitement, inspiration, or commitment. And it most certainly won’t do any of those things today.

Intellectually, we understand this. And yet in spite of all our progress, the reality is stark: most leaders today are *still* operating with the old style of Command & Control. We’ve just become far better at it, much more advanced and sophisticated in its manifestation—implementing a style we might call “Enlightened Command & Control.” But our fundamental beliefs of how we see people and leadership haven’t changed much. Far too many of us are still falling back on an outdated, Industrial Age approach to address today’s challenges.

What about you?

If you’re still trying to win by containing people instead of unleashing their potential, by motivating others instead of inspiring them, by focusing on competing and self-interest above caring and service—you’re playing tennis with a golf club.

The game has changed.

Pick up a racquet. I’ll show you how.

PART ONE

The Future of Leadership: From Command & Control to Trust & Inspire

It's time for a new way to lead.

For decades, we've been getting away with a tired, out-of-date leadership style that we've patched and propped up to try to make work for our changing world. But incremental improvements within a flawed paradigm will no longer work. While our world has changed, our way of leading has not. It's time for a new style of leadership—one that is relevant for our times.

Not only has the world changed, so has the nature of work itself, along with the *workplace* and the *workforce*. *Inclusion*, *collaboration*, and *innovation* are no longer simply buzzwords but are the price of entry to being successful in our current as well as every future reality. Our constantly disruptive environment continues to create infinite choice and possibilities for a rapidly evolving, dispersed, and diverse workforce.

This workforce demands a new kind of leader—a leader who can see, develop, and unleash the greatness in every person. A leader who can model authentic behavior with humility and courage. A leader who can inspire others to willingly give their hearts and minds because they want to contribute meaningfully to something that matters.

Anyone can be this kind of leader. Everyone needs this kind of leader. Every child, every home, every classroom. Every colleague, team, organization, industry, and country.

This new way to lead works in any era, in any context and circumstance, in any industry and role. It works with any job to be done, amid change—anytime,

anywhere, in any relationship.

A leadership style for the ages, a leadership style that is timeless.

Indeed, a new way to lead: *Trust & Inspire*.

CHAPTER 1

The World Has Changed, Our Style of Leadership Has Not

In a few hundred years, when the history of our time is written from a long-term perspective, it is likely that the most important event these historians will see is not technology, not internet, not e-commerce. It is an unprecedented change in the human condition. For the first time—literally—substantial and rapidly growing numbers of people have choices. For the first time, they will have to manage themselves. And society is totally unprepared for it.

—PETER DRUCKER

I was fortunate to share the stage at public seminars with my late father, where he began almost every session by posing two simple but provocative questions to the audiences:

“By a raise of hands, how many of you believe that the vast majority of the workforce in your organization possess far more talent, creativity, ingenuity, intelligence, and ability than their present jobs require or even allow them to contribute?”

Invariably, almost every hand in the room went up.

Then he asked, “And how many of you believe that the vast majority of the workforce in your organization are under immense and growing pressure to produce substantially more for less?”

Again, almost every hand in the room went up.

Just think about it: in city after city throughout the world, there was nearly universal agreement that the vast majority of the people in most organizations face enormous and growing expectations to produce substantially more for less in an

increasingly complex world. Yet they are simply not able, or even allowed, to use a significant portion of their talents and abilities to do so.

Let that settle in for a moment.

The difference between what we are doing and what we're capable of doing would solve most of the world's problems.

—MAHATMA GANDHI

In order to bridge this gap, we can't continue to "manage" people in the same way we have in the past. It's time to change, for leadership to catch up with how we've changed. In a world characterized by profound disruption, we can't continue to rely on a management style that has become dated and ineffective. Both the type of work being done (service and knowledge work in a collaborative, team-based way) and where it's done (whether on-site, hybrid, or virtual, working from home or anywhere), we need a new way of leading. Where the workforce is more diverse than ever before, and multiple generations have radically different expectations, we need a new way of leading. Where choices and options have grown exponentially into near-infinite choice, we need a new way of leading relevant for our times.

With unprecedented choices and constant change, people are unlikely to be moved by, or ultimately even tolerate, leadership that doesn't match today's world. And yet the vast majority continue to lead, to parent, to teach, to coach with the same Command & Control style that brought us through the industrial age.

The world has changed. Our style of leadership has not.

As I work with people and leaders from around the world, I often hear expressions of frustration and concern related to the need to adapt:

My boss is constantly looking over my shoulder and second-guessing my decisions. Our company talks a lot about building a positive team culture—but I don't see it. Why did they hire me if they don't trust me?

I'm a manager at a company where I know several of my direct reports are also freelancing on the side. They say they like the autonomy and extra income of the gig economy but need the security of a salaried job. I feel like I'm not getting their best effort. How do I win their hearts and minds when I can't pay them any more than I already am?

Working from home has been great in a lot of ways, but it also makes me feel less connected to my colleagues. I don't feel like I reach the same level of creativity when I'm working alone—and it's not nearly as energizing. How do I bridge the gap?

My company talks a lot about the importance of diversity and inclusion, but beyond talking points, I'm wondering if they mean what they say? And how to be involved in these types of changes I'd like to see?

How can I be an effective boss and keep my people? It seems like these new generations don't mind leaving a company at the drop of a hat.

I like my job, but honestly, I don't feel like my work matters. It's hard to find meaning when the work you do doesn't feel significant. And if it doesn't feel important to me as a manager, how much less important must it feel to my employees?

Working from home has been nice for my team, but it has also made accountability a lot more difficult. How do I balance holding others accountable without looking like I don't trust them or that I'm just micromanaging them from a distance?

I lead a global team and struggle with cultural differences. The truth is, I have never left my own country. How can I lead and inspire people from different cultures when I lack experience?

I'm so frustrated by the state of politics and lack of civility in my country, and I'm convinced it's seeping into our work culture as well. How can I bring about change or make a difference when I don't know who or what to trust?

I'm worried about raising my kids in this modern age. It feels like they grow up so much faster now than when I was a kid. How can I teach them to navigate our new world today when I don't have all of the answers myself?

These statements reflect real concerns people have about the challenges we face today, that we'll attempt to answer and help navigate in the book. What would you

add to the list?

The question is not whether we are able to change but whether we are changing fast enough.

—ANGELA MERKEL

These mega changes we are experiencing are a result of what I call the “Five Emerging Forces.” These forces of change are sweeping through our world and impacting our work and our lives in unprecedented ways. We might try to avoid or ignore them, but they will not ignore us.

The Five Emerging Forces

1. The Nature of the *World* Has Changed

Technological innovations are bringing about extraordinary changes; not only is the *amount* of change unprecedented, but so is the pace or *rate* of it. In addition, the *type* of change—characterized by disruptive technologies—is impacting every society, industry, organization, and person. These technological innovations are happening in all areas, including the biosciences, artificial intelligence, machine learning, robotics, automation, virtual and augmented reality, digitization, nanotechnology, the internet of things, 3-D printing—the list goes on and on. These changes are converging and blending in what is being called “the Fourth Industrial Revolution.”

On top of this rapid technological disruption, never before in history has so much knowledge and information been available. Scott Sorokin in *CIO* magazine notes that up until 1900, experts estimated that human knowledge doubled with every century. In 1982, it was estimated that knowledge doubled every thirteen months. Now, forty years later, experts suggest that human knowledge doubles every twelve hours. This explosion of knowledge has changed the way we view the past and made us think differently about the future. It has made it impossible to be what Dr. Carol Dweck of Stanford calls a “know-it-all,” as there is simply too much knowledge and technology to be ingested. Instead, a premium is being placed on becoming a “learn-it-all”—being able to learn, and even relearn, faster than ever before.

This overflow of knowledge combined with significant disruption—whether through technology or through a global pandemic—has led to major societal changes

and brought some industries and companies to their knees. Technological innovation has created new business models and even entire new industries, and opened the doors for nearly limitless possibilities. The accessibility of smartphones alone has significantly changed the way we not only do business but how we live our everyday lives. We do not live in a stagnant world; rather, it is erupting with risks and opportunities to which we must constantly adapt—as human beings, as businesses, as families, and as communities.

2. The Nature of *Work* Has Changed

The *what* of work today has become increasingly knowledge- and service-based, with access to instant and simultaneous information. It is far more collaborative, innovative, and creative than ever before. Traditional manual or industrial-age work, while still important, represents less and less of the work being done as we've definitively shifted into a new era.

Increasingly, people are being asked to focus on work that requires more of their minds and less of their hands, while those who work with their hands are being asked to augment their work with their minds. As the nature of the world continues to change through technological innovations, this reality will only become more and more relevant.

Most significantly, the way the work is being done is increasingly collaborative, requiring people to work in flexible, interdependent teams—to create and innovate together.

3. The Nature of the *Workplace* Has Changed

In addition to changes in *what* kind of work we do, there are also major shifts happening related to *where* we work. Working from home or working from anywhere had been growing, even before the disruption of the global COVID-19 pandemic, which tremendously accelerated this trend. Today, it's fast becoming the norm, particularly in some form of blended or hybrid combination with on-site work—a truly dispersed workplace.

While working in flexible, interconnected teams, most have some element of operating virtually; in fact, many are entirely virtual. Team members, whether globally dispersed or working in proximity, may work on the same project and never meet physically face-to-face. The idea of a shared physical workplace is nonexistent

for some organizations and becoming less relevant for others. The traditional hierarchal organizational structure is becoming flatter in order to push decision making down and increase speed and flexibility.

The net effect is that people are taking their work around the globe, free of the constraints of a conventional office. These new ways and places of working have led to, and will continue to lead to, changes in organizational structures and systems and will have a significant impact on workplace culture.

4. The Nature of the *Workforce* Has Changed

Our workforce is far more diverse than it has ever been before, filled with people from different generations, genders, races, ethnicities, sexual orientations, religions, cultures, backgrounds, experiences, and perspectives. The goal is to create an inclusive culture for all that enables us to maximize our diversity—our differences—as our greatest strength. The greater the contrast in our differences, the greater the potential for creativity and innovation.

One example of the changing workforce is the multiple generations working alongside each other, as many as five different ones. As younger generations, such as Millennials and Gen Z, populate a larger percentage of the workforce, they bring with them different experiences, perspectives, and ideas. They have different expectations of their work and of their bosses than the older generations. The social contract has changed. What people want has changed. A paycheck is not enough. It matters to people how they are led, and they want to know that their contribution really matters. This inherently changes the way not only that the workforce operates, but also the way our societies and families operate.

5. The Nature of *Choice* Has Changed

The advances in technology have taken us from multiple choice to infinite choice, as consumers and as team members and leaders. For consumers, there are literally thousands of options available at the click of a button when it comes to TV shows, movies, games, clothing, tools, food, and everything else. Access to literally anything from anywhere in the world has never been greater.

But perhaps the most impactful choices and options have exploded in job and working opportunities. Because of the rise of virtual work, people have far greater options to work with a company in a location other than where they live. The

remarkable growth of freelancing and the gig economy has given people more flexibility and options. Based on growth trends, some experts predict that there will be more freelancers than traditional jobholders by 2023.

With this flexibility and increased choice, it's important for leaders and organizations to create the kind of culture that attracts, retains, and inspires people. Never have people had anything close to the same ability to choose what their life will be than they do now.

To illustrate, I recently spoke with a sales professional who said that during the pandemic, she decided that from now on she was going to live where she wanted to live. She also decided that she simply wasn't going to take a job that required her to travel frequently. As a consistently high-performing sales producer, she realized she no longer had to. She saw in this new way of working that she had an unprecedented number of choices and options to do whatever she wanted, with whomever she wanted, wherever she wanted. She could choose to work with an increasing number of companies that valued her. Going forward, she said, she'd choose the firm where she felt most believed in, trusted, inspired, and valued.

These Five Emerging Forces are at work in our world regardless of whether we see them or are even aware of them. These forces of change are swirling around our jobs, our schools, our families, and our communities. In order to thrive, let alone survive, in this whirlwind of change, we organizationally and as leaders need to adapt as fast as things are changing around us. If we fail to adapt, we will likely not be able to deliver on the two epic imperatives of our time—the most essential and critical needs of every organization in this new environment.

The Epic Imperatives of Our Time

All organizations today have two epic imperatives to achieve. First is the ability to create a high-trust culture that can attract, retain, engage, and inspire the best people—and thus win the ongoing war for talent. In other words, *win in the workplace*. Second is the ability to collaborate and innovate successfully enough to stay highly relevant in a changing, disruptive world. In other words, *win in the marketplace*. As Microsoft CEO Satya Nadella succinctly put it, “Our industry respects innovation, not tradition.”

The bottom line is that if we cannot deliver on these two epic imperatives, we won't be able to sustain success in our new world.

Today we have cell phones in our hands that are more powerful than the original computers that helped astronauts get to the moon. How ironic, then, that in practical application, we still manage and motivate people by applying the same “carrot-and-stick” tactics and techniques that were cutting edge before computers of any kind even existed!

Management thinker Gary Hamel pointed out that most of the essential tools and techniques of modern management were invented by people born in the nineteenth century, not long after the end of the American Civil War. If you put a 1960s-era CEO in a time machine and transported them to today, Hamel said, that CEO “would find a great many of today's management rituals little changed from those that governed corporate life a generation or two ago.”

The world has changed—but our style of leadership has not.

The Five Emerging Forces show that we need to change the way we lead if we hope to stay relevant. Marc Benioff, founder of Salesforce, described the future as “a work anywhere, live anywhere environment,” remarking how “we're in the future” already. This is true for those working within organizations, but also freelance or on their own. People can work remotely and live nomadically. This new way of working and living requires a new way of leading. To succeed in the war for talent, we must stay current, remain relevant, and become intentionally flexible—not just with technology, but especially with the shifting needs and expectations of our people.

The need to adopt a new way of leading has never been more important or relevant than today if we want to be effective bosses, good parents, and productive citizens. What has worked in the past simply won't work anymore. In order to influence those around us, we need to better understand the changing world in which we operate. We can successfully lead in today's world only if we reject the Command & Control style of yesterday's leadership and instead adopt a new style that's far more relevant and suited for our times—Trust & Inspire.

Trust & Inspire is about seeing, communicating, developing, and unleashing the potential for greatness within people—tapping into what's inside. It's intrinsic; it's already there. Our job is to bring it out, to ignite the fire within, and to create an environment where that's possible and welcome.

People want this kind of leadership, and they want it now. A recent Young Presidents Organization (YPO) Global Pulse study concluded that “forward-thinking business leaders are moving away from traditional, Command & Control style of leadership toward a new, people-centered approach.” That people-centered approach is Trust & Inspire. It’s what is needed to lead today. It’s what is needed to advance organizations and society as a whole. It’s what enables us to build teams, collaborate, and innovate. And it’s what attracts and engages today’s top talent.

The Impact of a Trust & Inspire Leader

Not that long ago, the tech giant Microsoft wasn’t as imposing as it once was. In fact, it was beginning to fade. Innovation had all but ceased. Its culture was on the rocks. It was losing relevance in the marketplace as well as in the workplace.

In *Vanity Fair*, reporter and author Bethany McLean summed up Microsoft’s situation at the time: “There’s a sense in the world outside Redmond, Washington, that Microsoft’s best days are behind it, that the sprawling colossus, which employs more than 100,000 people, doesn’t know what it is, or even what it wants to be.”

Ouch.

Then along came India-born Satya Nadella, who succeeded Steve Ballmer to become Microsoft’s CEO in 2014. No one envied what Nadella faced. In fact, in a *Fast Company* article, Harry McCracken put it bluntly: “The Microsoft that Nadella inherited was regarded by both Wall Street and Silicon Valley as fading toward irrelevance”—which the market bore out, too. In 2014, Apple and Google were both flourishing to record valuations while Microsoft’s stock price had plummeted, then languished to a standstill. The entire industry had moved from Microsoft’s forte of desktop computers to smartphones, quickly leaving Microsoft behind as the market share of Windows on smartphones fell to less than 4 percent. Moreover, top talent was leaving. It was no longer perceived as a cool place to work. Any way you looked at it, the situation was bleak.

A foundational problem was Microsoft’s culture. A cartoonist at the time depicted the company’s organizational chart as a pyramid-shaped hierarchy; a hand stuck out of each spot on the pyramid, pointing a gun directly at one of the others. The implication was clear: this was war. Word throughout the industry maintained that the only way to “win” at Microsoft at the time was to take out those ahead of you.

Nadella immediately assessed what was going on and how it was affecting Microsoft's sustainability. In his memoir, *Hit Refresh*, Nadella described the era of warring gangs by saying, "Innovation was being replaced by bureaucracy. Teamwork was being replaced by internal politics. We were falling behind."

Changing Microsoft's culture was Nadella's number one goal as CEO. Why? Because as a Trust & Inspire leader, he understood the first epic imperative of our time: to succeed, you must win in the workplace by attracting, retaining, engaging, and inspiring the best people.

Nadella came in quietly and thoughtfully, with little to no swagger or hubris, and right away modeled a Trust & Inspire leadership style that ultimately transformed the company culture. He began by modeling the behavior he was seeking—humility, empathy, authenticity, personal growth, creativity, collaboration. His leadership paradigm was one of trusting and inspiring others—manifest by adopting a "growth mindset," not only for himself but also for others, unleashing them to become the driving force of Microsoft's success. He successfully revitalized the company's cutthroat culture, completely changing the trajectory of Microsoft.

The result? Nadella has inspired the care and admiration of the people he serves. An employee survey showed a 92 percent CEO approval. For a company of more than a hundred thousand employees, that's remarkable.

Above all, Microsoft again became perceived as a relevant and exciting place to work.

It didn't stop there. Nadella squarely took on the second epic imperative of our time, the need to collaborate and innovate in order to win in the marketplace. He reviewed Microsoft's mission and strategy and revamped them to enable greater teaming and collaboration and to enrich the organization. He inspired people to aim for more and trusted them to do what it took to achieve that goal. They began to collaborate internally, and they began to innovate again in new technologies and new markets.

The results speak for themselves: when Nadella became CEO, Microsoft's market value was around \$300 billion. It now exceeds \$2 trillion, the second company in history to pull off that high a valuation. It was a turnaround few would have believed possible.

Considered a has-been story just a few years ago, Microsoft became the world's cloud powerhouse. It was nothing short of a grand reinvention. And at its roots that