Praise for
Lead with LUV
by Ken Blanchard and Colleen Barrett

"Even the idea of Ken Blanchard and Colleen Barrett creating a book together staggers the imagination. As to the result, for the committed reader I fully expect it will be a truly life-altering event. This is a wonderful book with a wonderful message—it is to be savored and meditated upon and implemented."

—**Tom Peters**, *New York Times* bestselling author of *In Search of Excellence*

"I LUVVED this book so much that it's at the top of my Required Reading List for everyone I know or anyone who wants to understand what Real Leadership is all about. Ken and Colleen have finally incarnated the L word into what really counts in the noble process of leading. In their work and lives, they are living avatars of their words."

—**Warren Bennis**, Distinguished Professor of Business,
University of Southern California;
author of *Still Surprised: A Memoir of a Life in Leadership*

"Ken and Colleen are excellent examples of inspired leadership—they lead from their souls. When love permeates an organization in this way, great things can come from it. You will learn from Ken and Colleen how to lead with love, humility, heart, and soul. They have written an inspirational book for today's leaders that will foster personal and professional fulfillment along with organizational success."

—**Deepak Chopra**, *New York Times* bestselling author of *The Soul of Leadership*

"*Lead with LUV* is an engaging and real conversation between two preeminent thought leaders—one who has pioneered the field of leadership development, and another who has piloted one of the world's best companies. When there is so much hype about what makes companies great, it's a real treat to hear an open, candid, and quiet dialogue on the critical themes of vision, values, love, and servant leadership. You'll love the stories and the advice; but most importantly, you'll love the message and the honesty. Business needs a whole lot more of what Ken Blanchard and Colleen Barrett discuss. Do yourself a favor and read this important book. You will feel refreshed, inspired, and filled with more hope when you do."

—**Jim Kouzes**, coauthor of *The Leadership Challenge* and *The Truth about Leadership*; Dean's Executive Professor of Leadership,
Leavey School of Business, Santa Clara University

"Don't mistake the simplicity of this book for the punch it packs. Great leaders know how to love—a concept that has only been validated over two millennia and 40 consecutive years of profitability at Southwest Airlines. Barrett and Blanchard invite you into an extraordinary conversation between two extraordinary leaders. Don't miss it!"

—**Kevin & Jackie Freiberg**, coauthors of *NUTS! Southwest Airlines' Crazy Recipe for Business and Personal Success* and *BOOM! 7 Choices for Blowing the Doors Off Business-as-Usual*

"*Lead with LUV* presents a lesson in the title itself. Being a fan of both Ken Blanchard and Colleen Barrett, I was delighted to listen in on this valuable conversation for creating high-performing leaders and teams."

—**Laurie Beth Jones**, author of *Jesus, CEO* and *The Path*

"Twenty-five years ago, when I became the training manager for *The Los Angeles Times*, the publisher asked me what my management philosophy was. 'The Gospel According to Ken Blanchard,' I replied. Today, as I read Ken's new book, *Lead with LUV*, I found myself smiling and nodding in agreement. Timeless wisdom is just that—timeless. It doesn't change with management fads. Through good times and bad, 'loving people to success' still delivers the highest dividends. And Southwest Airlines is living proof!"

—**BJ Gallagher**, coauthor of *A Peacock in the Land of Penguins: A Fable About Creativity and Courage*

"As a police chief and a leader in the social sector of our world, I believe servant leadership is essential to create and maintain an environment that results in productive leaders. It is obvious that if you follow the principles in this book, starting with a well-known value system and people with the right attitude who are treated the best, those people will pass that treatment along to your customers."

—**Larry Zacharias**, Chief of Police, University of Texas at Dallas; retired Chief, Richardson, TX Police Department

"I LUV this book! Two of the best-known and best-loved leaders of our generation share from both their heads and their hearts the lessons they have learned—in their businesses and in their lives—about how to lead with LUV."

—**Barbara A. Glanz**, speaker and coauthor of *The Simple Truths of Service*

"This is leadership at its best. You will love it."

—**Jim Blanchard**, retired Chairman and CEO, Synovus

Lead with LUV

Lead with LUV

A Different Way to Create Real Success

Ken Blanchard
Coauthor of *The One Minute Manager®*

Colleen Barrett
President Emeritus of Southwest Airlines

Vice President, Publisher: Tim Moore
Associate Publisher and Director of Marketing: Amy Neidlinger
Editorial Assistant: Pamela Boland
Operations Manager: Gina Kanouse
Senior Marketing Manager: Julie Phifer
Publicity Manager: Laura Czaja
Assistant Marketing Manager: Megan Colvin
Cover Designer: Chuti Prasertsith
Managing Editor: Kristy Hart
Senior Project Editor: Lori Lyons
Copy Editor: Gill Editorial Services
Proofreader: Kay Hoskin
Compositors: Gloria Schurick, Kim Scott
Manufacturing Buyer: Dan Uhrig

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Ken would like to dedicate this book to his Mom, Dorothy Heidenreich Blanchard, who instilled leading with love in his heart at a very young age; and to his Dad, Admiral Ted Blanchard, who put these theories into action in his many leadership positions. This book is also dedicated to the Founding Associates and the dedicated people who have made The Ken Blanchard Companies a model of leading at a higher level.

Colleen dedicates this book to her personal family, most especially her dearly departed Mom, Barbara Hennessey Crotty Blanchard (although not blood related to Ken and Margie Blanchard, they were most definitely kindred spirits in matters of the heart); to her Southwest Airlines Family, most especially her mentor, Herb Kelleher; and to the many other wonderful folks with whom she has worked and played over the years due to their various connections to the two aforementioned families. She has been very blessed to have crossed their paths and she thanks them for teaching her how important love, support, hope, encouragement, fun, and warm embraces are to one's inner well-being and self-fulfillment.

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Foreword

Ken Blanchard and Colleen Barrett are a philosophical match made in heaven.

I was overjoyed to be asked to write this foreword to their remarkable book because I passionately share their joint belief that the infusion of love is an essential, but oft overlooked, ingredient in any business organization that wants to be superlative for a long period of time, rather than just "successful" for a limited time.

Most people are looking not only for monetary security but also for psychic satisfaction in their work. That satisfaction is provided in our personal lives by the love and affection of family and friends. Why shouldn't a business simply be an enlargement of our circle of family and friends?

For more than forty years, in her relationships with the People of Southwest Airlines, Colleen Barrett has lived the leadership principles extolled by Ken Blanchard. She has ensured that no grief goes unattended; that no joy goes unshared; that each achievement is celebrated; and that those requiring help receive it.

She has made successes of People who thought they were destined for failure and has administered necessary discipline with care, thoughtfulness, understanding, and, ultimately, pure and unflinching justice leavened by mercy. And, always, her unadulterated focus has fastened on what is good, egalitarian, and right for ALL of the People of Southwest Airlines, not just a favored few.

For those who might think that leading with love is simply "soft management," review the record of Southwest Airlines over the last forty years. In a business so fraught with economic peril that the entire domestic airline industry has compiled a net loss since its inception, Southwest's People have produced an unprecedented and unparalleled record of job security, Customer satisfaction, and Shareholder return. From these results, it can factually and logically be concluded that if you seek long continued success for your business organization, treat your People as family and

LEAD WITH LOVE

Herb Kelleher
Founder and Chairman Emeritus
Southwest Airlines Co.

* * *

Once upon a time, there was a remarkable person who was known to lead with love.

Her company succeeded where almost all the other companies struggled with problems—from losing money to dealing with disgruntled customers to struggling with unhappy employees.

However, she and her team were remarkably successful. Employees loved to work there, customers were loyal, and the company was profitable year after year for decades.

This loving leader did not have a fancy business degree. In fact, she began her career as an executive secretary. Yet the founder of the company chose her to succeed him as president. When asked why, he said, "Because she knows how to love people to success."

Perhaps the most remarkable part of this story is that our heroine is a real person. Her name is Colleen Barrett, and she is President Emeritus of Southwest Airlines. Please enjoy getting to know her through the ongoing conversation that you are about to experience.

* * *

WHAT IS LEADERSHIP?

Ken: Colleen, it's a real honor to talk with someone who leads with love. Would you mind if I called you "The Love Manager"?

Colleen: Actually, Ken, I would mind, even if you spelled it LUV.

K: LUV?

C: LUV is our symbol on the New York Stock Exchange. We first started flying out of Love Field in Dallas, and our first advertising slogan in 1971 was "Southwest Airlines, the Someone Else Up There Who LUVs You." We also had a heart on our first signature line and letterhead. And today, forty years later, we still have hearts on our aircraft. So, frankly, if you have a need to put a label on what I do, I would prefer that you call me a LUVing Leader.

K: What do you have against the word manager?

C: Nothing, really. But as someone said years ago, "You can't manage a horse to water." So, at Southwest Airlines, although we have *Manager* titles, we prefer to use the word *Leader* because we want all our People to realize they have the potential to be a Leader; they can make a positive difference in anyone's work and life, regardless of whether they are in a management position. So we try to hire Leaders, no matter what role we want them to fill.

Talking about the roles People fill, in our internal Company communications, we highlight People's different roles by capitalizing their designation as well as their title. So anyone reading this conversation will notice that, when we refer to Southwest Airlines, not only are Pilot and Mechanic capitalized, but also words such as People, Employee, Leader, Customer, and Company. This is part of what our People call "Colleen's Bible."

K: I'm glad you said *part* of "Colleen's Bible," because I also know that some words that are normally two words or hyphenated words, such as *bottom line, team player,* or *check-in,* appear as one word in your "Bible." Because that might drive our non-Southwest readers crazy, we're not going to do that.

C: You mean I don't always get my own way?

K: No, because this is a coauthored work, and we don't want to send our editors into a tizzy.

C: Oh, all right. Geez Louise.

K: Colleen, I hope that everyone eavesdropping on our conversation will get the point you were making before we were interrupted with "Bible" talk: *Everyone has the potential to be a leader and have a positive influence on people they meet.* The reason I reiterate this point is that when I ask groups of managers around the country, "How many of you think you are a leader?" fewer than a third of them raise their hands.

C: Do you know why? Because somehow they think leadership is all about having a position or a title; therefore, leadership is something that is limited to only a few people—often top managers such as CEOs or presidents. I think Leadership is a way of life. All of us can be Leaders, both at work and in our homes and communities.

K: So we agree, then, leadership is an influence process.

Anytime You Seek To Influence The Thinking, Behavior, Or Development Of People In Their Personal Or Professional Lives, You Are Taking On The Role Of A Leader

C: That statement makes me happy, because if you continued to call me *The Love Manager,* we wouldn't have had a very good conversation. I consider myself a Leader, not a manager.

❤ STOP AND THINK

In the past, have you considered yourself a manager or a leader? If you have thought of yourself as a manager, how do you feel now, after sitting in on our conversation? If you accept our belief that you are a leader, who are you able to influence the most in your daily interactions at work, in your home, or in your community?

K: When people have such strong feelings about leadership, I'm always interested in where those feelings came from. I love to ask people, "Who had the greatest impact on your life and who you are as a leader?" Hardly anyone ever mentions a manager or supervisor at work. They talk about their mother or father, a grandfather or uncle, or even their spouse or a friend.

C: Bingo. When I think about who influenced my life the most as a Leader, I think of my Mother. She, more than anyone, taught me how to lead with love.

CELEBRATING SUCCESSES

K: Your Mother "done well!" I think your whole approach to leading and motivating People is about love. Don't you send out thousands of letters every year to your People, celebrating their successes and praising them for their efforts? That sounds pretty loving to me.

C: I guess it is, but I never did that all by myself. We have a small Internal Customer Care Team that, together with my personal staff, helps the Executive Office keep track of every Employee's birthday, Company anniversary, the birth of children, and other important events. This Team makes sure that cards go out for nearly every occasion. Our office sends out more than 100,000 cards annually. Many of our Officers hand-write several thousand notes each year. Besides being loving, we know this is meaningful to our People, because we hear from them if we miss something significant in their lives, like the high school graduation of one of their kids. We just believe in accentuating the positive and celebrating People's successes.

To sustain our Company Culture, we cheer People on all the time. We celebrate little things, big things—we celebrate everything! Although we do have some formal celebrations, a lot of them are informal, spontaneous celebrations that cost little or no money. For example, just giving People chocolates when something good has happened can make them feel like you've given them a million dollars. What's important is the fact that you're honoring them and acknowledging that what they do makes a positive difference. In the process, you are making heroes out of them. You are letting them know that you love them for their efforts and you want everybody to celebrate their success.

K: That's why I think you and I are soul mates, Colleen, because that's one of my core beliefs, too. If someone said to me, "Ken, from now on you can't teach anything you have taught or written about in the past except one thing; what do you want to hold onto?" I know exactly what it would be. I would want to continue to share the belief that the key to developing people and creating great organizations is to catch people doing things right and accentuate the positive by praising them.[1] It's all about celebrating a success that someone or a team has had. Celebrating successes has been a key part of my own leadership for a long time.

One other thing that's important about your philosophy, Colleen, is that you don't praise your People just for showing up; you celebrate specific things they have done. As Spencer Johnson and I emphasized in *The One Minute Manager*®, when it comes to One Minute Praisings, just wandering around and telling people, "Thanks for your effort," without being specific, has little meaning. But when you say to a woman who reports to you, "I just read your operational analysis report, and let me tell you, it was so clear. I loved the recommendations you made, particularly the cost-cutting suggestions. They will not only help us contain our costs, but also improve our efficiency"—that person will know you're sincere and really know what she is doing. The same approach works at home. "Alec, your mother showed me your report card. Three As and two Bs. Way to go! That's a real improvement from last semester."

C: We also try to make any cheering of People timely—as close to the event or performance as possible. I know that is another important element of a One Minute Praising.

K: It sure is. If a long time elapses between when someone does something right and when it is noticed, the praising loses its luster.

C: People hate waiting until their annual performance review to get all the good news or bad news.

❤ STOP AND THINK

Are you tired of all the praisings you get at work? At home? Do you wish people would lay off? Most folks laugh when they are asked those questions, because the reality is that catching people doing things right and celebrating their successes is not common practice at work, at home, or anywhere else. How are you doing with praising your people and celebrating their successes? When you get home at night, do you wander around and see what went *right* during the day? Try it with your people and your family, and they will be thrilled. And always remember to be immediate and specific.

K: Colleen, tell me: If you lead with love, how do you handle bad news—when someone is doing something wrong?

C: That's where another kind of love comes in. Some call it "tough love" because it may look like you are being tough. But I think sometimes the most loving thing you can do is to be straight with People when they are getting off course. Let me give you some examples:

- I had to let a personal staff member go because she did not display Golden Rule behavior with her peers. She played well "up" the ladder, so to speak, but not as well with folks she perceived to be at or below her position level. Her skills were top notch—it took two people to replace her—and it was very difficult for me. But it obviously had to be done.
- One of my best friends at work, who was also an exemplary Employee, had very little respect for her new boss and was becoming a different person from the one I had admired and loved. In a challenging conversation, I had to let her know that her supervisor would be staying in place for at least a couple of years and that if she couldn't find a way to recapture her once-positive attitude and make it work with him, she needed to leave.
- I've often had to tell good friends that I couldn't write them letters of recommendation or that I couldn't intercede regarding disciplinary action because my review of the facts didn't warrant those favors.