



“*The Inspiration Factor*”

Terry Barber
(Greenleaf Book Group Press – 2010 Terry Barber)

Summary by Bob Littell, Chief NetWeaver

Foreward – I really liked what Laurie Beth Jones wrote in the Foreword to the book about Terry:

“Terry Barber is one of those rare people who are a force of nature. His exuberance for life and genuine love for people belie a brilliant strategic mind that has been honed in one of the toughest markets there is: raising money for youth organizations. Now he has expanded that into various moneymaking enterprises, all without losing his soul.”

Having known Terry for probably 25 years – actually first as an insurance client of mine and without any real knowledge of what Terry was all about. And partly that was because I hadn’t really discovered the joy of really being ‘inspired’ by what I was doing and didn’t dig deep enough to find out what really inspired Terry. Now I know. Wish I’d have known then.

Are you ‘**inspired**’ by what you’re currently doing which *motivates* you to want to inspire others, or just primarily financially or ego ‘**motivated**’ to be successful? You’re about to learn the difference and what a difference it can make – not only for you, but just as importantly for those around you.

Introduction – Redefining Inspiration

“Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great.” Mark Twain

Terry begins the introduction with this interesting question: What’s the real definition of “**Inspiration**”? He throws out terms like ‘**stimulation**’, ‘**encouragement**’, but the number one-word definition he hears most from others is ‘**motivation**’.

But as he also reminds us, ‘**motivation**’ can and is often used in ways that either be ‘**positive**’ or ‘**negative**’. . . ‘**productive**’ or ‘**destructive**’. On the other hand, he points out, “**Inspiration**. . . *is always good, always positive. It focuses on people’s deepest and noblest desires.*” Terry goes on to point out

Webster's definition – **"to inspire is, in fact, to exert an 'exalting influence' "**.

So to me, as I read the introduction, the difference between **'motivation'** and **'inspiration'** became clearer and clearer. In Terry's extensive work with Youth, his most frustrating times came when he tried to 'motivate' them. But, these mostly unsuccessful efforts afforded him a unique set of opportunities to observe and learn:

"My experience overseeing the interns was both exhilarating and frustrating. When they responded to me, I saw the light in their eyes because they connected their talents and ambitions with a transcendent purpose, and I was thrilled! But the reasons they gave for their failures and their whining about every imaginable thing just about drove me crazy. It seemed that the more I endeavored to inspire them, the more they made excuses for their behavior. I tried all kinds of motivation techniques, but nothing seemed to work. I wanted their hearts to be captured by the vision of making a difference so that nothing else mattered. A few got it, but many didn't. I kept trying to pump them up, they leaked – really badly. I felt like a colossal failure."

If you can't identify with the way Terry felt, you probably have never had teenagers or haven't worked with many young people that age as a teacher, coach, or attempting mentor.

Terry's aha came from a 'particular directive' in Stephen Covey's "7 Habits of Highly Effective People" – **"Seek first to understand, then to be understood"**.

As Terry observed, *"I realized that the approach I had taken with the interns had been far too external. I had tried to pressure them into meeting my goals. I had failed miserably to touch their hearts. Gradually, I started to make changes in how I related to them."*

Now with this in mind, several key phrases and points Terry makes in the book's Introduction not only jump out at you, but make 'total sense':

"Leaders who genuinely inspire others do so by tapping into people's dreams, eliciting the best from them, and ultimately, changing their lives."

*"Too often, inspiration is seen merely as an act, one that is merely fluff, at that – cheerleading devoid of substance, in other words – but in these pages, you'll see that inspiration is a **character** trait, an invaluable leadership characteristic that includes insights, skills, humility and courage. . . [as well as] the developed **ability** and **commitment** to connect people's deepest motivations with their sharpest skills."*

Just as an aside, Terry tells a story on page 9 about a leader who he had heard great things about, but as he got to know her, ". . . she was all fluff, no substance. In other words, she was full of **'windspiration'** not inspiration."

Thanks Terry I now have a new word in my vocabulary and something to watch out for – in others – as well as in myself.

On page 11 in the section on "**Priorities**", Terry makes a point which is very important to understand, especially for those who sometimes go to extremes – myself included.

"You have to 'prioritize'. . . those few people whom we can – and should seek to inspire, spending a disproportionate part of our emotional capital on them, and them alone. From time to time we may be out of balance and try to spread ourselves too thin. On these occasions, we need to change course and reset our priorities. It's not our job to inspire everybody everywhere."

That might sound a little cold but if you truly accept the difference between **'inspiring'** and just **'positively motivating'** people, you will learn from this book the **'work'** that is involved if you truly are going to **'inspire'** someone and that's largely why you cannot afford to spread yourself too thin, both for your sake, as well as for the sake of the few persons who are lucky enough to become your *inspirees*.

In preparing readers for the balance of the book, Terry establishes the framework he has designed – largely to make the book a series of action steps to take over a week-by-week basis. The action items are divided into two lists – "**First Equipping Yourself**" – 'seeking to give you valuable insights into your unique abilities to inspire people and stimulate rich discussions'. The second list is directed at 'giving you concrete exercises to undertake for "**Inspiring Others**".

Although much of the book applies to working with 'teams' - with you hopefully as the 'Inspirational Leader', all of the principles and action steps can just as easily be applied to your actions, as well as those of all the people with whom you come in contact, and in every group, or organization of which you are a part.

Each Chapter in book explores what Terry describes as the "**Seven Principles for Inspiring Others**". As Terry says, "*As you explore the principles, you will learn how to identify the embers in others, well as how to fan those embers into flames of passion, loyalty, and excellence.*"

The seven principles are:

- **Principle 1:** Be Authentic

- **Principle 2:** Connect with Others' Dreams
- **Principle 3:** See in Others the Abilities They Don't See in Themselves
- **Principle 4:** Speak with Credibility
- **Principle 5:** Tell Great Stories – Yours and Others'
- **Principle 6:** Help People Reach Their Destination
- **Principle 7:** Create a New Culture

As with all the book summaries I write, I won't summarize the entire book. After several chapters which I cover in more detail, I will sometimes begin giving some key points with page references to a more complete description, or answer to a question posed. You really will want to own this book for your library and also you will want to try and implement all or parts of the week-by-week action steps. Then just watch how you will not only become more '*inspired*' yourself, but you will be motivated to want to use your new tools to '*inspire others*' and that will make a major difference in your life.

Here's Terry's promise:

"If you take the time to work through even one of the seven principles in this book and meet the objectives at the end of the chapter, it will move the needle forward in your ability to inspire others. Go through the entire twelve-week program, and you will change the very culture in which you live and work. Innovation will replace inactivity; sluggishness will transform into service. And the very atmosphere will change from one of self-interest into one bursting with cooperation. What could be better than that?"

In the first set of Objectives and Action Exercises, two of my favorites include:

*"Make a list of eight to ten people who are in the center of your life today. Who inspires you the most on a **regular** basis, and why?"*

"Draw a horizontal timeline on a piece of paper, beginning with your high school years and ending with today. Now record on this timeline each of the successful periods and discouraging periods you've experienced. Finally, place the names of the inspirers and windspirers from your life chronologically along the timeline. As you look at the chart, what conclusions do you draw about the impact of these people on your life?"

Principle 1 – Be Authentic

"Authenticity means transparency, freedom from pretense. The ego is terrified of authenticity." – Andrew Cohen

I would add another of my favorite quotes along these same lines.

"You can fool some of the people some of the time, but you can't fool all the people all of the time" (author not definite – maybe Abraham Lincoln, or PT Barnum, or Mark Twain)

As Terry says,

"PEOPLE CAN TELL. We might be able to fool them for a while, but sooner or later, they can always tell whether we're real or not, and their perception of our authenticity defines our relationships with them. . . Authenticity must include a level of transparency, a degree of vulnerability, and a heavy dose of genuineness. Sharing with a group your defining moment in life is a safe way to begin to practice authenticity."

Terry starts the chapter with an interesting example of a group of CEO's sharing the most painful moment in their life. He describes the courage some showed in baring their souls within the group and the lifting atmosphere their authenticity and transparency produced. On the other hand, Terry describes the exact opposite atmosphere created by those who were not willing to be vulnerable and instead chose to either make light of their low point or almost take their answer to the question down a totally different and confusing path. In reference to those who took that disguised path Terry said:

"In contrast with the rapt attention given to those who were authentic, listeners shifted in their seats, looked down instead of at the speaker and coughed at odd times when those who were emotionally disconnected spoke. Even after these speakers sat down, the room was filled with tension."

In the section, "**It's All About Trust**", Terry makes a great point about how easy it is at a convention to pick out authentic people:

"When I go to a meeting, a convention, or even a dinner of hundreds of people, I can usually pick out those who are comfortable in their own skin. Actually, if you know what to look for, you can find them fairly easily. They are the ones who aren't trying to impress anybody. . . Because they accept themselves, they can look beyond themselves to genuinely care about other people. And they do. These people ask great questions, and they really listen when people respond. . . speak without ostentation; don't put on airs; and know who they are."

A good part of this chapter is about people who wear a 'mask'. Terry admits at one point of his career, he wore one, and I certainly admit to that as well as and still to this day, occasionally catch myself with one on. Why do we do it?

As Terry points out: *"We put on a psychological mask when we feel insecure and want to make up for it. We may project enormous confidence, but behind the façade, we are afraid of being exposed as failures, ostracized by those whose opinions we value, or in a word, rejected."*

I won't cover them here but on pages 24 and 25, Terry describes some masks people wear and who you have undoubtedly come across: **"The Reaper"** . . . **"The Parent"** . . . **"Captain America"** . . . and **"The Multi-masker"**.

Another great point Terry makes which is particularly important in my opinion:

"To be authentic, though, doesn't mean that we have to expose all the refuse of our lives for others to see. Yes, we must let others in if we hope to inspire them, but we must also be discerning when determining how much to share, when to share it, and with whom we share it. Just as people distrust those who wear masks, they likewise distrust those who delight in describing – in great detail and with great frequency – their pain and frustration. This often comes across as just an attempt to get others to feel sorry for the one who is sharing. That's hardly a recipe for inspiration."

Boy, did Terry bring back an uncomfortable memory of mine from the early 80's of what happens if you're put into a 'leadership position' without the confidence to feel you have the ability to handle the job?:

*". . . have you ever been in a place of leadership but felt totally inadequate? It is precisely those times that you may be tempted to wear a mask to project strength that isn't there, to protect yourself from exposure, and to keep your feelings – maybe even your inadequacies hidden. You may feel incompetent, threatened, and vulnerable, but believe it or not, these can become your finest moments of inspiration. This is when you need to muster the courage to remove your mask and honestly say to those who look to you. **"I need you."***

A good part of the rest of the chapter is all about **"Knowing Yourself and the Four Inspiring Personality Types"**: "The Commander" . . . "The Coach" . . . "The Advocate" . . . and "The Accountability Partner". If you have the book, you can go to Appendix A – **"Inspiration Blvd. – Personality Profile"** and take the profile there, or you can go to www.giinspiration.com and on the right hand side, click on **"What's Your Inspirational Profile"** Click here and take this quick quiz.

In wrapping up this chapter, Terry warns

"Far too often, we value only the Commanders and Coaches as inspiring personalities because they are the most verbal and visible. What's

worse, these strong personality types often pigeonhole the Advocates and Accountability Partners as "too analytical" or "too negative"; meanwhile, they themselves are often the most inauthentic people in the organization, ensuring their failure at inspiring anyone."

Finally, Terry reminds us that ". . . every person can play a valuable role in inspiring others – whatever their personality type.". .. Also "Some of us have a clearly identifiable personality type, but most of us are a combination of two or more of the four types."

In the back section – page 36 – **"Get Inspired – Be Authentic"**

My favorite activity for sharing:

"Pinpoint a time or an occasion when you yourself put on a mask. Was it during a presentation? At a company party? While visiting your relatives? How did wearing a mask affect the way you related to others?"

Principle 2 – Connect with Others' Dreams

"Run your fingers through my soul. For once, just once, feel exactly what I feel, believe what I believe, perceive as I perceive. Look, experience, examine, and for once, just once, understand." - Anonymous

Remember from the beginning, Terry says:

"Leaders who genuinely inspire others do so by tapping into people's dreams, eliciting the best from them, and ultimately, changing their lives."

Terry provides a 3-step process for 'tapping into people's dreams':

Step 1 – Notice Dreams

"What thrills or impassions them?"

Terry offers a series of questions to help identify someone's dreams on page 41 and 42 and although you will want to read them all, here are three of my favorites:

"What activities energize you and feed your soul?"

"Where do you think you can have the greatest impact?"

"If you could write a slogan for life, what would it be?"

Step 2 – Name Dreams

". . . putting a name to these dreams makes an enormous difference. . .

"Quite often, the act of naming their dreams crystallizes people's thoughts and gives them a handle on the future they've never had before."

Terry says what comes out of the answers to the above questions and others, plus follow-on questions to dig deeper, can be summarized in statements like:

. . . "You never give up. You're a true competitor." . . . "You have an intuitive ability to sense what people are thinking and a lot of emotional intelligence" . . . "You are so persuasive – but without being pushy" . . . "You have an uncanny ability to assimilate an enormous amount of information, yet you are also really good at connecting the dots to create a clear picture of what's really going on."

Step 3 – Nurture Dreams

Terry:

*"When people have trusted us enough to share their dreams, we need to nurture both them and their dreams. One of the best ways to do so is to provide **resources** and **advice** so those dreams can be fulfilled. In the vast majority of cases, people were attracted to their current roles because they consciously or unconsciously saw their jobs as channels of opportunity to fulfill their dreams. For that reason, it's usually not difficult to help people see how their daily responsibilities could be stepping-stones to those goals."*

And so how has Terry applied this 3-step process over the past 20 years:

"I've followed this process of noticing, naming, and nurturing the dreams of people who report to me, and almost without fail, this has changed the atmosphere of the office. When people are convinced that we genuinely care about the deepest desires of their hearts, they become more enthusiastic, creative, disciplined, committed, and flexible than ever before."

But as Terry points out, many of us have seen and experienced just the opposite:

"But when we fail to connect with their dreams, the air turns cloudy (if not poisonous), energy evaporates, and suspicions multiply. People feel used instead of valued, and they are easily distracted by anything and everything."

So the next question that Terry addresses is, **"Why Don't We Connect?"** He reasons: *"The primary reason we, as managers, parents, and others leaders, don't connect with people is stress."*

And as Terry stresses, *"stress isn't the problem; **excessive stress** is."*

So what's the antidote according to Terry?

"As long as we let stress rob us of our time, drain our energies, and erode our passions, we'll continue to miss golden opportunities to notice, name, and nurture others' dreams. If, however, we intentionally carve out space in our lives to live for the things that are truly important instead of being harassed by the urgent, we'll have plenty to give to others. Change requires insight, commitment, and courage; insight comes first, and we gain insight into people only by taking time to notice, name, and nurture their dreams. Is it worth it? You have to decide for yourself. From my experience, I think it is. My wife, children, interns, employees, and friends would say so too."

Terry believes that one of the approaches should be via the '**dreaded employee performance review**':

*"Ask your team members to identify at least three **personal dreams** and connect those with corporate goals? The performance review can then focus on clarifying the person's dreams and the specific ways the company can become a vehicle to help that employee fulfill her greatest desires."*

When you buy his book, you will then get Terry's wisdom for five important ways to do this and I will only summarize in detail the first one:

- Help people craft a personal vision statement
- Create an environment where it's safe to take risks. .. and fail
- Provide regular, specific affirmations
- Observe people's positive emotional responses.
- Be a resource to reach their dreams

Notice that Terry doesn't say:

"Tell them to write a vision statement". Terry instead suggests, "Far too frequently, when people are told to write a 'vision statement', they come up with something that isn't compelling and fails to capture their hearts."

Terry, as all good coaches do, suggests a reference source other than him(her)self:

*"One of the best resources to consult when writing a personal vision statement is '**The Path**': Creating your Mission Statement for Work and for Life' " by Laurie Beth Jones." She suggests that you begin by listing words that describe their abilities and character, not just their titles or roles."*

What Terry suggests as a starting point are words like: **caring, dedicated, loyal, trustworthy, helpful, kind, or visionary**. But go to www.inspirationblvd.com and pick out the words that most GRAB you and makes you say, '**that's me**' or '**that's where I want to be**'.

To me, this may very well be the most important chapter, and when you buy the book, starting with these additional points in this chapter will provide you with the gasoline to start the engine that will allow you to drive the car to your desired location.

Principle 3 – See in Others the Abilities They Don't See in Themselves

"Finding the right work is like discovering your own soul in the world." – Thomas Moore

The rest of my summary is going to just highlight key points within each of the remaining chapters which would make you hopefully not only grasp some of the author's key points but also make you want to add this important book to your reading and personal library.

Terry begins this chapter with a great point:

"A PERSON'S DREAMS and abilities are inextricably linked, but they aren't the same thing. One is about the heart, the other is about the hands. Dreams tap into people's deepest desires and strongest motivations, but they can wither and die if they aren't nurtured. We must help the people we lead maximize their strong suits – their talents and innate abilities. Only then will they feel enthused about what they do every day."

The Power to Build or Destroy

Should employees be promoted based on their 'potential'?

"We can be inspired by management's recognition of our potential. We will certainly be motivated by any further recognition of our potential. But in business, if we are to be promoted, we are required to perform at an A Level."

Focus on the Positive

If you're not familiar with the Oprah Winfrey story and her rise to stardom, you need to read her entire story on pages 66 and 67. As Terry concludes: *"In people's darkest moments, they need someone to step into their lives, recognize their strengths and abilities, and give them hope for the future."* Oprah was fortunate that she had someone in her life who did just that.

In discussing 'performance reviews' on page 70, Terry says,

*"When we go over an employee's performance review, do we breeze through the eighteen positive parts because '**she already knows that anyway**' and spend 90 percent of the interview on the two areas that need improvement?". . . "When you focus attention on your employees' weaknesses, you stunt their growth and limit their potential. But when you, as a team leader, know the strengths of each person*

on your team and tailor assignments accordingly, they will contribute greatly to the team by exercising those strengths the majority of the time."

A "360 Profile"

On Page 72 and in Appendix B, you can learn how to do a 360 Profile if you've never done one before. It involves having a group of people who know you very well, provide honest feedback which you may or may not see and recognize in yourself. It can be a very humbling but also very rewarding and beneficial experience.

Opening Our Eyes

Terry begins this section with an interesting question: *"Why do so many leaders and managers fail to help others succeed"*, figuring the person can just do it on their own?

His suggestion is really quite simple:

*"When we put a team together, we should begin with **no assumptions**. We can then take time to ask questions, uncover dreams, identify abilities, and help people become great. If we become leaders of an existing team, we may have a bit more work to do, because the culture has already been established to some degree."*

Stop Wasting Our Time

So does Terry suggest we should ignore people's weaknesses and only be concerned with their strengths and abilities?

*"It's vital to help people identify strengths, but some organizational consultants report that it's even more important to help them identify areas in which they **aren't** gifted. Too many people pursue the wrong career for years, and at the end, they've wasted a lot of valuable time."*

Authentic Thanks

As Terry points out,

*"One of the most powerful but often most under-utilized management tools is saying a simple '**Thanks**' to people who have done a good job. Whether you know it or not, a thank you offered to someone who may not realize that he has a gift or talent can make the lights come on. For that person, it can mean the difference between recognizing his abilities – and being inspired to use them – and staying forever in the dark about what he's good at."*

Terry has had extensive experience dealing with today's younger workers and he has observed:

"One of the trends among younger workers is a growing thirst for appreciation at work. This demographic loves their freedom and independence, and they aren't attracted to long-term corporate commitments. For them, security comes through relationships, and appreciation seals and lubes those relationships better than anything else."

In concluding this principle, Terry reminds us about Principle 2 ("**Connect with Others' Dreams**") where he stressed the importance of noticing, name, and nurturing other's dreams. What he concludes with here is to emphasize it's just as important to do the same with strengths and abilities:

- **Notice** the abilities that they can't see in themselves
- **Name** them, in private and in front of others.
- **Nurture** their skills so that everybody on the team becomes an integral – and successful – part of a well-oiled machine.

Principle 4 – Speak with Credibility

"The most tragic thing in the world is a man of genius who is not a man of honor" – George Bernard Shaw

Terry again draws upon a Webster's Dictionary definition of 'credibility': "***the quality or power of inspiring belief***".

And Terry says that begins with having the moral authority which doesn't come from someone saying 'you can trust me', it comes from your actions: ". . .***you can lead only where you have first gone.***"

Here are the Types of credibility Terry lists as vital for possessing in order to be able to inspire others and I will just draw a few words and sentences from his descriptions:

INTELLECTUAL CREDIBILITY

- Having a nimble, open, inquisitive mind
- Wealth of personal experience
- Aren't threatened by others' questions
- If they don't know the answer, they admit it
- Dedicated reader about leadership and other topics about growth

MORAL CREDIBILITY

- Rejects deceit and corruption
- Treasures honesty and decency
- Doesn't flaunt their own purity
- Befriends the fallen

RELATIONAL CREDIBILITY

- They earned our trust through a relationship with him or her
- Loyalty grows out of their reputation for telling the truth and doing so in a way that is most helpful to the hearer
- They never use people – they have our best interests at heart and we know it

EMOTIONAL CREDIBILITY

- Balanced emotions, controlling and willing to share them
- Even-tempered but honest about their anger, hurts, doubts, fears and dreams, and they inspire us to be honest about ours

Terry adds a lesson which I have learned the hard way: *"Use e-mail to communicate facts, not feelings."*

EXPERIENTIAL CREDIBILITY

- Doing what's right in the eye of difficult times
- Not surrounding yourself with 'yes' people who won't help serve as a moral compass reminder
- Can do the job with a thread of integrity woven through it. . .without cutting corners

The Cost of a Credibility Deficit

Terry points to what has happened as result of corporate wrong-doings and the price it has cost the entire of Corporate America with post-Enron as an example and the new Federal Regulations which came out of it – all costing corporate America millions if not billions.

CREDIBILITY CAN BE GAINED THROUGH SERVANT LEADERSHIP – *"Trust is a precious but fragile commodity. Where it grows in relationships, people experience the wonderful blend of contentment and zeal, but where it is eroded, stress levels rise and suspicions rule, both at the office and at home. We simply can't inspire people who don't trust us. We may be able to control them, but we can't truly inspire them."*

Principle 5 – Tell Great Stories – Yours and Others

"You have to understand my dears, that the shortest distance between truth and a human being is story" – Anthony de Mello

The Power of Stories

Terry maintains:

"Great leaders tell great stories. They understand that stories are among their greatest resources for inspiring those under them. Sometimes they craft and communicate their own tales. At other times, they draw on the experience of others. But either way, a great leader telling a great story will touch hearts and change lives."

Finding a Story

Terry suggests that a great way to gather stories is by exploring and asking people to tell you their 'life's journey'. What often 'tumbles out':

"Some people have thought long and hard about the lessons they've learned from failures, rejection, illness, and other heartbreaking circumstances. They've already done the work of reflection, and the lessons they've discovered shape every aspect of their lives. They can now use this wisdom to inspire others. . . But occasionally, right in the middle of telling me their stories, it suddenly dawns on them what they were meant to learn from their experiences."

CRAFT YOUR OWN STORIES

- First, examine your own life.
- Make sure your story has a point.
- Focus on the main points and deliver the punch line boldly and clearly.
- Be authentic in applying the lesson to your own life.
- If possible, use the story and the 'so what?' application as a jumping-off point for discussion.

Storytelling Is for All of Us

FIND STORIES FROM HISTORY

5-step process:

1. Begin with a biography of someone you're curious about
2. Find the correlation between what going on at that time in history and the times that we live in today. Makes it relevant.
3. After providing a relevant context, build out the main character (Terry uses Lincoln as an example – grew up poor; suffered 15 major setbacks between 1831 and 1860, the year he was elected President).
4. Then ask, 'what are the potential lessons I can apply from this person's life that would make me a better leader?'
5. Finally, ask yourself, "What's the call to action from this story?" (Lincoln – Advance through your adversity; Don't become a victim of your circumstances; Don't allow betrayal to make you cynical.

Terry suggests to ALWAYS begin a presentation (to your team, stockholders, audience, family, etc.) to anyone you're trying to inspire . . . with a story. Terry says you MUST master the art of telling stories if you are going to connect with people.

Principle 6 – Help People Reach Their Destination

"What man actually needs is not a tensionless state but rather the striving and struggling for some goal worthy of him. What he needs is not the discharge of tension at any cost, but the call of a potential meaning waiting to be fulfilled by him." Victor Frankl

Terry's own life mission is now clear – *"to fan the embers of other people's potential into lives full of desire for a purpose bigger than themselves."* But this was not always clear to him as he admits as an undergrad, he changed majors 3 times. . . *" . . .for most of us, it takes a while to get in touch with our internal GPS."*

Programming Your Own Internal GPS

Do we normally program or re-program our GPS by carefully analyzing and adjusting? No, as Terry says: *"Most of the time when we alter the settings of our internal GPS, it is not by our own choice. . .we typically consider changing our destinations on the other side of a life-altering event."*

Following the Road Signs

WARNING: WRONG DIRECTION

Terry lists some 'road signs' to help tell you are headed in the wrong direction: *"On every journey, we will always find a few unpleasant things about getting there. . . But if I ever get a point where I am saying week in and week out, '**This is no fun anymore**', I will have to stop and evaluate whether I am still going in the right direction."*

WARNING: NO ENTHUSIASM AHEAD!

Terry: *"Enthusiasm is the fuel you will need to take the actions that will make what is possible a reality. I can promise you this: if you have no genuine enthusiasm for your destination, you will run out of the emotional and physical fuel needed to complete the trip. And it's something that can't be faked – for long, anyway."*

WARNING: GOING IN CIRCLES

Terry: *"Many times we cannot seem to get any closer to our destination though we are clear about what it is, because we continually sabotage ourselves through a pattern of poor decisions and choices."*

Terry's suggestion: 1) *be open to correction*; 2) *take responsibility for making the circle*; 3) *realize that if you don't change from the inside out, you will keep coming back to this same place over and over again.*

WARNING: LOTS OF MONEY AHEAD

Terry: *"When we hear people who have amassed so much wealth say, 'Hey, it's not all it's cracked up to be,' it's natural for those of us on a lower financial plane to respond. 'Easy for you to say'." . . "The point is, when you are pursuing your destination, please consider factoring in something that gives meaning to your life beyond just money."*

Terry quotes William James: *"The greatest use of a life is to spend it for something that outlasts it."*

End of Chapter - Outcome Objectives – **"Get Inspired – Help People Reach Their Destination"**

Both sections – “**Equipping Yourself**” and “**Inspiring Others**” on pages 128 and 129 are loaded with great exercises you will want to read.

Principle 7 – Create a New Culture

"There can be no transforming of darkness into light and of apathy into movement without emotion."
Carl Jung

Terry starts with the story Coach John Wooden – arguably the greatest college basketball coach of all time, but even more so, '**a brilliant teacher, a caring mentor, and a source of inspiration.**'

Cultivating DNA

Terry: *"Inspiring someone once is good but it's only a start. For our affirmation to take root and have real impact, we have to be consistent, tenacious, and creative. These attributes have to become part of our organization's and our household's DNA, that is, their **culture.**"*

Terry says that our task in creating a culture of inspiration has to be a blend of three things:

- *"Our **outcomes** are defined by company shareholders, executives above us, or perhaps by us. These are the external measurements of success consisting of production, share price, profits, and market share."*
- *"Our conception of **people** can range from seeing them as cogs in our machine to talented partners with whom we work honestly and openly."*
- *"Our perception of the organization's goals will determine the **process** we use to organize people to accomplish those goals."*

BUILDING A CULTURE OF INSPIRATION: BEWARE THE BUSTERS

Terry describes on pages 134 and 135 how each of the four personality types: Commander, Coach (which Terry is), Advocate, and Accountability Partner) may react differently to the same event (an inspiration killer) and so it's important to recognize what can be an 'inspiration buster' for one or more, but not necessarily each of them.

BUILDING A CULTURE OF INSPIRATION: BE INTENTIONAL

As Terry emphasizes: *"Creating an inspiring culture doesn't just happen; it requires planning, discipline, and practice. . . the first step is a ruthless commitment to **objectivity.**"*

And Terry says that '**mixed messages**' (blends of praise and condemnation) are even more destructive than a constant stream of 'negative' ones.

Additional tips for building an '*inspirational culture*' can be found on pages 137-139: Know your people; **Prepare; Notice, name, and nurture; Build a team spirit.**

In summary of building a culture of inspiration, Terry says, "*You can **change** your culture, one principle at a time, one inspirational transaction at a time. No matter where you are in the organization, you can be a lightning rod for inspiration.*"

The Courage to Inspire – Conclusion

"A hero is no braver than an ordinary man, but he is braver five minutes longer." Ralph Waldo Emerson

The Challenge of Leadership

Remember what Terry said in the beginning:

"In the introduction, I promised that if you would work through even one of the seven principles in this book you would see very positive change. But if you want to start small, and add more later, that's fine. The important thing is that you start right where you are. Some of you will. . .some of you won't." . . .
*"Of course, the more principles you work through, the more changes you can expect." . . . "Why do some people rise to the challenge of inspiring others but some people don't? There may be a complicated matrix of reasons, but at the core, it's not primarily a lack of experience, training, or personality – it's the lack of **courage**. Without courage, all the skills in the world are under-utilized. They lie dormant – because of fear."*

Lastly, Terry ends with a recommended series of Next Steps and those 7 steps are but a simplified rewording of his Seven Principles:

1. *Start being real – today! Take off your mask and be authentic – from now on!*
2. *Look around you . Who's got a dream? Connect with that individual – just him or her, to start – watch the inspiration begin to swell.*
3. *Begin looking for someone's hidden abilities – I dare you! And when you notice them, name them and nurture them. That person will stand a little taller from this time forth.*
4. *Make a decision – **right now** – to be credible in every way. Shed any pretense and be honest at all times. People are inspired by those they can trust.*
5. *Tell a good story – this very night – to your tired spouse who's had a hard day, to a friend who's down in the dumps, or to your son who came home with two D's on his report card. Do you have something to say that will inspire this loved one? I bet you do.*
6. *Pick someone – anyone – who needs help living life on **purpose**, then dedicate your time and energy to helping her find the purpose that she needs to live out.*
7. *Change your culture- beginning with you. Watch the words that come out of your mouth. If they are edifying and affirming, by all means, say them. But if they're just critical and condemning, bite your tongue. Do this a few times and it will*

*become natural to let only the good come out. And when the good outweighs the bad, believe me, the climate will **change**.*

Finally, Thanks Terry for this inspirational 'road map' you've designed and created - with great signage to help get us to a destination that is as meaningful as it is rewarding. And even when we slip up; lose concentration, and get off on the wrong exit ramp, you have supplied the signage to get us back up on the freeway with a minimal detour. I and I'm sure others who have read your book (or are teased by this summary) will agree - we are all better human beings from being exposed to your work.