

Contents

Introduction

My Journey from Toxic Cult to Cultural Transformation 1

Prepare for Transformation 15

1. Understanding Culture Essentials 17
2. The Problem with Values-Driven Leadership. 29
3. Planning Your Culture and Leadership Journey 37

Habit 1 Get Humble 47

4. Missed Warnings, a Scandal, and the Call for Humility 49
5. Practice 1: Embrace Vulnerability 55
6. Practice 2: Take Ownership and Action 69
7. Practice 3: Repair Broken Trust. 83

Habit 2 Get Clear 97

8. The Accidental CEO, the Turnaround, and the Art of Celebration . . . 99
9. Practice 4: Make Values Matter 107
10. Practice 5: Celebrate the Right Behaviors. 125
11. Practice 6: Deal with Unhelpful or Destructive Behavior. 141

Habit 3
Get Listening **159**

- 12.** A Charlatan, the Nobel Prize, and a Defiant Hospital 161
- 13.** Practice 7: Solicit Feedback and Break the Silence..... 167
- 14.** Practice 8: Create Conditions for Brave Conversations 181
- 15.** Practice 9: Exercise Voicing Values..... 195

Habit 4
Get Integrity **209**

- 16.** One Company’s Unlikely Quest to Live Their Values..... 211
- 17.** Practice 10: Share Stories That Embody Mission and Values..... 219
- 18.** Practice 11: Design Culture-Building Rituals..... 239
- 19.** Practice 12: Rethink Incentives and Processes for Cultural Health .. 255

- Conclusion**..... 271
- Notes**277
- Acknowledgments**.....295
- About the Author**299