## Contents

### Introduction 1

1 **Serve** 9
   - Selflessness 11
   - Service Unlocks Leadership 14
   - Service Changes Hearts, and Changed Hearts 16
     - Change People, Teams, and Organizations 16
   - The Magic of Service (The Service Effect) 22
   - Service to Results 29
   - The Practice of Service 32
   - Acts of Service 41
   - Service Impacts 45
   - Serve First, Lead Second 47

2 **Open (Up)** 51
   - Safety First 53
   - Opening Up 55
   - You Go First 57
   - No One Is Perfect 60
   - Norms to Perform 70
   - Support, Encourage, and Mine 74
3 Nurture

When Nurturing Takes a Wrong Turn 82
Cookie Cutter Management 83
Move Up, Over, or Off 85
Care More about Those You Lead than What You Fear 100
Roll Up Your Sleeves 103
You Can’t Nurture if You Don’t Make an Effort to Understand 118

4 Inspire

The Where, Why, and How 131
Up Your Expectations 148
Positive Leaders Inspire Positive Results 150
Recognition and Rewards 161
Celebrate, Celebrate, Celebrate 164
Thank You! 168
Walk the Talk 171
Talk the Walk 175

5 Commit

Commitment to Becoming a Care to Lead Leader 188
Growth Is Not Optional 189
The Five-Minute University 190
What’s the Plan? 192
Conclusion 193

Acknowledgments 197
About the Author 199
Index 201