

# Grateful Leadership

 **Driver of**



**INNOVATION**

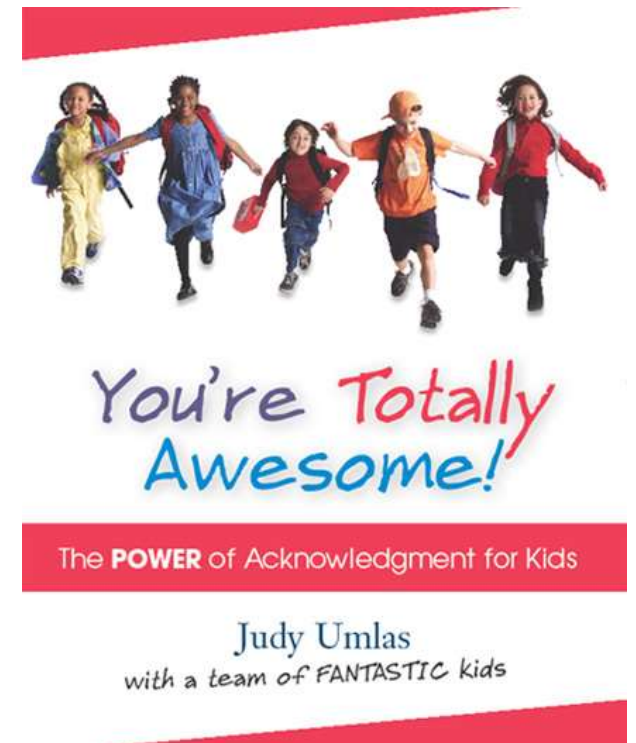
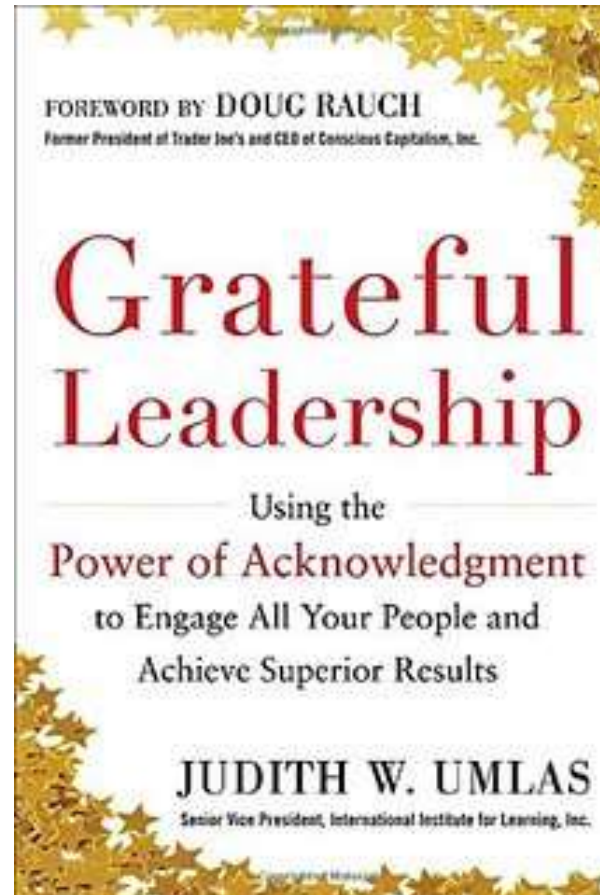
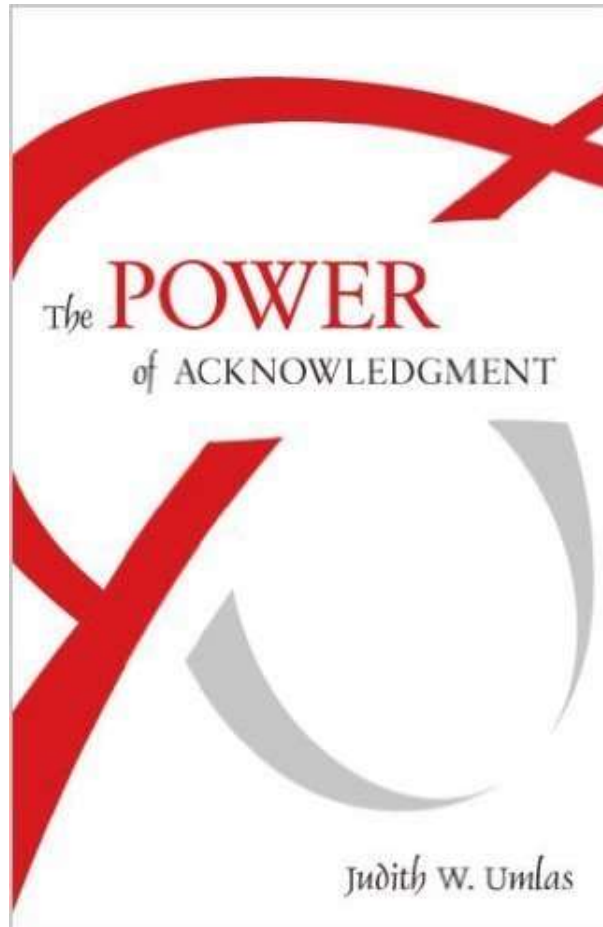


From “How NOT  
to Talk to a  
Pregnant  
Businesswoman”  
Working Woman  
Magazine, 1986

**“I’m as mad as hell,  
and I’m not going to  
take this any more!”**

(Speech by Howard Beale in 1976  
film “Network”)

- This became Judy’s “mantra” and motivation to write this article.
- Later, it became her inspiration to write 3 books!







E. LaVerne Johnson, Founder,  
President and CEO, International  
Institute for Learning, Inc.

**Freedom to**

**F-A-I-L**

# “Psychological Safety”

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# What kind of Leader makes it “safe” for you to try new things and fail? To innovate?

- Share the leadership qualities that have made you feel psychologically safe in the past
- Share the leadership qualities you would most like to work with now
- Examples of success you have experienced or know of in that kind of environment



# What is a Grateful Leader?

- **Examples of Grateful Leaders you have known or worked with and think about:**
  - **Their attributes**
  - **How did they make you feel?**
  - **Did that leader made you feel “safe”? How?**
  - **Share your responses with the group**







“Fear is the enemy of  
Innovation!”  
---Judith W. Umlas

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Rich Sheridan,  
CEO and  
Chief Storyteller  
Menlo Innovations

Create a workplace people love  
by adding joy!



MENLO  
innovations

Rich Sheridan  
CEO, Chief Storyteller  
@menloprez

**Make**

**Mistakes Faster**



"Joy, Inc. is a marvelous title, sure. But this masterpiece delivers and delivers and delivers. I beg you to keep taking deep breaths and imagining the world that Richard Sheridan reveals. Then . . . give it the best shot you can. I do truly beg you."

—Tom Peters, coauthor, *In Search of Excellence*



# Joy, Inc.

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How We Built a  
Workplace People Love

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**Richard Sheridan**  
Cofounder and CEO, Menlo Innovations

**RICHARD SHERIDAN**

*Author of Joy, Inc.*

CHIEF

JOY

HOW GREAT LEADERS  
ELEVATE HUMAN ENERGY  
AND ELIMINATE FEAR

OFFICER

FOREWORD BY TOM PETERS

<https://www.youtube.com/watch?v=XK6muSYopSs>



# Gallup Business Journal, WORKPLACE

article by Robyn Reilly

## ***“Five Ways to Improve Employee Engagement Now”***

:



**“...Engaged workers willingly go the extra mile, work with passion, and feel a profound connection to their company. They are the people who will drive innovation and move your business forward.”**

<https://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx>

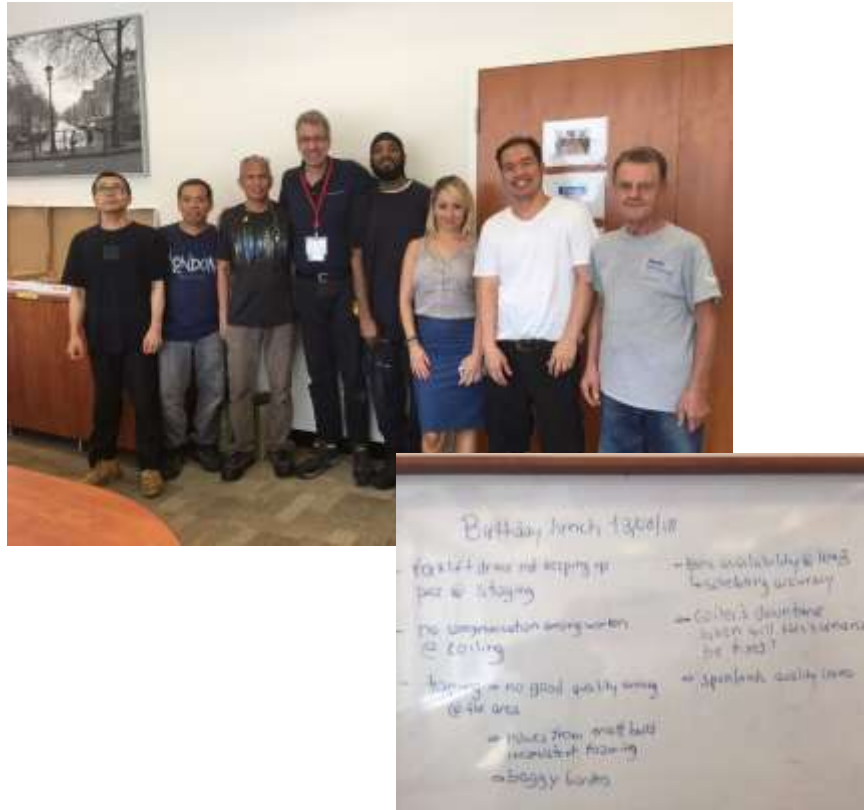


*(Photo taken on “Pajama Day”)*

**Roberto’s “desk on wheels” is located at the geographic center of the Serta Simmons Toronto plant in Canada.**

**Roberto usually spends 70% to 90% of his time on the shop floor, allowing him to collect timely feedback, and react quickly should issues arise.**





## Grateful leadership and Innovation are tied together operationally by:

- Conducting kaizen projects, giving autonomy to employees to come up with/test own ideas;
- Investing time on shop-floor, getting real-time inputs on what's to be improved;
- Being approached and reachable;
- Celebrating and giving Acknowledgment/Candy Box Awards, at times in Town Halls

Celebrating birthdays together and collecting employee feedback on areas for improvement.



<https://drive.google.com/open?id=1wZdeRO6EHmgq8NvREzkqeFUkT9RAmTT0>

**Using the “Acknowledgment and Candy Box award”  
to acknowledge people for a great job done!**

**Let's look at two scenarios...**

**4 Volunteer Actors  
needed!**

**Prizes given!**



# Let's consider these questions...

## **Scenario #2**

- 1. How did gratitude lead to innovative solutions?**
- 2. How can you make this real on your team if failure occurs?**



# Out of the mouths of babes...



**“Bad boss, Good boss”**

<https://youtu.be/q4q28bk9FyU>

**By attending this presentation, you have earned your...**

# DRIVER LICENSE

Not a legal driver license

FOREWORD BY DOUG RAUCH  
Former President of Federated's and CEO of American Express, Inc.

## Grateful Leadership

Using the  
Power of Acknowledgment  
to Engage All Your People and  
Achieve Superior Results



JUDITH W. UMLAS  
Senior Vice President, International Institute for Learning, Inc.

**NEW DRIVER OF INNOVATION**

**NO. 123456789**      **CLASS A**  
**EXP. 01-01-2099**      **RESTRICTIONS None**


**New Driver**  
**1234 Grateful Street**  
**Leadership, U.S.A**

**ENDORSEMENT**



**By the Power of Acknowledgment  
invested in me, I, Judith W. Umlas,  
declare you a New Driver of Innovation.**

**New Driver** \_\_\_\_\_



Driver of innovation

**ISS.**  
**8/12/2019**

**Acknowledgment Donor**

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[www.centerforgratefulleadership.com](http://www.centerforgratefulleadership.com)



Ask your questions,  
big or small...