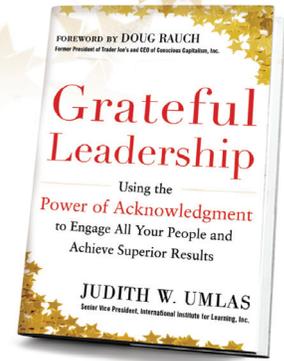


Grateful Leadership Book Club How-To Guide



Discussion Guide

1. What is a Grateful Leader?
2. Walter Robb, Co-CEO of Whole Foods, talks about how the Grateful Leadership model he practices affect his company. What has been the outcome? (p.10)
3. In Stella's story, she left her job because she felt unappreciated. Have you ever seen this happen or experienced it yourself? How could things have been different if the way people really felt about Stella had been shared with her before she quit? (p. 17)
4. What did the project leader (p. 18 – 20) do to engage and turn the naysayer into a pivotal part of the team?
5. Which of the 5 Cs (Consciousness, Choice, Courage, Communication and Commitment) has impacted you the most and why? Give an example.
6. Who comes to mind when you think about someone in your day-to-day life who is seldom if ever shown the appreciation you know everyone feels? Share with the group your plan to acknowledge that person.
7. In *The Speed of Trust* by Stephen M.R. Covey, one of the positive consequences of acknowledgment is that it helps build a feeling of trust. Why do you think this makes a difference?
8. What are some of the excuses or reasons people don't give acknowledgments?
9. What is the difference between Recognition and Acknowledgment? Give an example using each.
10. Have you ever known someone professionally or socially that seems to have the character traits or intellectual prowess you wish you possessed? How could acknowledging their strengths affect your relationship?
11. Have you ever expected to be thanked or recognized for an exceptional job? How did you feel when you received that acknowledgement? How did you feel when nothing was said?
12. "Grateful Leaders have a low sense of entitlement and a high sense of personal accountability." What does this statement mean to you?
13. Read "Help the World" by Joseph Fox, Brooklyn Chief of Police (p. 98). Discuss ways you can help the world on a daily basis to be part of the Grateful Leadership initiative.
14. Which of the Grateful Leaders profiled resonated with you most and why?
15. Is there someone in a higher level position than you whom you might want to acknowledge? What are the barriers you feel to doing so?
16. Who would you like to send a "Knock Your Socks Off" acknowledgment to? What is your plan of action?
17. What was your most valuable lesson learned about acknowledgment and why?
18. What does it mean to create a culture of Acknowledgment?
19. When reviewing the Interview questions (p. 200 – 201) did you find yourself to be a Grateful Leader?
20. Was there one lesson in this book that you think has changed or will change your life forever? What was it and how are you going to implement it?

Grateful Leadership Book Club How-To Guide



Author Judith W. Umlas

About The Book

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

When employees are engaged, they are passionate and feel a deeper connection to their work. Grateful Leadership is an essential approach for leaders who want to achieve the bottom line and foster a value-driven workforce to build stronger professional relationships with customers, stakeholders, and employees.

Grateful Leadership shows how to create a more positive and meaningful connection between you and the people you lead. These skills are a catalyst for making immediate positive changes in your workplace that will enhance productivity, reputation, and overall performance.

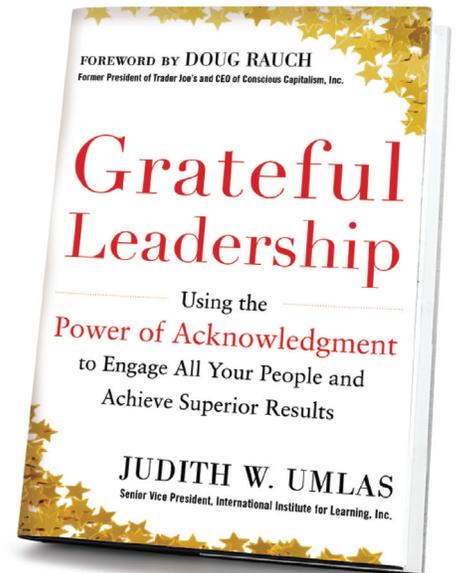
Leadership training expert Judith W. Umlas provides the rationale, tools, and methodology to build a company culture based on the free expression of gratitude, and she reveals simple but remarkably effective ways for leaders to build a culture in which each individual employee possesses:

- Courage to make important decisions
- Willingness to take initiative
- Trust in the organization and fellow employees
- Motivation to strive for continuous improvement

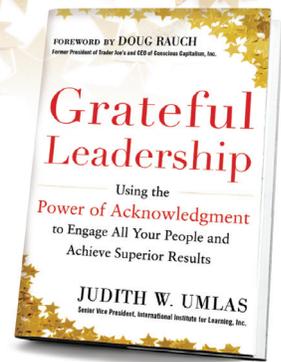
Acknowledgment is a basic human need and a powerful motivator--people want to make a difference. In a culture of gratitude, employees stay; unappreciated employees leave.

Your company will benefit from the many Grateful Leadership stories from leaders such as Walter Robb, co-CEO of Whole Foods Market, that attest to the fact that when you appreciate, acknowledge, and affirm the essential contributions of employees, you unlock their potential to deliver superior results and enable your business to meet stakeholder expectations and outperform.

Grateful Leadership is a best-practices guidebook to employee engagement, staff retention, and increased productivity. Motivate and inspire your team, your organization, your customers, and, yes, yourself by following the book's actionable next steps for implementing a culture based on acknowledgment, appreciation, and gratitude.



Grateful Leadership Book Club How-To Guide



Author Bio



Judith W. Umlas is Sr. Vice President, author and trainer at International Institute for Learning (IIL), a global corporate training company. She is the author of the ground-breaking book, *The Power of Acknowledgment* which has been credited with changing workplaces and lives by making use of the 7 Principles of Acknowledgment she developed. Her book on *Grateful Leadership: Using the Power of Acknowledgment to Engage All Your People and Achieve Superior Results* was published by McGraw-Hill Professional in association with IIL in early 2013 and *You're Totally Awesome! The Power of Acknowledgment for Kids* was published in late 2013 by IIL Publishing.

Judith delivers inspiring, motivational and transformational keynote addresses on *Grateful Leadership* and *The Power of Acknowledgment* all over the world. She also leads webinars and teaches full day virtual and traditional courses to organizations such as Volvo, the U.S. Army, Prudential, JMP Engineering, the World Bank, Fannie Mae, IBM, AT&T, Google, Amway, the New York Police Department and many others. She has trained tens of thousands of people through her leading edge, highly interactive and engaging courses and keynotes – with outstanding and long-lasting results. *Grateful Leadership* and *The Power of Acknowledgment* are Judith's passion and her mission!

Grateful Leadership: Using the Power of Acknowledgment to Engage All Your People and Achieve Superior Results By Judith W. Umlas

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