

# MAKING OTHERS GOOD

THE CRUCIAL TOOL FOR  
TRANSFORMING DYSFUNCTION  
IN YOUR ORGANIZATION



Shayne Hughes



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*The Crucial Tool for Transforming  
Dysfunction in Your Organization*

Shayne Hughes

Illustrations by Carole Levy

The anecdotal situation presented in this book is an actual case study, but names have been changed for anonymity.

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FIRST EDITION

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Hughes, Shayne, 1970

Making others good: the crucial tool for transforming dysfunction in your organization / Shayne Hughes

Published in the United States by LaL Press, San Francisco



## Author's Note

The ideas of this book are drawn from the methodology taught by Learning as Leadership.

The initial concept of “Making Good” was created by Claire Nuer and Sami Cohen at the beginning of their pioneering work.

The notion was fine-tuned over the years by them and the broader LaL team. Today it is taught as an experiential process in LaL’s Personal Mastery and WeLead programs.

Most of the tools presented for shifting out of Making Bad were developed by Noah Nuer, Marc-André Olivier and Shayne Hughes.



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Quality Control was driving Tim crazy. Director of the Product Development Center (PDC) for a major semiconductor company, Tim led an organization spanning three continents that designed, manufactured and tested new chip designs. Fierce competition in the marketplace made cycle time durations crucial, but Tim felt that Dave, the Director of Quality Control, seemed to actively undermine his objectives.

Just when a product was ready to go to market, Dave would raise issues about its reliability, typically requesting more testing. Tim hated how Dave was unreasonable and disconnected from business priorities. He seemed willing to do anything to avoid blame, even if it brought work to a standstill. Tim and his team disparaged Dave's risk-averse mentality.

Tim had better things to do than coddle a manager he believed wasn't talented enough to do real engineering work, so he deluged him with data: reports, graphs, benchmarks – anything to force him to sign off.

Dave, on the other hand, was fed up with the flashy cowboys in the PDC.

He saw them as obsessed with hitting their metrics, getting their performance bonuses, and designing the next sexy product. If a chip wasn't properly vetted, and it damaged the company's reputation, it wasn't Tim's problem, now was it? Dave detested how Tim was narcissistic, irresponsible and uncaring about long-term company value.

As much as Dave disliked being the bad guy, it was his job to hold Tim and his team accountable. The SVP had made that very clear to Dave in his last performance review.

Over the course of a year, tensions between the two groups grew to a breaking point. Tim vented his aggravation to his team, and they all agreed that Dave was inept. Tim realized that any concessions he made to Dave now would appear like feeble surrender to a paper pusher. Dave felt disrespected and entered into an angry power struggle with Tim and his team, refusing to make any exception no matter how small. Cycle times ground to a halt, and several products stayed locked up in the quality control pipeline for up to six weeks.

On the surface, both these leaders seem to be coming from completely different points of view. In reality, they have a lot in common:

- They are both angry and feel powerless and victimized by the other.
- Neither sees his responsibility in the breakdown. The problem is the other person, not their relationship dynamic.
- Both have negative conclusions about the other; it's all they see anymore.
- Neither of them knows how to solve the issue without a) a full frontal attack, or b) venting to others to build allies and undermine the other.

- Both believe their vision of reality is correct and neither is challenging their own version of the facts.
- They are both sure that only the other person's capitulation or removal will solve the problem.

Although most leaders easily identify such behavior as dysfunctional, a flavor of this dynamic is happening right now in every large organization in America. At *Learning as Leadership*, we call this "Making Bad": interpersonal behavior that undermines the full potential of another person. We do this at work and at home, and it is the source of stress, conflict and sub-optimal performance. It is at the root of why teams of very smart people can function at less than the sum of their collective skills.

Identifying this tendency – and learning instead to "Make Good" – is an organization's greatest competitive advantage.





# The Myriad Ways We Make Bad



Take a few minutes to brainstorm how we make others bad:

**Passive aggressive behavior**

**Criticizing**

**Undermining others**

**Gossiping**

# Ten Ways We Make Bad

We make others bad both *Actively* and *Passively*. Here are some behaviors you may recognize:

## Actively Making Bad

**Judging:** What are we focusing on in the other person? Their mistakes, or their intentions? We can do this quietly in our minds during a meeting, with a look of contempt – or express it more overtly as sarcastic or judgmental comments. In its most insidious form of Making Bad, judging happens behind a person’s back. We don’t express our real views to them directly, but vent to colleagues or our boss. In all cases, we undermine the person by being invested in their failure, rather than their success.



**Targeting:** Sometimes we repetitively aim our criticism at a specific person. It's the colleague we consider to be most frequently at fault, or who is the greatest roadblock to our success. If it weren't for them, everything would work just fine. We typically target with others, causing groupthink about another person's motives or effectiveness.

**Being Harsh:** It's easy to forget that deep down we are all a bit fragile and can feel vulnerable when hearing a difficult message. Being harsh is being firm in a closed-hearted way. It can be reflected in everything from word choice to tone of voice to facial expressions such as rolling our eyes. When people don't feel safe, they are less likely to take the risk of speaking authentically.

**Writing Others Off:** When we have issues with a colleague that we don't address directly, we begin to draw negative conclusions about him or her. We may start to categorize them as incompetent, lazy, or stupid. Since we can't count on them to get the job done, we begin to do workarounds, either diverting projects to other people or doing them ourselves. We continue judging them without addressing the issues at hand, and as a result we put limits around how effective that person can be, the contribution they can make, or the degree to which they can grow. In short, we've written them off. The problem is that since we have not had a direct conversation with them, they keep doing things the same way, which only reinforces the box we have put them in. This leads to a vicious cycle of Making Bad.

Being right is like  
eating a delicious  
ice cream!



**Being Right:** The ultimate Making Bad technique. When we argue our point of view without questioning it and are not open to others' perspectives, we make the situation, others, and ourselves bad. Becoming aware of the delicious righteousness and sense of power we feel when we are sure we're right helps us see why we are often so addicted to making others bad.



Except that  
with ice cream,  
when I feel awful  
afterwards,  
it's easier to admit  
I did it to myself.

**Assuming Bad Intentions:** Another way of Making Bad is to assume people have bad intentions, rather than focus on their competencies. This is invariably a factor in Us vs. Them dynamics in large organizations. Based on past experiences, we conclude the other person or group has self-serving intentions. We typically don't discuss this with the other person or group in an exploratory way or offer

specific observations related to results, competencies, or skills. Instead we announce our judgments, often in a harsh, judgmental way where the other person feels they have to defend themselves. As a result, each of us leaves the conversation with our assumptions reinforced. The making bad simply gets worse.

## Passively Making Bad

**Avoiding Conflict:** Instead of actively engaging to address a problem or issue with another person, we hold back what we really think. We may look harmonious, but underneath we are often angry, judgmental, and righteous. At some point, we vent to others (another form of actively Making Bad), and withdraw from the relationship. By avoiding the conflict, we don't challenge our assumptions and perceptions, a first step towards writing others off.

**Not Listening:** We all want to be good listeners, but with a head full of Mind Chatter about what we need to get done, where else we'd like to be, and what the person is saying, we're often listening more to our own mind than we are to the person in front of us. We nod our heads and say 'Uh-huh' without truly being engaged and actively responding. The speaker implicitly senses we don't value what they are saying enough in that moment to really listen. Even partially tuned out, we minimize the person's contribution.

One IT SVP was known as a hard-as-nails turnaround specialist. He had to evaluate whether the employees in an underperforming account were capable enough to improve -- quickly. He had 'buckets', and each time someone made an error, they moved from one bucket to the next. After the third bucket, they were terminated.

Running a successful business requires redressing performance issues. This leader, however, rarely delivered the negative feedback leading to people's bucket classifications, so staff were not given the opportunity to identify and improve upon their shortcomings. The SVP saw himself as comfortable addressing conflict, and pointed to his willingness to fire people as proof, but in fact he made people bad by avoiding difficult conversations with people, writing them off, and then moving on.

**Being Guarded:** When we are not willing to be open and authentic, we don't bring our full self (e.g. our thoughts, feelings and observations) to the table. We often feel threatened or scared in these moments, believing it isn't safe to express what is true for us. When we protect ourselves, however, we limit the possible collective creativity by not fully participating.

**Being a Bystander:** When it relates to other people, we may think we're just watching, neither undermining nor supporting. Unfortunately, *neutral doesn't exist*, for two reasons. First, if a direct report struggles to get their work done, we may resist the



temptation to judge them (active Making Bad) but in wait-and-see mode, our disengagement allows their failure to happen. Second, without a steadfast commitment to Make Good, our ego's kneejerk need to protect and prove itself leads us to fall into the Making Bad behaviors listed above. In both cases, we have preserved the right to say it's not our fault – which leads us to the cause of all this: our Ego Benefits.

# Why In The World Would We Want To Make Bad?

This description of the myriad ways we actively and passively Make Bad reads like a list of every “Don’t” leadership behavior imaginable. Why in the world, then, do so many people do it?

The clue lies in the power of our Ego Benefits. Tim and Dave of the Cycle Time conflict were aware of their frustration with the other person. Tim only gained leverage to dramatically shift the situation, though, when he discovered *why he was invested* in making Dave bad.

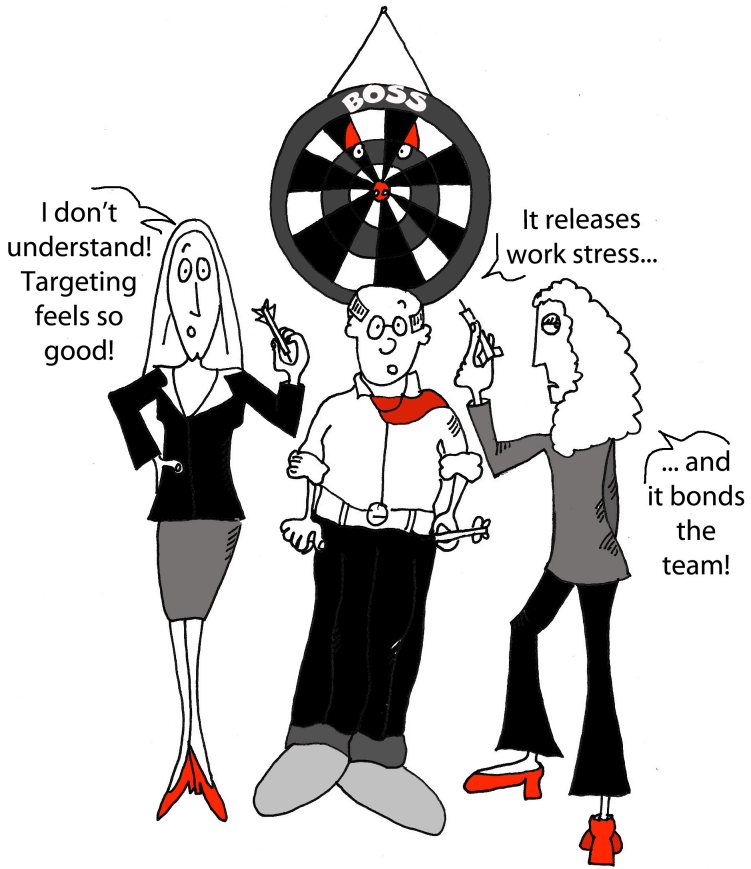
Tim:

- Could blame Dave (with numerous stories to back his accusations) for his team’s struggle to reach their cycle times;
- Got to experience the feeling of righteousness about the conflicts between them;
- Could justifiably ignore the legitimacy of the requests Dave was making;
- Felt invulnerable when he was angry (vs. vulnerable and inadequate were he to admit that he and his team had shortcomings).

Dave, meanwhile:

- By expecting and provoking a lack of cooperation from Tim, felt justified in not making uncertain or risky product decisions, for which he feared being deemed at fault;
- Could righteously blame Tim and his team for cycle time overruns and market failures;
- Saw himself as a savior trying to protect the integrity of the company.

Most importantly, Making Bad gave both Tim and Dave the powerful Ego Benefit of avoiding core self-worth fears. When Dave felt disrespected, it triggered feelings of inferiority; when Tim's team criticized him for not standing up to Dave, Tim felt weak. These core, semi-conscious fears were "hot buttons" for them – very personal, vulnerable feelings that most leaders and people detest feeling. We are emotional creatures, and no amount of rational 'shoulds' will consistently override our powerful fight-flight impulses when we are triggered or feel threatened by another person. Making Bad is an indispensable tool of our ego's engrained survival system. To shift this behavior, individually and collectively, we need to be willing to own and transform how it protects us.



I don't understand!  
Targeting  
feels so  
good!

It releases  
work stress...

... and  
it bonds  
the  
team!

## Reflective Questions for your Notebook

- What are the typical ways in which I Make Bad?
- What specific people (at work or at home) do I target?  
What are my judgments of each?
- What Ego Benefits does it give me to make them bad?
- If my criticisms of these people weren't true/relevant, what would be uncomfortable for me to admit about the situation?  
Explore:
  - How would I feel inadequate or incompetent in the situation?
  - How would I be afraid of appearing (e.g., needy, weak, incompetent, etc)?
- What are the consequences (to me, the other person, my/our important goals and objectives) of making each other bad?

# Six Steps to Shift from Making Bad to Making Good

You have a relationship with a colleague that's not working and you see now that you make them bad. What do you do about it? The following is a six-step process to stop Making Bad and start Making Good.

**Step 1: Pause.** The goal in this first step is to catch yourself before you start. Whether it's making a sarcastic remark, hitting 'reply all' on an angry email, or becoming quiet and withdrawn, the goal is to learn to recognize when you are about to launch into a justifiably righteous reaction to someone's behavior.

To increase your ability to pause, become more aware of the moments when you:

- Feel upset, disappointed, angry, let down, not understood, etc.
- Experience being at the mercy of other people's behavior
- Want to vent to others (who you know will agree with you)
- Think how bad or wrong someone is
- Focus on how you are doing everything the right way

Awareness is the first step. Often we are 'in' Making

Bad mode without realizing it. Learn to say, “Whoa! Anything I do right now is not going to be helpful.”

**Step 2: Unload Your Mind.** The goal in this step is to acknowledge your thoughts and feelings *without* getting stuck in your Mind Chatter about the other person.

Some of what you’re thinking may turn out to be useful information, but most of it typically contributes to making the other person bad. When we are in the stress of a reaction, it can be hard to make that distinction.

Writing on notepaper (messy bullet points are fine), is useful for both getting the negative feelings out and further clarifying what’s troubling you. To become fully aware of your thoughts, be vulnerable and candid without censoring yourself. Don’t try to be nice at this point. Express the reactions and judgments as raw as they come.

If you have a lot of pent-up frustration about the situation, you may feel the need to vent out loud to someone else. Choose a buddy who can be a receptive, non-judgmental listener, and ask them to help you name your pain. Be clear that you need to get something off your chest and that you don’t want them to reinforce you or get spun up as well.

## Making Good Is... Five Initial Ways to Make Good

There is no recipe for Making Good. It is first and foremost a mindset, or orientation, towards the world and others. We shouldn't always be direct, nor should we always be empathic; it depends on what the situation calls for. Making Good can be a compass that guides us in the complexities of life. Below are a few practices that generally help to go in the direction of Making Good.

**Making Bad:** Protect Myself

**Making Good:** Be Authentic

Communicate information (especially fears, intentions and feelings) that would be constructive to share but that you may feel uncomfortable or vulnerable revealing.

*Test: Does the other person have what they need to empathize with you?*

**Making Bad:** Critical or Harsh

**Making Good:** Empathic

Empathy is the ability to identify with and understand another person's feelings or difficulties. Help others to name their feelings, even if you may see the situation differently.

*Test: Do they feel heard?*



**Making Bad:** Avoiding (being vague or sugarcoating)

**Making Good:** Direct and Specific

Offer your perspective in simple, direct terms, neither softening nor using dramatic language. Give examples; share how it impacts you. Then explore (next point).

*Test: Ask the other person to summarize what you've said.*

**Making Bad:** Being Right (I know)

**Making Good:** Exploratory/Curious

You hold one piece of reality. Use the conversation to expand your perspective.

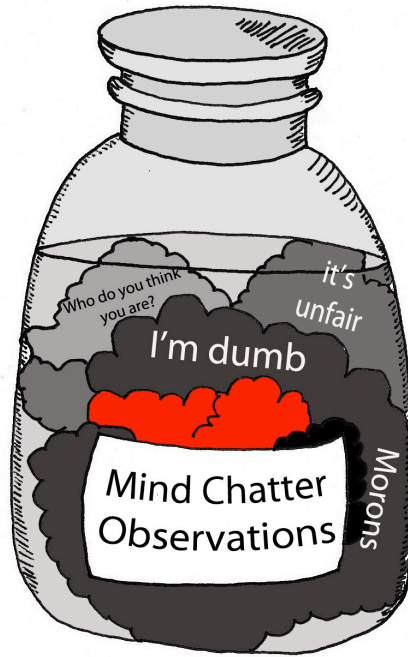
*Test: What have I learned from this situation (integrated new information or challenged my assumptions)?*

**Making Bad:** Indifferent or "exterior"

**Making Good:** Caring

Bring purpose, kindness and firmness (if needed) to the conversation.

*Test: Would I want to be on the receiving end of what I just said?*



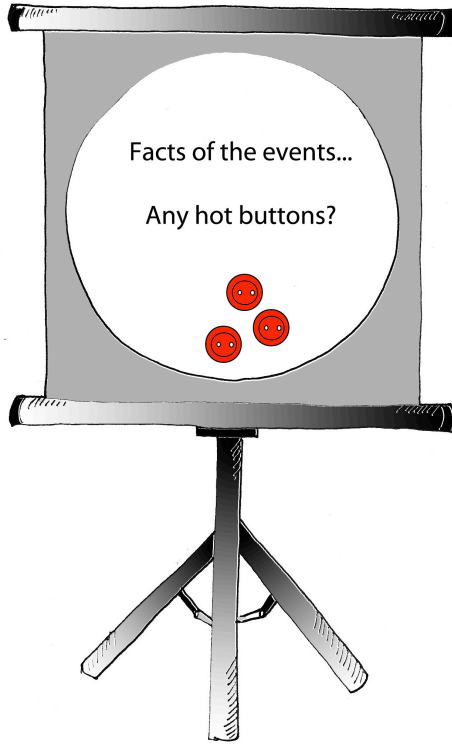
**Step 3: Reframe.** The goal in this step is to regain perspective and re-center yourself.

Let's start with the camera check. In general, we all need a sizable dose of humility when it comes to our perceptions and memories. We know we're right about our experience of a situation – and we'll argue it passionately if it doesn't match the memory of someone we are Making Bad. The camera check is an act of challenging this default certainty. Imagine a camera recorded the conversation between you and the other person. What facts and events would it have

recorded, as opposed to your interpretations and thoughts about it?

Ask yourself:

- What emotions do I have as I watch the camera playback?
- What are facts of the events vs. my beliefs/ judgments/ interpretations / emotions about them?
- Do I recognize any 'hot buttons'? (Do I feel criticized, wrong, incompetent? Look for how your value feels threatened – this is the primary source of your ire.)



**Step 4: Humanize and Empathize.** The goal in this step is to find a balance in reality and show compassion for the other person.

It's not as easy to humanize the other person as it sounds. Many times when we try to understand the perspective of someone we've been Making Bad, we simply have no clue. The story we've been telling ourselves has morphed them into a two-dimensional caricature. Choosing a buddy who has a functional relationship with this person can help you expand your perspective.

We have found that we need to both humanize the other person (stop tearing them down) and humanize ourselves (stop building yourself up). Here are a few questions that can spark this reflection:

### **A. Humanize the other person**

How am I tearing the other down...

- How am I only seeing the other person's weaknesses, flaws, negative impact, and even exaggerating that?
- What are some of the other person's qualities and helpful contributions I am forgetting / not thinking about?
- What data may I be missing or omitting?

### **B. Humanize myself**

How am I building myself up...

- How am I only seeing my qualities and positive contribution, and exaggerating that?
- What are some of my weaknesses and unhelpful contributions that I am forgetting about?
- What data may I be missing or omitting?



**Step 5: Clarify Your Intention:** The goal at this step is to reconnect yourself with what you want to contribute to the situation and/or how it is an opportunity to grow.

One Vice President of Human Resources had a direct report who had become such a behavioral problem that other team members were threatening to leave.

At first, the VP saw this person as a frustrating situation he wished would go away. He sorted

through his feelings and reactions and articulated both the value she brought and the dynamics she triggered. Getting clear about the feedback he needed to give her had him face his own difficulty in conducting feedback conversations with people in a way that was constructive and challenged them to grow. Realizing this, he was able to productively and directly address his staff person's behavioral issues, which in turn became an opportunity for him to step more fully into the leadership skills he aspired to.

A central component of the shift from Making Bad to Making Good is deciding to be the starting point of how you want to behave, and what types of relationships and culture you want to create – regardless of how other people may act. Making Good is about the intention you bring to the table.

**Step 6: Take Concrete Action to Make the Other Person Good:** The goal at this step is to lead the relationship or situation in a productive direction.

Perhaps you see that the most effective way to make the other person good is to do your part: listening to their ideas in a meeting instead of writing them off; checking your perceptions with them instead of thinking 'there they go again'; talking vulnerably about your own difficulties.

Perhaps scheduling a one-on-one conversation with this person is the appropriate next step. The goal is not to rehash old pains but to step back and talk about the relationship. Frame the situation as a dynamic between the two of you vs. listing your

grievances with the other person. Then start with yourself. What Making Bad behaviors do you fall into? What hot buttons or triggers drive that in you (i.e., how are you invested)? Ask them how they see the situation and what their pains are in it. What do they need from you? Avoid responding immediately to remarks you disagree with. Take notes and focus on expanding your understanding of their reality. Summarize back the main points that you hear.

It may appear that you are taking a weaker position in the conflict, but by listening to them, you are actually helping diminish the intensity of their pain, resentment and anger. By disclosing your part in a vulnerable way, you are giving context that helps the other person better empathize with you (don't forget, you are likely a two-dimensional caricature in their eyes). If you are less threatening to them, the fight-flight mechanism of their reptilian brain will become calmer.

This type of learning dialogue may take more than one setting to create movement in the relationship. When appropriate, state what you want to do differently. Make specific requests regarding how they can support you to be with your own commitments. Focus your energy on changing yourself, making the other person good – and be on a journey to create a different context in your organization.



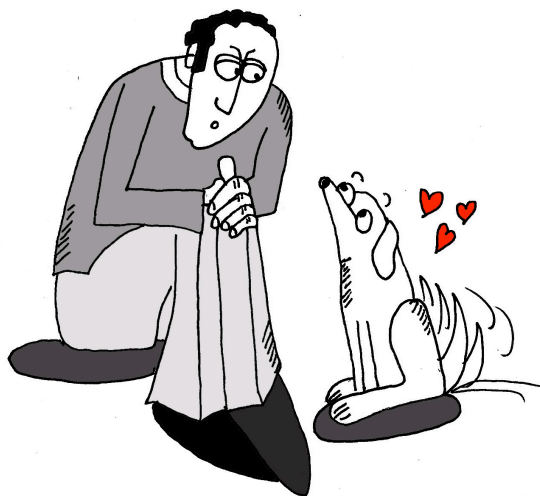
## Make a Commitment with a Buddy

Choosing a buddy to talk you down from the ledge of Making Bad can make a significant difference in improving your difficult relationships. Who you choose is important. Here are some guidelines: It should be someone:

- You trust to challenge your one-sided perspective
- You trust to maintain confidentiality
- Who has a functional relationship with the person in question, or does not know him/her
- Who can ask you insightful questions and suggest actions to take
- Who won't get caught up in your story
- Who will be direct and honest with you, without fear of repercussion
- Who understands and appreciates the context and circumstances of the situation
- Who is able to see from the other person's perspective

In reading this list, you can reflect on how many people in your life provide you with productive support vs. reinforcing you in your version of the facts. Most of us have few if any people who productively challenge us to be balanced and centered in our difficult relationships.

Listen, I need a buddy  
who's not going to make  
me right, can help me  
expand my reality, and  
humanize my idiot boss.  
Are you up to the task?



Your buddy's task is to help you work through the six steps outlined above, so that you can lead from your best self, no matter what the other person does.

### What's All That Mind Chatter about Anyway?

Ever find yourself replaying an incident over and over in your mind? Wishing you had said this, or hadn't said that? Unable to sleep at night as your

mind lists the reasons your actions were justified? Review over and over again everything that proves the other person just doesn't get it?

This is Mind Chatter – the constant drone of our brain thinking about issues and situations in our life. It is typically negative, triggered by feelings of dissatisfaction. Many people are not aware they have it; others feel overwhelmed by it; yet others blurt it out unproductively. Accepting it at face value and sharing it without discernment are common ways all of us Make Bad.



Mind Chatter is both a curse and a blessing. It prevents us from being present, can cause us to withdraw or overreact, and is full of our judgments

about others and ourselves. On the other hand, this expression of dissatisfaction means that we are becoming aware of an opportunity for growth or change in our life. Something that we care about is amiss, and productive action is needed.

Making Good doesn't mean suppressing or attempting to ignore our Mind Chatter (it doesn't work anyway). Being committed to Making Good challenges us to engage a frustrating situation or relationship with a mindset of co-responsibility. Our Mind Chatter then becomes a source of information about how we are triggered or threatened, what matters to us in the situation, and what we may need to address with others.

## Common Questions and Confusions about Making Good

### **What do you really mean by the word “good”?**

We don't mean correct, or high performing, or the opposite of morally wrong. Making someone good might mean making his/her interactions with us productive, getting what we can out of it, or staying connected to the good intentions he/she has. It is both drawing out their full potential, and challenging ourselves to engage with him/her with a constructive mindset.

### **But I can't make another person good or bad.**

We aren't actually changing or making the other person anything. We are making a decision about how we want to respond to them. If they are overly critical, we still have the choice to learn from them; if they make mistakes, we can support and mentor instead of judge. I am making that other person 'good' (constructive, healthy) *for me*. The confusion is we often don't want to make someone we are very frustrated with good. We feel like we're losing or giving in somehow. But we are the ones that can't sleep at night as we angrily replay scenarios in our head. Making good is really about freeing ourselves to live the present moment with our own full potential.

### **Does Making Good mean making successful?**

Not necessarily. A way we Make Bad is to not give people constructive feedback and then write them off as incompetent. Making good in that instance may be to have several very direct conversations. In the end, however, the other person may decide that they are not interested in making the changes necessary to succeed in their role or situation. In this case, Making Good could very well involve removing them. That might be painful for us, and a difficult life lesson for them to learn but tough love can be a way of Making Good.

## Conclusion

Making Bad underlies the majority of the dysfunction handicapping our organizations, government and families. It strains relationships, undermines initiatives, and gets brought home as work stress. When we make others bad, we fall into a non-creative mindset of judgment, frustration and pre-occupation. It may feel better to blame others for our failures – but it's also a dissatisfying substitute for success.

When Tim realized he was unconsciously choosing his Ego Benefits (not appearing weak to his team, not being wrong in the disagreement with Dave, not acknowledging underperformance in his own team) over his cycle time goals, he was faced with a choice. He could continue being committed to Making Bad – or he could take responsibility for his part of the PDC-Quality Control dysfunction.

Tim invited Dave to lunch and genuinely listened to him for the first time. Instead of dismissing Dave's point of view, he empathized with it. Rather than deluging Dave with information, he asked what he needed. Despite fears that Dave would use it against him, Tim disclosed the pressures he was facing. In asking for Dave's support, he ceased to be a threat; enemies saw they had much in common. In two hours, they resolved a chip design conflict stretching back forty days.

Not all conflicts are so quickly resolved. But Tim and Dave's shift is far from unusual. We all Make Bad

and we all suffer from it. When we decide together to create a different way of interacting, the relief is palpable – and the results astounding. The PDC, for example, after making similar interpersonal changes over the course of two years, reduced their cycle times from 270 days, to 90, to a low of 55.

What are you waiting for to start Making Good?



## About the Author

Shayne Hughes is the President of Learning as Leadership ([www.learnaslead.com](http://www.learnaslead.com)). His expertise in creating cultures of open communication and collaboration has led to substantial improvements in organizational and personal performance for such clients as Fairchild Semiconductor, NASA, Sandia National Laboratories, Shell Oil, and Encore Capital. He is also experienced in the complex dynamics of family businesses.

Shayne was instrumental in the creation of LaL's culture change framework and WeLead on-site training sessions. He has been a featured speaker at the San Francisco Commonwealth Club and taught leadership at the University of California Haas School of Business, the University of Michigan's Executive MBA Program and the Darden School of Business. He was recognized in 2009 as one of the Forty Under 40 most remarkable up-and-coming leaders in Northern California.

Shayne co-authored an article on "Ecosystem Leadership" in Harvard's *Du Bois Review*, was profiled in *Psychology Today*, interviewed on NPR and published on Forbes.com and in *Diversity Executive Magazine*. He blogs for *The Huffington Post* on leadership.

Fluent in French, he earned his B.A. from the University of California at Berkeley and completed graduate studies in group facilitation at the

University of Tours in France. Shayne is completing his first book, a memoir exploring how the pains of his past became infused with the coping strategies of his ego, and what it took to grow beyond it. He is also co-authoring a book with a long-term client who led an extraordinary culture change at a most unlikely company.

## About the Illustrator

Carole Levy is a Culture Change Partner, Senior Executive Coach and Facilitator at Learning as Leadership (LaL), [www.learnaslead.com](http://www.learnaslead.com).

With over two decades of experience delivering LaL's leadership development methodology, Carole helps leaders, teams and organizations achieve their purpose and create authentic collaboration. She specializes in the non-profit and academic sectors. Clients include Edna McConnell Clark Foundation, Bridgespan Group, Encore Capital Group and Harvard University.

As Creative Director for LaL, she develops improvisational skits and humorous cartoons. She has a Master's degree in Classical Literature from the Université Paris Sorbonne and studied group facilitation and conflict resolution at the University of Tours in France.

An avid cartoonist with a unique mixture of humor and depth, she explores the foibles of the human ego on her blog "Little Carotte", on the Learning as Leadership blog and in her illustrated book, *The Bumpy Road to Collaboration*.

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

[www.learnaslead.com/author/carole-levy/](http://www.learnaslead.com/author/carole-levy/)

## About Learning as Leadership

Learning as Leadership ([www.learnaslead.com](http://www.learnaslead.com)) is a leadership development and culture change firm based in San Rafael, California. LaL's co-founders innovated a dynamic conceptual framework and set of tools that teach participants to look beyond symptoms and appearances for the fundamental issues at the core of their ingrained dysfunctions. The subsequent systemic solutions unleash the untapped potential of leaders, teams and organizations to achieve their full potential.

LaL works with senior executives at large companies and federal agencies who are looking to enhance their performance, improve trust and collaboration, or are stuck in their development.

LaL has helped hundreds of teams deal with mistrust, factions and personality conflicts; learn how to have difficult conversations in a constructive way; and build unprecedented collaboration. Client organizations have overcome silos, turf wars and poor cross-department collaboration, fortified "bench strength" in mid-management, and transformed limiting cultural tendencies. LaL's unique methodology allowed them to build an enterprise-wide mindset where departments optimize for the larger vision and create a learning organization that thrives on transparency, accountability, growth and a sense of common purpose and vision.

LaL begins with a unique, interview-based, in-

depth, behavior-focused, 360° feedback assessment that is delivered to the client by an experienced coach. Through a subsequent combination of experiential seminars and executive coaching, clients learn to let go of long-standing behavioral tendencies and access their full potential as leaders and people.

LaL offers similar training and development on-site at organizations as part of its culture change framework.

LaL's training is designed to be gently disruptive and deliver unexpected, powerful, long-lasting transformation. It is for people who take their development seriously.

Through a unique process of self-discovery, clients learn to:

- Identify how their ego trips them up
- Build on this insight to lead from their best selves
- Act on their most important aspirations

LaL has worked with a range of organizations including Shell Oil, NASA, Navair, Encore Capital, Enpro Industries, Fairchild Semiconductor, Sandia National Laboratories, NIST, M&T Bank, Capital One, LexisNexis, Ford Foundation, Harvard Business School, and many more.

For more information, call us at (415) 453-5050 or visit us at [www.learnaslead.com](http://www.learnaslead.com)





# MAKING OTHERS GOOD

You have a poor relationship with a colleague that is snowballing into a crisis. What can you do to shift it?

After 30 years of helping individuals, teams and organizations find ways to collaborate, reduce conflict and improve productivity and performance, Learning as Leadership shares a most powerful and transformative tool for shifting intractable relationships: *Making Others Good*.

Lal's President Shayne Hughes tells of two directors in a large technology company whose conflict creates an Us vs. Them power struggle between their teams, delaying several products and hurting the company's competitiveness – and how the resolution launched it ahead of industry benchmarks.

*Making Others Good* identifies ten ways people Make Others Bad and why, as well as six steps to shift to *Making Others Good* – an organization's greatest competitive advantage.

This dynamic – what Lal calls “Making Others Bad” – is happening right now in every large organization in America. Learn why teams of very smart people too often function below the sum of their collective talents, as well as how to unlock your own organization's collective potential.

“The work of Lal has completely revolutionized our company. From smoother operations to breakthrough collaboration, we've forged a level of interpersonal and interdepartmental effectiveness that has given us a tremendous competitive advantage.”

Brandon Black,  
CEO  
Encore Capital Group

“Lal has transformed our culture...We've learned how to take the risk out of confrontation by bringing issues to the surface in a way that doesn't make people wrong. We have difficult conversations without them being difficult anymore.”

Ralph Stefano,  
VP, CFO, CAO  
Edna McConnell Clark Foundation



**Shayne Hughes**, President at Learning as Leadership, has worked with such clients as Fairchild Semiconductor, NASA, Sandia National Laboratories, Shell Oil, and Encore Capital to create cultures of open communication and collaboration. He has been featured in Harvard's *Du Bois Review*, Forbes.com, NPR, *Psychology Today*, and *The Huffington Post*.



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