

Bellwether: noun;

A wether, or other male sheep, that leads the flock, usually bearing a bell; a person or thing that assumes the leadership at the forefront, as of a profession or industry; a person or thing that shows the existence or direction of a trend

(All quotes listed are by Dr. Lance Secretan unless otherwise noted.)

Chapter 1 – The Bellwether Effect

- **Dissonance**
 - “Dissonance is evidenced among leaders who stubbornly champion business practices, even though the majority of employees loathe them and see them as pointless or worse... Dissonance—the difference between the truth and what leaders want to believe.”
 - “I’m not a fan of facts. You see, the facts can change, but my opinion will never change, no matter what the facts are.” – *Stephen Colbert*
- **How “Forerunners” Influence Their Peers**
 - “The term “bellwether” (from the Middle English “bellewether”) is a thirteenth-century word that was originally used to describe a ram, wearing a bell, that was designated as the leader of a flock of sheep. A shepherd who had lost his or her flock could locate their sheep by listening for the bellwether.”
 - “A mere 5 percent of externally appearing self-assured “bellwethers” could influence the behavior of the other 95 percent... when 10 percent of the population holds an unshakable belief, their belief will always be adopted by the majority of the society. The tipping point for mass adoption seems to be around 5–10 percent.”
 - “Corporate processes deemed to be useless, harmful, or ineffective by their users continue to be promoted, funded, and championed by leaders oblivious to the dissonance. Leaders will tell you all is well; followers will tell you a different story. The result: disillusioned employees and multiple **roadblocks on the path toward conscious leadership** and the creation of inspiring organizations.”

Chapter 2 – From Fear to Love

- **The Dark Triad Personality Theory**
 - “How many different kinds of characteristics are there in those who perpetrate fear? According to Delroy L. Paulhus and Kevin M. Williams, both professors of psychology at the University of British Columbia, the answer is three—namely, the so-called “Dark Triad” of Machiavellianism, narcissism, and psychopathy.”
 - “**Machiavellianism**: a tendency to be manipulative and deceitful. It usually stems from a lack of respect for, or disillusionment about, others. Machiavellianism is characterized by manipulation and exploitation of others, a need to control, cynical disregard for morality, and a focus on self-interest and deception. **Narcissism**: an egotistical preoccupation with self. Because of their practice of, and experience with, maintaining their self-image, people who score high for narcissism will often appear charming, but their narcissism can later lead to extreme difficulty in developing close relationships. Narcissism is characterized by grandiosity, pride, egotism, and a lack of empathy. **Subclinical psychopathy**: reflecting shallow emotional responses. The relative lack of emotions and inability to “feel” results in high stress tolerance, low empathy, little guilt, and leads people scoring high in psychopathy to seek extremely stimulating activities resulting in impulsivity and a disposition toward interpersonal conflict. Psychopathy is characterized by continuing antisocial behavior, selfishness, callousness, and remorselessness.”
 - “**Narcissism puts the corporate goals ahead of the needs of people, the public good, or the environment**. Typically, narcissistic organizations are driven by such metrics as market

domination, growth, sales targets, or profit objectives—all **indexes of internal performance, not of external quality, service delivered, or contribution to society and the world**—and all ignoring the customer.”

- **Moving from Fear to Love**

- **“To be loved and to love others is the first human need.** Our goal—in corporations as well as the rest of our lives—is to meet the second most important human need—to be inspired and to inspire others—and this second need is most easily achieved by meeting the first.”
- “One man cannot do right in one department of life whilst he is occupied in doing wrong in any other department. Life is one indivisible whole.” – *Mahatma Gandhi*

- **Inspiration Comes from Inspiring Relationships**



FIGURE 1: The Whole Human®

- “The foremost purpose of a great leader is to establish great relationships (with employees, customers, shareholders, vendors, regulators, the media, the environment, etc.) because outstanding corporate performance is the natural result of outstanding relationships.”
- “Inspiring leadership is about building great, deep, and inspiring—and loving—relationships, and the qualities required for doing so are universal;”
- “Love sums up the essential quality of a great leader—love for colleagues, love for customers, love for self, love for the environment, love for the contribution they are making to a better world—in fact, love for everything good in the world in which we are blessed to live.”
- **“Love is not about maximizing what you can get; it is about maximizing what you can give.”**
- “Corporate life is masculine in its design, forcing many female leaders to adopt a “warrior” persona and men to constantly prove their masculinity.”

- “The social and emotional well-being of our boys contributes to a nation of young men who navigate adversity and conflict with an incomplete emotional skill set. Whether boys and later men have chosen to resist or conform to this masculine norm, there is loneliness, anxiety, and pain.”
- “Corporate cultures built mainly on agape—selfless love, love extended to everyone—invigorate their organizations, within as well as outside in their marketplaces, with vendors, regulators, and other “stakeholders.”
- “Kevin Roberts, the former CEO of the advertising agency Saatchi and Saatchi, developed a bold concept to replace the dated jargon of “corporate brands.” In the diagram below, it can be seen that there are two axes—the vertical one, which measures respect on a low-to-high scale, and the horizontal one, which measures love on a low-to-high scale. For a customer to “fall in love” with a product or service, it must be both highly respected and loved at the same time.”
- “Roberts describes the products and services in the top right corner of the quadrant as “lovemarks,” and organizations seek this “sweet spot” of love and respect because it is what most strongly attracts customers. Roberts has also explained that the essential ingredients of a lovemark are mystery (great storytelling, tapping into dreams, myths, and icons that connect emotionally and inspire, such as Harry Potter, Disney, Moleskine, John Denver, the Budweiser Clydesdales), sensuality (sight, smell, sound, taste, and touch, such as might be connected with brands like Cadbury, IKEA, Lego, Apple, Starbucks, Audi) and intimacy (commitment, empathy, and passion, for example as offered by Levis, Sharpie, Rolex, Harley-Davidson, Instagram, the Mini Cooper, and the Toyota Prius).”
- “The success of an organization depends on whether its relationship with its customers is inspiring. Even more, it depends on whether its relationship with its employees is inspiring. Isn’t our endgame the creation of a loving and inspiring relationship with every connection—internally and externally?”
- “Teams whose members love each other can accomplish almost anything they choose, whereas fearful teams cannot. Take the free test at the link in the footnote to determine your job burnout level and the degree to which your organization inspires your soul.”
- ***“We are born with love, but we learn fear.”***