

# Ethical Leaders Toolkit

## DECEMBER 2015



Freckles the friendly ox and teamster Philip  
at the 2015 Orange county Fair

The **Ethical Leaders Toolkit** is a monthly newsletter  
produced by Philip H. Henderson  
*Ethical Magician, Oxen Teamster, and Inspirational Listener*



## The Wisdom of a Twenty-First Century man: **Freckles the Friendly ox died one month after the OC Fair concluded** *By Philip H. Henderson, oxen teamster*

Freckles, our beloved ox, died in September 2015. His bladder burst and he could not be revived from this injury. Freckles appeared to be healthy up until the final eight hours of his life. From the time he arrived at Centennial Farm in June 2007, Freckles was a favorite on the farm. He had a pleasant disposition and seemed eager to enjoy the company of every human being he saw. Cattle are generally shy animals, as is Patches, however, Freckles was extremely outgoing. He was a great joy to the teamsters as well. They bonded easily with him because of his playful antics. Freckles was 11 years and 6

months young. Patches remains on the Centennial Farm. He is eager to receive visitors to cheer him up. Patches and Freckles had been together as one-month young calves.

I miss Freckles; however, I am grateful that we still have Patches to help educate visitors about the importance of oxen. We hope to purchase a new team of young oxen sometime in 2016, perhaps a team of Milking Devon cattle. Our first team of Bill and Bob were from this famous cattle breed.

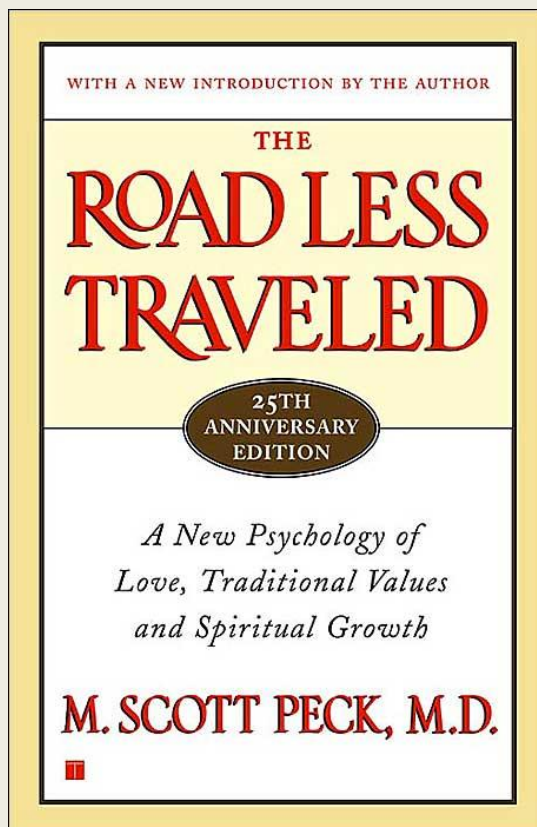
### **Farmer Jim Bailey**

As sad as the death of Freckles was, it pales in comparison to the news that Jim Bailey passed away on September 27, 2015. Mr. Bailey is the reason the Centennial Farm exists. Jim enjoyed 85 years of life and dedicated himself to educating people of all ages on the importance of agriculture. Until he was injured in a fall two years ago, you could see farmer Bailey examining every aspect of the Centennial Farm. He selected which crops to plant each season, he helped choose the new livestock for the farm and he advised the staff on all matters regarding the farm. Jim Bailey was available to all the staff and volunteers at the farm. I never would have seen an ox if Bailey had not purchased Bill and Bob from Trader Jack Hutchinson in 1996.

Our oxen are the only team I know of in Southern California. My work with oxen changed my life in more than one thousand ways. I am a better human being than I was before I met Bill and Bob. I am convinced that oxen possess ancient wisdom. They share this wisdom with teamsters who persevere and patiently learn the lessons they teach about how to live a graceful, peaceful life. Because of the oxen, I met Jim Bailey. Bailey was impressive for his tenacity and good sense. Once he made up his mind there was no denying him; but you always felt good supporting him because he possessed such good sense.

We can purchase a new team of oxen to replace Freckles. We can learn to appreciate, respect and love the new oxen team. There is no way that Jim Bailey can be replaced. He was our founder, our friend, and a great joy to be with every day. More than 2 million school children have visited the Centennial Farm. More than 200 docents have led these children on tours. Without the foresight and persistence of Jim Bailey, the children and the docents would not have had a farm. The Centennial Farm is part of Jim Bailey's legacy, but only a small part. In the 13 years that I have known Bailey, I have met many successful men and women from all over Orange County whose lives were improved because they knew this Missouri son, Jim Bailey. He has left a valuable legacy during his labors on Earth. I am grateful that I knew him and that he called me his friend. Bailey has inspired so many people to greatness, now he is resting in peace.

**Philip Henderson**, executive coach, oxen teamster, and inspirational listener



## Reading Recommendation

### **The Road Less Traveled: A New Psychology of Love, Traditional Values and Spiritual Growth** by **M. Scott Peck, MD** © 1978

I read this book the first time twenty years ago. I have read it cover to cover more than one dozen times since my first reading. I

have listened to a tape recording of Dr. Peck reading the book in my car more than 20 times. Each reading, or listening, brings new insights on the wisdom Dr. Peck assembled in this book. While Peck published many other books, this one stands alone for its clear thoughts about love, spiritual growth, and traditional values. This is one of the most popular books published in the 20<sup>th</sup> century, more than 10 million copies have been purchased. This is the first book I recommend for my executive coaching clients. I urge them to study the second part of the book called Love. Dr. Peck defines Love vastly different from anyone else, “Love is the will to extend one’s self for the purpose of nurturing one’s own or another’s spiritual growth.”

Please check your bookshelf to see if you have this book ready to read. If you have only read it once, take it off the shelf again. Treat the book as if it were an old beloved friend. Enjoy the wisdom inside. I guarantee you will receive more value the second reading than the first. If you have the book, and have never read it, then you are in for a special treat. I suggest that you start at the second part of the book, the section called **Love**. After reading this section, you can read the book in any order that you desire. I recommend just continuing and when you finish reading the final section, then read the first section called, **Discipline**. I have discovered that many people fail to get past the first section. First time readers find this first section tedious and irrelevant. It is not; in fact, section one is deep with important stories about how we have come to be who we are. I recommend beginning with section two because he gets your attention right away. The second section on **Love** ought to hook you onto this wonderful book.

The section on **Love** could have been titled “the importance of being a person who is a full-time empathic listener.” One day I will count the number of times Dr. Peck used the word empathy in this section of the book. Peck emphasizes how important it is for us to understand our loved one’s without judging them. The subtitle of this book intrigues me. Most often, the



marketing department chooses book titles. The point is to make the title sound interesting to prospective readers. Nonetheless, the author is the person who chooses the subtitle. The subtitle reveals what the author had in mind when he began to write. In this case, Dr. Peck chooses as his subtitle, *A New Psychology of Love, Traditional Values and Spiritual Growth*. As I study this book, I am pleased at how much the text deals with love, values and spiritual growth. I am looking forward to reading the Road Less Traveled in the next couple of months. I have to resist reading it most months. I view this book as a good long time friend that I want to remain in touch with on a regular basis. Any excuse to read it again is welcome. I am like this with movies I enjoy. I prefer to see a motion picture I have seen many times before than to take a chance on a new film that I may not enjoy as much. Every year I watch the motion picture **On the Waterfront** starring Marlon Brando. I have the same feelings each viewing. I love the idea of the underdog defeating the bully. Even though I know what is going to happen almost frame by frame, I enjoy every moment of this black and white film. When I listen to Dr. Peck reading his book, I have similar feelings each time he tells one of my favorite stories of one of his clients.

If you have not read The Road Less Traveled, make a pledge to begin in the next seven days. You will be pleased that you did. This is a classic of its time and easy to obtain. Even a used copy will do the trick! I have several copies of the book at my home, my original has been handled so much it is falling apart. A few years ago, I purchased the hardback 25<sup>th</sup> anniversary reprinting of the book. It too is beginning to show signs of wear. A good book ought to have serious handling. The first sentence in the book is “*Life is difficult,*” in the rest of the book Peck essentially tells the reader to “get over it and learn to live a life filled with love, grace, and spiritual growth.”

Visit your favorite bricks and mortar or online bookstore and purchase your copy of this wonderful book. If you only enjoy it half as much as I do, you will consider it a great investment.

### PHILIP's Soapbox

*Some American adults cannot read. Those of us who can read often have a difficult time understanding how this can be true. My friend Rochelle Hoffman taught illiterate adults to read, through a program sponsored by the Newport Beach Library system. At Rochelle's memorial service on May 7, 2004, one of the men she had mentored and inspired read a passage to honor Rochelle's good work. I was already half tearful because of the death of my friend to cancer. Hearing her student praise her life filled everyone's eyes with tears of love.*

*You can read. If that were not true, this newsletter would be of no interest to you. Think a moment about the men and women living around us who are unable to read and live faking their disability. There is only one situation I deem worse than not being able to read, that is, if you can read but are not reading.*

*Set aside at least **four hours** a week to read a good novel or nonfiction book. Your life will be richer for the time you use this way. Every new book you read will keep Rochelle smiling.*



## Listening with Empathy: Teach your loved ones to listen to you empathically

One problem with listening to another person is you don't know how to get that person to listen to you. I suggest to my executive coaching clients to get over the fact that their loved ones may not be listening to them empathically. Don't worry about whether your spouse or your child is listening to you; it is your

responsibility to listen to your spouse. It is your responsibility to listen to your child.

You cannot justify not listening to them because your loved one is not listening to you with empathy? Think about it. Suppose you have developed the ability to listen with empathy to your spouse but he/she does not know how to listen to you the same way. Who benefits if you decide not to listen to your spouse until he/she is able to reciprocate? The answer to that question is no one benefits. Worse, you are denying someone you love, the most valuable and wonderful gift you can offer him or her . . . you can give your spouse (or child) the peace and wonderment of being listened to without judgment, until you thoroughly understand how your spouse feels about an important event.

If you chose to deny your spouse this gift, when you know that you can listen empathically and your spouse has not yet developed this capacity, then you have behaved in a mean spirited way toward someone whom you love. No excuses, just listen with empathy even when you know your spouse (or child) is unable to return the favor.

When you commit yourself to understanding, and not judging, your loved one, and continue to behave this way despite never being listened to, then marvelous things begin to occur. First, your spouse feels safe and trusts you more than ever. Your spouse begins to talk with you about deeper issues that you never imagined were a problem. You know and appreciate the wonder and depth of your spouse. You appreciate the sacrifices, the pain, and the importance of your life to your spouse's life. Sooner, rather than later, you will notice that your spouse begins to imitate your listening ability. Not as quickly as you would like yet eventually, your spouse (or child) will discover how to listen to you with empathy. This is the way to teach your loved one to listen to you empathically . . . you must persevere. You must continue to listen lovingly. Seeking to understand your loved one without judging. This is how



you earn the right to be listened to by the ones whom you love; listen to them first.

Possessing the courage and fortitude to become the first person to listen empathically paves the way for those you love to adopt your ways. Do not wait for your loved ones to become the first empathic listeners in your family. Becoming the first person to embrace the way of listening with empathy shows your love and commitment. I suggest that you visit my website to try out my favorite listening exercise, **The Silent Wisdom Exercise**. Practice this exercise on five occasions; this will get you started on becoming a full time empathic listener. I created this exercise about 16-years ago as a bit of magic that would give my executive coaching clients the experience of how it feels when you are listening with empathy.

**The Silent Wisdom Exercise** is designed as a self-working magical effect that causes those who practice it to experience how it feels when you are listening with empathy. The Silent Wisdom Exercise feels uncomfortable. It is easy to do but it feels strange. The strange feeling that you experience while doing this exercise is the exact feeling you have when you are listening to a loved one empathically. If you feel this while listening to a loved one, then you know you are listening empathically; on the other hand, if you feel relaxed and comfortable, that is evidence that you are not listening empathically. You have fallen back on old listening habits that frankly do not work. Demonstrate your love for your children and spouse by listening to them with empathy. Just do it!

## JUST LISTEN!

**Just Listen** is a lovely story; written years ago by an anonymous author. This story will help you understand the power of empathic listening. The story is called, **Just Listen**. I have posted a copy of this on my website. Go to my

website on the publications page and look for the illustration by Steve Adams. Click on the illustration with the ear and an Adobe document will open for you.

## Supervision Tip: Encourage your direct reports to make errors



Supervisors who follow the suggestion of **Ken Blanchard** in his book, the **One Minute Manager**, actively seek moments of excellence from their staff and use those moments to praise the person in public. Blanchard suggests giving one-minute praise out loud in public to every person whom you notice doing something right, even when the right thing is making an error. If all you are doing is looking for mistakes to correct, you are certain to find them; likewise, when you seek instances of good an excellent performance, you will notice that too.

Encouraging staff to continue excellence produces greater results than embarrassing them by pointing out their mistakes. I urge my direct reports to make mistakes. I want my direct reports to feel free to experiment with new methods to achieve success. Often the best new ideas come from experimentation. An error may reveal opportunities that might never come to light without the experiment. I want my direct reports to know that errors are valued because of the lessons they teach. I support errors but I do not reward willful actions that are meant to cause problems.

I want my direct reports to feel powerful and responsible. I want them to have the courage to attempt a new way to make their immediate customers

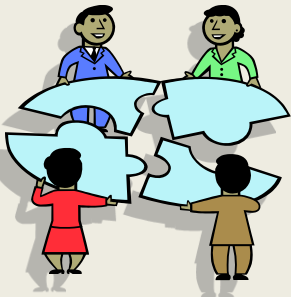
‘raving fans.’ I want my direct reports to own their work. I expect them to leave each day eager to return to show they can perform even better the next day. I don’t want my direct reports to feel comfortable knowing that if they do the exact same today as yesterday. I want them to own the process so they are continually seeking methods and information that improve their daily performance. I want my direct reports to be teachers who lead the way to excellence. I praise folks when they make an error and are able to observe that they were in error. When you have the self-confidence and self-awareness to catch yourself making a mistake, then you are on the way to mastering your performance.

Ken Blanchard’s work has much to advise supervisors. His books are modern parables that inspire excellence. From the One Minute Manager, to Raving Fans, and Gung Ho, you will discover ideas that will promote your employees into becoming outstanding performers who love their work. Only when your employees feel free to act, will you find extraordinary positive stories. When I suggest that you encourage your employees to make errors, I am giving you the key for them to produce extraordinary stories. If your staff believes they should only operate by the book, you can only produce average success. Average success is boring to your customers/clients. No one brags about receiving boring success. Encouraging your employees to make errors gives them the feeling that you trust and respect them. They believe you think they are smart, clever, and willing to do what is necessary to make good choices for the company and for its clients. This feeling of being an important part of the business and a key person to producing extraordinary results will give you benefits forever.

Trust your employees. Respect your employees. Support your employees. Treat them better than they expect you might. Reward them publicly when you discover them doing something right, even if that right behavior was a mistake. One minute praise works, but only if you are consistent and honest. You have to praise each time you observe praiseworthy

performance and you must resist displaying anger when something goes wrong. Your employees will perform at their best under those conditions. You and the company will be winners.

Contact me at [PhilipHenderson@LeadersWithIntegrity.com](mailto:PhilipHenderson@LeadersWithIntegrity.com) if you are ready for an executive coach to help you attain your ethical leadership goals in your place of employment.



## **Integrity. Confidentiality. Courage. Ethics.**

*By Philip H. Henderson, Ethical Magician*

The character traits **Integrity**, **Confidentiality**, **Courage**, and **Ethics** define the profession of coaching. Without these essential ways of being, our clients cannot trust us to be of true service to their needs. Foremost, our work is about our clients. Our work is about their wants, desires, aspirations, and ambitions.

We work best when there is congruence between our wants, desires, aspirations, and ambitions; however, in most cases our clients are headed in completely different directions than we are. It is tempting to insert ourselves, to place our values into the coaching process.

Often, people ask me which religious teaching I use to coach in an ethical manner. My answer is the religious basis that guides my client is what I use. I know some coaches base their ethical teaching on their personal religious beliefs and express those beliefs to their clients. It is just as comfortable for me to coach a Christian, Jew, Hindu, Muslim, or an atheist. It is more comfortable for them that I do not express my religious beliefs. Even if we shared the same faith, our way of expressing our faith is likely to diverge. The successful coach resists the urge to base her work on religion; instead, she focuses on the expressed wishes of her client.

It is difficult to measure success as a coach. Sometimes it is obvious as our clients surge ahead in their work using tools and ways of being that were foreign to them before we began our work together. However, often the changes

are subtle and even though the subtle changes become significant, it is hard to put a price on the value gained by our clients.

Many coaches charge their clients at an hourly rate, often with a monthly retainer. We must not confuse the money we receive, with the value our clients receive from our work together. When coaching is done at the highest level, the payoff to our clients is measured in multiples of our fees. If the coaching service costs a client \$1,000 a month on a retainer, I expect my client to receive \$10,000+ in value for his investment. That is a good return on investment. This is why coaching is a good business; it is highly leveraged for the client.

The best coaches are people whose mission as a coach is speedily to release their clients with new abilities to achieve success without the guidance of a coach. I practice high-impact coaching. I want my coach-client relationship to move quickly and release is within eight months.

During the intensive time we work with each other as coach and client, I give my clients 100 percent of my attention. I think about them when we are not together and devise activities for them to experience new learning about themselves. I devise activities that reveal deeply felt emotions that inspire my clients to greatness in their daily lives. I care about them as if we were close family.

I want my clients to learn *new ways of being* rather than new skills. If I were to encourage them to learn new skills, they may be good or bad at execution of the new skills or may neglect altogether to employ the new skills. When I encourage my clients to accept new ways of being, their behavior is different because they are different people than when we first met.

The new *ways of being* that emerges in my work with clients come from the sincere desires on the part of my clients to become the best human being they are capable of becoming. (*I insist that all my clients adopt one new way of being. I coach my clients to become people who are empathic listeners by choice.*) This aspiration to become the best they can become is defined by my clients, in their own terms, in the development and writing of a **Mission and Legacy Statement** authored solely by my clients.

The Mission and Legacy Statement is a roadmap for success. Many of my clients chose to post this document on the wall of their office and some on their home refrigerator. I know many of my clients carry a copy of the statement in their wallet or purse. This document becomes a lifelong guide my clients are proud to share with family, friends, and coworkers.

The wonder of coaching is that by acting from the highest standards of ethics and personal integrity, my clients and I experience the feeling of love. Love is the essence of good human relationships. We find the courage to feel



real love for each other because in coaching we live in grace, generosity, and gratitude.

When you are ready to become a champion, I encourage you to seek and employ a personal success coach. Such a coach may be able to help you accomplish your life's dreams. If you have been reading *The Ethical Leaders Toolkit*, you might want me as a coach. Please contact me, I may not be as expensive to hire as you imagine. Ask me about my better than a money back guarantee. My clients only pay for what they get.



*Illustration by Steve Adams used with permission. "Listen to the Client"*

<http://adamsillustration.com/>