

# ***Catch & Correct***™

*Secrets to Soaring  
Career Success*

**LIGHTHOUSE  
LEADERSHIP**

# **Lighthouse Leadership**

## **Catch and Correct™**

**The Proven Skill To Effectively Deal  
with Rude, Dismissive or Disrespectful  
Behaviors from Your Boss, Peer or  
Employee**



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## **How We Discovered Elegant Courage™ - the Authors**

First off, we have worked together for nearly 30 years, in two different organizations and in times of extreme difficulty. We were the CEO and EVP for Retail Lending and have turned a company around—a company which was draining red ink, unhappy employees in discord. Board members were wondering—what next? How could we turn the organization into a prosperous and fun place to work in for employees and customers?

Leadership is about inspiring people... for the novice and the savvy veteran, leadership calls people to do the right thing. Elegant Courage™ is the result of our journey that clarified precisely what values we stand for, and they are honesty, integrity, respect and courage. Thus, Elegant Courage™ is the clarity and consistency to stand up ...both in good and difficult times...for your values.

Lighthouse Leadership, LLC is the brain child of Jodi Wiff and Mike Krutza. The creation of Lighthouse Leadership was a natural transition from what we were doing. We approached leadership and business transformation with the same methods, techniques, and practices, consequently creating a company with great profits and what employees described as a great place to work.

How do you precisely discover what you stand for?

- We begin with you



Whether CEO, manager, line worker, sales person, or non-exempt employee, we begin with what is bugging you. What would you like to be different? What is causing you pain? We believe most people are willing to adjust a bit, and we find that complete makeovers are rare. Therefore, we respect who you are and where you are at ...and our purpose is to help you clarify what is missing.

➤ The organization follows

This e book teaches exact skills and techniques of how to “catch and correct™” adverse behaviors in your organization. Today, there’s an epidemic of rude, disrespectful, dismissive and even dishonest behaviors in many organizations. Often, leadership fails to protect the environment...whether you’re a CEO, VP, line manager or individual employee, the tips and techniques of Catch and Correct™ can unlock the code of “how to create and protect a kind and respectful environment.”



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# 1. Communications In The Work Environment

If you want people to enjoy their work, have fun and feel like they're making a difference, then you will want to create the right kind of work environment [organizational culture].

But first, you need to consider what people are saying today about three crucial questions.

## **When you're at a meeting, what do participants do?**

80% of the participants are engaged and involved....**ANSWER 46.3%**

Too many are looking at their watches...**ANSWER 9.8%**

The one word that describes the energy in the room as "flat"...**ANSWER 19.5%**

Participants are being talked at vs. engaged with...**ANSWER 24.4%**

## **How are negative employee behaviors managed?**

Dealt with quickly and effectively...**ANSWER 33%**

Ignored, especially if they are strong producers...**ANSWER 36%**

Danced around...we avoid...**ANSWER 31%**

**Does your company have "Hot Zones"?** (Those cubicles you hate to walk by because they are energy drainers, whiners, negative Nancy's)...**ANSWER YES 46.3%**

## **Try this...**

Ask these same questions in your next team meeting. It's easier if you ask each person to share what they think the group looks like. This protects their space, if the culture hasn't been conducive to this type of engagement and you get information which can be jaw dropping.



## 2. The Cost of Staying the Same

Have you ever wondered how easy or difficult it is to change a behavior? Society is awash with people addicted to bad stuff- from cigarettes, alcohol, drugs...and the list goes on? How easy or difficult is it to change? What's the cost to the individual smoking a pack of cigarettes a day? \$7 for 365 days means \$2,500 a year in actual cost. Plus, shortened lifespan and increased medical costs.

We fail to think about the real cost of poor organizational cultures. Poor cultures are simply not fun, so people aren't working at their full potential or are disrespectful. People are defensive and avoiding the bullies [disrespect is really a form of bullying].

Whether you're the boss, employee or customer, the cost of a dysfunctional culture is real bucks, yet disengaged or disrespectful behavior is tolerated, avoided. This costs the business thousands of dollars. In fact, the cost of disengagement is nearly 1 in 3 payroll dollars lost.

World class research companies have assessed the actual costs. Gallup has a terrific research on the cost of disengaged employees.

<http://gmj.gallup.com/content/24880/Gallup-Study-Engaged-Employees-Inspire-Company-Innovation.aspx>

Gallup researchers studied employee responses to several items about innovation in the workplace to see which factors differed most strongly among engaged employees (29% of respondents) and those who were not engaged (56%) or actively disengaged (15%).

This is staggering information but also represents a huge opportunity to improve profits, innovation and employee satisfaction. Imagine the impact if an organization improves employee engagement by a few percentage points. There is significant differences in how engaged and actively disengaged employees view their company's encouragement and acceptance of new ideas. Only 4% of actively disengaged employees strongly agreed with the statement "My Company encourages new ideas that defy conventional wisdom," while more than half of engaged employees (55%) strongly agreed that their company encouraged new ideas.

### Try this...

Calculate 1/3 of your department's payroll dollars and your organization's payroll dollars. This represents the actual dollars lost to disengagement and unhealthy cultures.



### 3. Deciding What You Stand For - Clarify Your Core Values

**The depth of core values does not relate to strategic planning.** Core values are much deeper. Most people will not go this route of self examination and immersion because it might scar their souls. The concept of taking control to protect your own space and your own environment seems threatening and foreign to a majority of people.

We spend the first years of our lives sitting quietly in classrooms, being trained to believe what others think we should believe. For the fortunate few, their parents instilled principles and values of right and wrong. We're a society where political correctness has gone amuck.

What do you stand for? What would cause you to speak out or do something? When is the bright line of right and wrong crystal clear to you?

Begin by clarifying your top three or four core values. Core values provide the litmus test for decisions and choices employees make.

1. **Honesty.** Your word is your bond and code of honor. You mean what you say and say what you mean. Without honesty, there is no trust.
2. **Courage.** Choose to stand up. Remember what Benjamin Franklin and Patrick Henry said: Courage is the antidote for fear; without courage, you settle for slavery to others.
3. **Respect.** The lack of respect is crude, a coarse and noisy clanging. Respect is kind and soft, a curiosity of the other where you ask rather than tell.
4. **Hope.** The opposite of hope is despair, withering and death. Hope is a belief that a better tomorrow is possible if you commit to a greater sense of purpose.
5. **Humility.** This is the opposite of hubris and arrogance, of building empires. It's the opposite of Wall Street and Congress. Humility owns your mistakes and our search for truth.
6. **Hard Work.** Entitlement is the virus which kills democracies, like the riots in England and France over increasing retirement from 60 to 62. When society votes, self largess from the treasury results and the future is fiscal Armageddon.
7. **Personal Accountability.** The opposite is to blame, whine and act



like a victim. If the country is losing democracy, and near bankruptcy, what role has each of us played? This core value is about personal ownership of the results.

8. **Sincerity.** This is being who you are, being genuine. The opposite are demagogues and hypocrites, or being political - changing with the winds.
9. **Friendship.** How many real friends do you have? Friendship is the ecological missing element in organizations, businesses and the government. It's the missing element to evolve organizations. We are humans, not machines.
10. **Elegance.** Being gracious, kind and generous of spirit

### Try this...

You might find some difficulty clarifying exactly what you stand for. Try this exercise. List the top three scenarios of interpersonal relationships that irritate you. What is the pattern? Describe the irritant in terms of a value- disrespectful, dismissive, dishonest, disloyal, and unfriendly. Flow with what the irritants are telling you. Perhaps they are a clue into what you stand for, or what your purpose is in life. For the newbie or savvy veteran, start by asking your best friend what they think you stand for. Listen and ask them questions to gain clarity.



## 4. Is It Important to Share Core Values?

Don't punt on this. Aim out of the ball park. Aim for the company of immortals. (David Ogilvy)

### **This is important...**

Sit alone on a hill, or in a quiet spot. One of the most critical lessons, so critical to your personal joy and satisfaction, is knowing exactly what you stand for. It's something almost no one wants to hear about in our age of political correctness.

The danger is that one surrenders their judgment of right and wrong because we're mashed into a cauldron of sameness.

### **You will know you've had enough...**

...and want to clarify your core values **when the pain gnaws in your gut.** When you wonder why wrong behaviors keep emerging, why arrogance and greed seem more common than respect, kindness and humility.

### **Try this...**

List to the things that bother you about what is going on in society. Make a list of at least 20 different things. Identify their patterns and list what values these patterns represent. These likely are the "dis" values. Dishonest, disrespectful, dismissive or disloyal. Sort, and clarify the top three or four "dis" values. It's likely that the opposite represents what you stand for. Test this by reflecting what core values your favorite teacher stood for.

### **Share with your family...**

Whether an 85 year old or 10 yr old, you may be surprised and heartened with a discussion on what you or perhaps your family stands for. Try it and you'll experience a unifying sense of spirit.

Core values are the essence of unifying cultures. Consider the core values of the United States- *life, liberty, pursuit of happiness, all men are created equal...*

### **Why share?**

So that everyone is on the same page. So that boundaries of expected behaviors are clear. So that those without position or power may have a sense of protection.



## 5. How to “Catch and Correct”™

We know employee disengagement may cost an organization 1 in 3 payroll dollars. It's a fair assessment. And while the dollar cost is true, consider the cost in lost sales or other key bottom-line financial measures. However, it's no easy task or subject to grasp if leaders seldom worry about or talk about the “soft stuff” in organizations. Consider the easy indicators everyone is aware of after the financial collapse in 2008. The hangover from the collapse is simple- trust evaporated.

Trust is the cornerstone of any relationship or level of engagement. Distrust plays out in behaviors disguising true feelings. Rather than honestly saying leadership only cares about the bottom-line, people mask their unhappiness. The masks of dismissiveness, disrespect, less than full honesty, lack of courage, to name a few. All suck energy from relationships and cloud the brain with proxy bogeymen.

Catch and Correct™ is a proven strategy to respond to the various masks of undesirable behavior. The initial step of Catch and Correct™ is personal clarity, not some funky or politically correct bunch of words. No. This is personal clarity on what you stand for. (More on this in the next chapter.)

Catch and Correct™ is the art of correcting and responding to others' behavior in an elegant way. Elegant means clear, kind, and gracious.

There are three powerful reasons why you should learn and master this skill.

First, to protect the values which represent who you are. (What do you do when you felt disrespected or dismissed? You know the knot in your gut.)

Second, to protect those without position power in the organization. (What do you do when an employee you lead is dismissive or disrespectful?)

Third, the end result to see behaviors that endorse and support your organization's core values and sail through the organization's goals.

*Here's the situation...*

Barbara's company is growing, making money and adding customers. But the team feels like a war zone much of the time. It feels like the team is disrespectful to each other and silos seem to have formed. Barbara is worried that eventually the employees' disrespectful toward each other will evolve into higher silos, less collaboration, less innovation, and more disconnection among them. She wishes everything would get better, but worries about saying anything since profits are good and the employees'



technical skills are generally above average. Barbara has just experienced one of her strong performing players comments..."the plan Barbara wants us to work is simply dumb, let's just wait to see how she gets out of this mess"

Up until now, Barbara had several choices:

- Ignore the disrespectful behavior
- Minimize the impact of the bad behavior
- Adopt it as part of the culture. "We're technically great, making money. Little spats or nasty comments are just a part of business."
- Set the standards and expectations- begin dealing with the bad behavior.

Barbara has had enough. She's tired of the energy being sucked out of the team and knows things could be better. She decides to try a new approach.

### **The Five Steps to Catch and Correct™.**

Approach from how it "feels" to you.

1. Jim, I don't know if I understood correctly, but what I heard was this: "Barbara's plan is just plain dumb, let's wait and see how she plans to get out of this mess."  
**Jim, that feels so disrespectful and potentially harmful to the team.**
2. **"I can't believe that was your intention."**
3. Jim is on notice. Use few words and **wait for his response.**
4. Jim may respond defensively, argumentative, or embarrassed. Barbara replies:**"Jim, but that's how it feels.** It felt like you were not on the same page and maybe even wanted to see Barbara face more difficulties or even see problems for the business".
5. Barbara now clarifies her expectations. **"Jim, it's unacceptable to be disrespectful. That goes against our core values."** You may wish to offer an alternative to Jim. For example, "Jim, how would you prefer to approach me if your intentions were to be respectful?"

### **Try this...**

Write down three things which bug you (honesty, respect, kindness, etc.) about how people are treated in your organization. You can practice Catch and Correct™ with a friend on one of the three things which bug you.



## 6. Is Catch and Correct™ Hard To Do?

**It's time to take note of a lesson we learned when we were nine months old.** Each of us learned to crawl at some time in our first years of life and if we could remember, the countless attempts to roll over or pull a knee forward. Or maybe you were one that scooted along on the carpet. It didn't matter. At first it was hard to do.

Nobody's ever asked us if it's hard to learn to crawl. That's probably a good thing. Darned if we'd know because our consciousness and capacity to remember hadn't landed in our lives at that point.

Is Catch and Correct™ hard to do?

At first, yes, it is hard to do. Whether you're a long tenured employee repeating the same skills you've known for many years or the newbie, trying to sort out how to Catch and Correct™, this will be hard for the first couple of times.

That's probably a good thing. We're pretty disappointed in pop psychology and political correctness which has created an epidemic of ugly organizational cultures. Too many people get confused and bewildered about "leading" than "being" a leader.

Developing any new skill is tough the first few times.

What were your first attempts at golf? basketball? fishing?  
How did you sound the first time you played the piano or clarinet or trombone?

You've "gotta wanna"

Practice, practice, practice. You practiced golf or basketball or playing an instrument BEFORE the first recital. So true it is with practicing Catch and Correct™.

***Some of the most clueless leaders we know have impressive diplomas, while nearly all savvy leaders "done got better, because they believed they could and practiced using proven techniques."***

**Try this...**

Remember your first couple of times will feel clunky and awkward, which is natural since you're creating a new habit. Try this with one of your highly valued, trusted employees. Share the technique "Catch and Correct™" with them then ask them if it's ok to share something about



them that is bugging you, or make something up so you can practice. Remember this is to be safe and non judgmental. The key to master level skills is this: You are only representing how YOU feel, not attacking the other; you are owning your own accountabilities and feelings. This must relate to core values, this is always about choice. It's a choice for you and the other.



## 7. Why Do People Avoid Dealing with Bad Behaviors?

**(The real secret perhaps, is that the pain isn't acute enough)**

**Fear, ignorance or arrogance...don't despair. We want to reveal a fairly embarrassing little secret about many leaders.** Most leaders arrived in the leadership spot because they were technically competent, enjoyed perfect timing, or rite of passage (the person has been with us so long, she/he deserves the right of succession}. Seems simple, doesn't it?

The biggest mistake in leadership succession is lack of clarity as to the outcome they want. The easy choice is to focus on sales and financial results which ultimately lead to the crash of 2008 and the collapse of trust. Why were arrogance and greed central core values of the 2008 financial collapse?

The dark secret in most businesses: pure financial results *trumps* "how" the results were achieved or "the ends justify the means." Bottom-line, maybe the mantra for many organizations *is get results at any expense to the level of satisfaction, joy or engagement of employees and customers.*

The second biggest mistake is a lack of balance and focus on the soul, the spiritual center of the organization. Don't get nervous or freaked out by the "spiritual stuff." Spiritual in this sense isn't a religious focus, or some psychedelic seventies notion of becoming one with the world.

At its most fundamental level "why others avoid dealing with bad behaviors" may be as innocent as knowing the difference between "right and wrong." We believe people at their inner conscious level do know the difference between right and wrong. Then the question is this: What are the wickedly effective blockers which deter personal courage to do the right thing?

The real secret why people chose to avoid is this: *the pain isn't severe enough to cause enough discomfort to adjust!* There it is- simple, honest. Follow the pain and you'll discover why people avoid.

**Fear.** Imagine a 55 year old man who senses something may be wrong with his prostate. What does he do? Often ignores until prostate cancer has progressed and metastases into other parts of the body. Often, fear motivated his inaction- fear of embarrassment, fear of knowing the real disease, fear of loss. Fear in this case immobilizes one to avoid acting



and doing the right thing.

Fear is a dirty word to some people. And it shouldn't be. Fear is learned as we evolve through life. We learn to fear fire, perhaps speed or maybe we learn to fear ridicule, the possibility of being wrong, the risk of making a mistake. The ego seeks to protect us and is on constant vigil to protect us from the things we fear.

Dumb, dumb, dumb.

For most people, including leaders whether business or moms and dads, their inner courage is fast asleep and lazy. Consider courage a muscle that needs exercise to get really strong. And to muster the lost or flabby courage, you need special exercises and nutrition. Most of the questions dealing with adverse behaviors begin with courage to stand for what you believe and the courage to "act" and "live" those values in the moment.

### **Elegant Courage™...the antidote for fear.**

**Ignorance.** This is a mostly overlooked art of exactly how to deal with real life leadership responses in the workplace. Ignorance isn't necessarily a sin, unless it's the choice of the individual.

Here are two scenarios- you be the judge. An 18 year old male is unable to read or write at a level to function in society. One lives in a U.S major city, the other lives in a 3<sup>rd</sup> world country. Both lack knowledge, skill or proficiency to read or write. Which individual made the choice to remain ignorant?

It's simple and basic: your number one weapon is leadership, especially front line supervising others, will always be learning and evolving so that you are knowledgeable in the art of "how" to lead and guide others.

This should be common sense to all leaders, and yet it will be your secret weapon. Because most of your competition will forever ignore the need to continually evolve and learn or die and become extinct as a human resource to the organization.

The fact that you invested a few bucks for this eBook puts you ahead of others and in the league of those distinguishing themselves in organizations today.

There are a few key secrets to Elegant Courage™. Once you master them, it will guarantee that your fear will be conquered by your courage and what you stand for is as clear as day and night or right and wrong.

Whatever results you're getting with your current leadership approach can



be multiplied many times as soon as you understand the secret to Elegant Courage™ and master the techniques of Catch and Correct™.

Slay ignorance with the life giving energy of knowledge, learning and adjusting.

**Arrogance** is acting like the 7th wonder of the world, very similar to the close minded. Or even thinking highly of yourself like a king or queen.

Webster's Synonyms -- Haughtiness; pride; disdain; insolence; conceit; conceitedness. Arrogance is often unbelievable devastating to other individuals, their organization and almost anyone the arrogant bastards touch.

You'll need to tap into intuitive skills to spot these villains. Here are some tips which may help you spot the arrogant jerks. There is nothing good or attractive about arrogance. Read on to understand the differences between confidence and arrogance.

- Seem to act as if they are smarter than anyone else
- They have a pattern of bullying. Bullies really only see others as obstacles in their way.
- Often the arrogant pattern is to conquer, subdue, subjugate, to overcome and beat.

### **Other points of view on arrogance**

“As an artist you have to have a certain amount of arrogance.” -  
Kim West

“A generation of arrogance. We didn't trust anyone over 30. We believed we could fix all the prejudices and irrationality of the past.”  
- Alastair Woo

“Early in life I had to choose between honest arrogance and hypocritical humility. I chose the former and have seen no reason to change.” - Frank Lloyd Wright



## More thoughts on arrogance with a different twist

- We were young and had the arrogance of youth, nevertheless when you look at the issues we fought over; I think by and large we were right." - Ken Follett
- "The budget should be balanced. Public debt should be reduced. The arrogance of officialdom should be tempered, and assistance to foreign lands should be curtailed, lest Rome become bankrupt." - Marcus Tullius Cicero (106 - 43 B.C.)
- 
- "With the arrogance of youth, I determined to do no less than to transform the world with Beauty. If I have succeeded in some small way, if only in one small corner of the world, amongst the men and women I love, then I shall count myself blessed, and blessed, and blessed, and the work goes on." - William Morris

Arrogance has many faces and our culture is awash. The struggle is to separate excessive confidence and the truly dark side of arrogance.

*The subtle differences between confidence and arrogance.*

### 1. Confidence and arrogance involve **believing in one's abilities.**

A confident and arrogant person understands they have certain areas of strength.

Confident people also realize others maybe stronger, and that each person is a complete package of strengths and weaknesses so will remain humble in both. **An arrogant person will often neglect to acknowledge their weakness in light of playing up the strengths.**

### 2. Confidence vs. arrogance often stem from two different roots.

Arrogance is often underplayed by insecurity. **An arrogant person tends to be arrogant to compensate for areas of weakness that distress the individual.**

An arrogant person may seem to ignore any areas of weakness and only



play up areas of strength, but they often do so because of **an inability to come to terms with their weakness**. A confident person finds the root of their **confidence in self acceptance** - a key confidence vs. arrogance difference.

A confident person accepts their weaknesses or faults, even though they may not like them. Acceptance helps the confident person to handle with grace and certain elegance.

3. The **effects** of confidence vs. arrogance **on relationships clearly mark the difference** between the two characteristics. An arrogant person tends to brag and can put others down in an attempt to be the best or come out the coolest.

A **confident person** is above such antics. They **recognize their strengths and weaknesses**, and allow that other people will have strengths and weaknesses. A confident person need not make life a competition, so a confident person is often much easier to be around.

An **arrogant person** can be **cocky and difficult to reason with, making conversation difficult and bothersome**. Beware of the more evolved arrogant individual stealthily disguising sociopathic tendencies.



## 8. What Results Can You Expect with Catch and Correct™?

Begin with your intention to simply express how you feel about violation of a core value. You'll likely get what you expect. But people react differently. On the one hand, the vast majority of situations will see a change in behaviors. Perhaps, the culprit has simply chosen to "go underground" and will be silent, more cautious, but no real change has occurred. Their behavior is less obvious and energy sucking. Going underground is common, especially when the organization has a personality of long accepting bad behavior.

Don't despair or fret about using Catch and Correct™ even in when you expect the other to go underground. Remember your intention is to protect either yourself from unwanted behavior, or if you're a leader, you have the duty to protect your employees from the unwanted behavior.

The real secret in results is the fact that you've begun to stop the unwanted behavior, however you measure that, it's a home run, if you're protecting what you stand for personally. And it's certainly a home run if you've helped protect an unsuspecting or powerless employee from the unwanted behavior.

**Tip:** Understand adjusting a culture gone wrong takes clarity, courage and consistency to change bad habits of behavior. When the others have gone underground, don't be naïve to believe they've gone away. Let's call this the scattering rats' reaction, only to come back in the dark. When the other has not reached out to you after you've "Catch and Corrected", be smart, wise and intuitively know their behavior will re emerge. Here's the tip: if you're an employee, simply share with your boss what happened, how you handled the situation and ask for their support. If you're the supervisor, let your boss know what happened. Rinse and repeat, and if you're the CEO make it clear to all that the unwanted behaviors which violate core values are not acceptable.

Let's be honest. If an organization did only one thing at this stage, it's the CEO honestly and clearly clarifying the boundaries of acceptable behavior based on core values rather than political correctness.



## 9. How Do People Feel When They Tried Catch and Correct™?

Most people feel awkward, maybe even clunky, clutching their notes on the precise steps of Catch and Correct™.

Ah, let's see. First, share how you feel. Second, don't assume that was their intention (to be dismissive, for example). Wait for their response. (This is the potential nasty part if the other feels defensive or argues). Be silent, don't argue. Restate how it felt to you when dismissive and disrespectful behavior violates our core values...

The appointed moment comes, and the art of correcting bad behavior begins.

Here are Lee's comments:

*"At first, I dreaded having to talk with Jim. I've known he didn't like me, but he'd gotten so disrespectful, I hated to walk by his office. I really was at a point to try something, anything to stop feeling defensive around him.*

*I asked Jim if we could talk for just a minute. Sure, he said. It went something like this: "Jim, the other day, you ripped a thank you card off the wall, in the break room, in front of lots of staff. The card was a sincere thank you to staff. I felt ripping the thank you card off the wall, along with your comments "this card is a joke", felt very disrespectful. To rip the card felt dismissive to the person who sent the card. Jim, I can't imagine your intention was to be disrespectful to Tom.*

*Silence. He was stunned and groped for words. Initially, he argued it was a joke.*

*I restated: "Jim, ripping the card off the wall was extremely disrespectful. Respect is one of our core values, and I expect you to live within those values".*

*That was it. Done. Over! I'm sure I didn't do it perfectly, and I'll get better.*

*I felt relieved, empowered. There was no fanfare, no drama, no anger, no shouting. I expressed how I felt and I felt, maybe for the first time as a new manager, that I was protecting the environment for everyone.*

*It was one of the most exhilarating feelings I've had as a new leader.*

*Thank you Jodi. Catch and Correct™ really does work.*



## 9. How to Catch and Release with Friends

The principle of Catch and Correct™ is to own and accept your own feelings about what you stand for.

It's wrong to judge, push; impose your values on the other (unless they are the expressed core values of the organization). Catch and Correct™ is about respect for your own values, and respect for the other. It's an elegant leadership approach to unwanted behaviors.

Catch and Release with an employee. You've tried the Catch and Correct™ with your employee – and they refuse to take ownership for their action, their dismissing behavior continues; it may be time to 'catch and release'. It may be time that they find a company that matches their core values. Your job as the boss is to protect your business culture and core values.

Get this. You don't Catch and Correct™ your friends because it's not your job nor role to change or judge them.

Dealing with friends is akin to "catch and release". Visualize a fisherman who has caught a trophy fish and has no intention to harm. They softly hold the fish, gently pushing water into their gills as they release the fish.

Catch and release offers a slight twist to these principles.

As a friend, you have no duty or obligation to change them. Of course, you can and probably merits an honest discussion about values you both agree and perhaps disagree, but remember you are friends and accept the other. You have no duty to protect anyone else. Your duty is to be honest with your friend; safe, non-judging and kind.

Catch and Release; Dealing with the boss.

This is a minefield. Simply because you want to protect yourself, and perhaps the level of pain isn't sufficient to have a discussion with the boss. Some day you may.

Reread the section on fear, ignorance and arrogance. Tread lightly, unless it's clear what your boss stands for. If she's confident and NOT arrogant, you'll likely have a much appreciated conversation with your boss. If your boss is an evolved leader, driven by honesty, kindness, respect you may want to express how you feel.

On the other hand, if your boss is less evolved, maybe arrogant, which masks their insecurities and weakness, sharing exactly how you feel often is misread and has limited payoff. That's the tragedy epidemic in organizations today.



That's why trust evaporated in 2008, and the great collapse is marked by arrogance, greed, and corruption.



## 11. The One Thing You Must Do (How To Master Catch and Correct™)

**Be honest with yourself. What do you really stand for?**

**Elegant Courage™**

**Living your core values, in the moment, in good and bad times.**

