

2018 ACE Women's Network of FL Winter Book Club

***Beyond Measure: The Big Impact of Small Changes.* Margaret Heffernan; 2015**

Kindle: \$7.99; Hardcover: \$9.60

<https://www.amazon.com/Beyond-Measure-Impact-Small-Changes/dp/1476784906>

Summary:

By implementing sweeping changes, businesses often think it's possible to do better, to earn more, and have happier employees. So why does engagement prove so difficult and productivity so elusive?

In *Beyond Measure*, Margaret Heffernan looks back over her decades spent overseeing different organizations and comes to a counterintuitive conclusion: it's the small shifts that have the greatest impact. Heffernan argues that building the strongest organization can be accelerated by implementing seemingly small changes, such as embracing conflict as a creative catalyst; using every mind on the team; celebrating mistakes; speaking up and listening more; and encouraging time off from work.

Packed with incredible anecdotes and startling statistics, *Beyond Measure* takes us on a fascinating tour across the globe, highlighting disparate businesses and revealing how they've managed to change themselves in big ways through incremental shifts. How did the CIA revolutionize their intelligence gathering with one simple question? How did one organization increase their revenue by \$15 million by instituting a short coffee break? How can a day-long hackathon change the culture of a company? Told with wry wit and knowing humor, Heffernan proves that it's often the small changes that make the greatest, most lasting impact.

<https://www.ted.com/read/ted-books/ted-books-library/beyond-measure>

By 1/7/19: Intro & Book/Chapter one completed: Creative Conflict;

- A few key take-aways; share the most impactful quote
- Post some nontrivial questions: What is it you want most from life? What do you love? What do you fear? What is your highest aspiration?
- Am I covering? Where and how?
- Do I have windows or mirrors in my life and how to I gain more windows?
- Do I practice courageous leadership? When was a time when I did it? When was a time I could have done it but did not? As a leader, how can I encourage more of it?
- Where in my organization is a place that I can catalyze better questions? What is one way I will try it this month?
- What great mistake(s) did I make this last year? What did I learn from it?
- Reflect on take aways from TedX video: Dare to Disagree:
https://www.ted.com/talks/margaret_heffernan_dare_to_disagree

By 1/21/19: Book/Chapter 2 completed, 23-38: Social Capital

- A few key take-aways; share the most impactful quote
- Talk about a time you worked with a team that had social capital and how it felt?
- Do you feel women in general hold the role of bolstering social capital in organizations? How do you feel about that? Do you do it?
- Do you have Fika in your current role? How can you catalyze Fika as a leader?
- Try the listening experiment in a meeting. How did it go?
- Reflect on take aways from TedX video: Forget the pecking order:
https://www.ted.com/talks/margaret_heffernan_why_it_s_time_to_forget_the_pecking_order_at_work

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By 2/4/19: Book/Chapter 3 completed, 39-56: Thinking is Physical

- Do you monotask or multitask mostly? What could you do to switch to more monotask?
- Are you working too many hours? Are you sleeping enough? What is one small change you can make?
- How can you build in more time for uninterrupted work or wanderlust?
- How can the learnings in this chapter help us better help our students? What is one thing you can do in that vein?
- Reflect on take aways from TedX video: Learning from leadership's missing manual;
https://www.ted.com/talks/fields_wicker_miurin_learning_from_leadership_s_missing_manual?language=en

By 2/18/19: Book/Chapter 4 completed, 57-74: Smashing Barriers

- A few key take-aways; share the most impactful quote
- How curious are you? How can you amp this up for you and for your organization?
- How can you be a catalyst in your culture to empower more voice?
- Share about your own home or your office? How does it reflect your values? Are their ways you can make work and home spaces more values reflective?
- Reflect on take aways from TedX video: The Dangers of Willfull Blindness;
https://www.ted.com/talks/margaret_heffernan_the_dangers_of_willful_blindness

By 3/4/19: Book/Chapter 5 and summary completed, 75-end, Leaders Everywhere

- A few key take-aways; share the most impactful quote
- Do you provide more questions or answers in your organization? Try shifting one meeting with people you lead to one where you just give more questions. How did it go?
- What is your take on hierarchy and power? Do you agree or disagree with the author?
- What are a few small changes you want to try for yourself and your organization?
- Reflect on take aways from TedX video: Listen, Learn, then lead,
https://www.ted.com/talks/stanley_mcchrystal?language=en