

Premise and Background of the Book

The book shows you how to create a **SmartTribe**, a company culture that will consistently outperform, outsell, and outinnovate your competition.

“**Smart**” – use the proactive and innovative part of your brain to access our internal resources so we can “*envision an exciting future and feel drawn and compelled by it, as we eagerly anticipate the exciting rewards it holds*” (p. 2).

“**Tribe**” – a sense of survival depends upon a sense of belonging; collaboration, connection, shared goals, and emotional engagement

“*Yet as leaders we often unintentionally send our teams into the part of their brains where optimal performance is tremendously compromised. This can happen when a company:*

- *is navigating rapid growth where internal priorities are frequently shifting and the team is challenged to quickly adapt and stretch*
- *has unclear directives*
- *has inconsistent accountability structures and communication rhythms*
- *has a culture where the blind spots and challenging behaviors of the leaders are not being addressed*
- *has unresolved conflict and/or low alignment among the leadership of the company*
- *is changing its business model or executing a complete company turnaround”* (pp. 2-3)

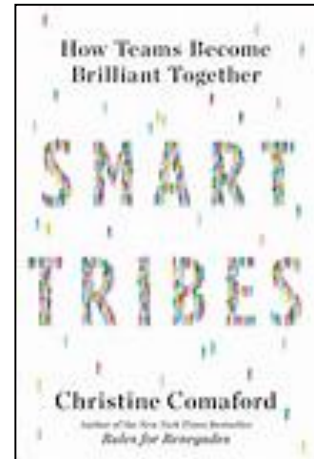
Two states:

- **Critter state** – teams do not have access to their greatest resources
- **Smart state** – teams have full access to creativity, problem solving, innovation, higher consciousness, and emotional engagement

“*If your entire culture is consistently operating in its Smart State, then you’ve got a SmartTribe. This is when our **team** becomes a true **tribe**”* (p. 3).

Organizational results from SmartTribes (pp. 3-4)

- *Sales closed up to 50% faster and close rate up by 44%+*
- *Revenues and profits increased up to 201% annually%*
- *Marketing demand generation increased up to 237%*
- *Individuals are up to 50% more productive and emotional engagement, loyalty, accountability increased up to 100%*
- *New products and services developed up to 48% faster*
- *Marketing messages are up to 301% more effective.*



Individual results from team members in a SmartTribe: (p. 4)

- 97% tangibly contributed to increasing key executive strategic/high-value time by five to fifteen hours per week.
- 63% received a promotion to a role with increased responsibility and management of others within six months of applying our techniques via coaching and training.
- 100% increased their ability to significantly influence others and outcomes.
- 86% reported getting more done in less time due to the accountability techniques they learned.
- 100% reported the ability to apply our communication techniques and thinking styles both at home and at work, resulting in an increase in personal fulfillment.

About the Author

Taken from www.christine.com

Gates calls her “*super high bandwidth.*” Bill Clinton has thanked her for “*fostering American entrepreneurship.*” **Newsweek** says “*by reputation, Christine is the person you want to partner with.*” **New York Times** bestselling author Christine Comaford is a specialist in Corporate Strategy, Inflection Point Navigation and Effective Implementation, Execution and Behavioral Alignment among top executives, teams and emerging leaders. Her Coaching, Consulting and Strategies have guided over 153 businesses to tens of millions of dollars in new value and revenue. Although she has been sought after for providing proven strategies to massively increase sales, product offerings, and company value, Christine is fast becoming known for her unique ability to work personally with key executives and leaders to align their behavior with the company strategy and cause peak performance. Her clients grow their businesses at massive speeds and greatly outperform their competitors.



As an Entrepreneur, Christine has built and sold 5 of her own businesses with an average 700% return on investment, served as a board director or in-the-trenches advisor to 36 startups, and has invested in over 200 startups (including Google) as a venture capitalist or angel investor. Christine has consulted to the White House (Clinton and Bush), 700 of the Fortune 1000, and over 300 small businesses. She has repeatedly identified and championed key trends and technologies years before market acceptance.

Christine has also led many unconventional lives, adding to her 360 Degree ability to understand business not as just a set of strategies, but also as a complex web of human interaction. She has been a: Buddhist monk, Microsoft engineer, geisha trainee, entrepreneur, and venture capitalist. Her triumphs and disasters are revealed in her New York Times (and USA Today, Wall Street Journal, BusinessWeek, and Amazon.com) bestselling business book: **Rules for Renegades: How to Make More Money, Rock Your Career, and Revel in Your Individuality**. The book is available at all major retailers or via www.RulesForRenegades.com.

Christine has appeared on Good Morning America, The Big Idea with Donny Deutsch, CNN, CNBC, MSNBC, FOX Business Network, PBS, CNET and is frequently quoted in the business, technology and general press at large. Stanford Graduate School of Business has done two case studies on her and PBS has featured her in three specials (Triumph of the Nerds, Nerds 2.0.1, and Nerd TV). CNET has broadcast two specials covering her unconventional rise to success as a woman with neither a high school diploma nor college degree. Christine believes we can do well and do good, using business as a path for personal development, wealth creation, and philanthropy.

Christine has led many lives: Buddhist monk, Microsoft engineer, geisha trainee, entrepreneur, and venture capitalist. Her triumphs and disasters are revealed in her bestselling business book: *Rules for Renegades: How to Make More Money, Rock Your Career, and Revel in Your Individuality*. The book is available at all major retailers or via www.RulesForRenegades.com. Christine believes we can do well and do good, using business as a path for personal development, wealth creation, and philanthropy.



“My mission is two-fold: first, to offer insights that enable people to discover both their personal and business potential; and second, to do so in a fun and effective way that fosters connection and community. I do this via business consulting and writing/reading personal and business stories. My speeches and writing reflect the human experience in stories that are funny, intense, sometimes even thought-provoking and poignant. A portion of the profits from my work are donated to non-profit causes. I’m passionate about promoting volunteerism (www.volunteermatch.org), supporting people with life-threatening illnesses (www.attitudinalhealing.org), the written word (www.Litquake.org) and a bunch of entrepreneurial causes. I believe we can all walk a path with heart and accountability. Our work can support our path to be one of personal development, contribution to society and positive bottom-line results.”

How Great Companies Get Stuck (Chapter 1)

Inflection points – when companies grow, things that used to work and create levels of success, no longer work; what has to change? (1) people, (2) money, and (3) model. Of the three, people are the toughest.

How do people shift to a Smart State? *“By ensuring their survival needs are met and they know they belong and are valued”* (p. 18).

The Connection Between Your Brain and Your Culture (Chapter 2)

The brain blocks progress – the critter brain reacts with fight/flight/freeze

The critter brain overpowers the prefrontal cortex that allows us to respond, innovate, and grow until we manage our emotional state and get unstuck.

Table 2-1 (p. 33)
Behaviors That Send Us into Our Critter State and Smart State

What Sends us into Our Critter State	What Sends us into Our Smart State
Layoffs/reorganizations without explanation	Clear messaging on what this layoff or reorganization means and how it is for the health of the company and team
Tight/unrealistic deadlines	A culture of promises and requests, clear priorities, and safety in communication
Conflict	A culture that supports differing opinions and acknowledges plus resolves conflict openly
Gossip	Zero tolerance for gossip, with full leadership support
Political posturing	Zero tolerance for politics, backstabbing, sabotage, and undermining, with full leadership support
Secrecy/the unknown	Consistent and transparent communication
Mixed messages/unclear expectations	Explicit communication and needle movers that spell out expectations and goals
Budget cuts	Clear messaging on “belt tightening” and how we can all chip in
Imposed change	Clear change messaging with an explanation as to why and what it means
Revenue loss/key customer loss	Clear messaging on how we’ll turn this around
Burnout	Sustainable cultures with managed workloads

The Five SmartTribe Accelerators

Focus, Clarity, Accountability, Influence, Sustainable Results

Leader’s Experience	Accelerators	Team’s Experience
Balanced and centered	Sustainable Results	Safe and loyal
Flexible and powerful	Influence	Capable and collaborative
High value results	Accountability	Transparent and trustworthy
Aligned and energized	Clarity	Motivated and have explicit expectations
Engaged and present	Focuss	Aware and cares

Adapted from p. 17

1 - Focus – (Chapter 3)

- The brain filters: deletes, distorts, generalizes
- Decide “*what you want to ditch, delegate, or defer. This will make all the difference*” (p. 46).
- Increase safety and encourage people to take risks
- Demonstrate belonging
- Emphasize mattering in each interaction you have (it matters that **you**, specifically are here)
- *What would happen if you asked questions (inquired) instead of gave orders (advocated)? Inquiry builds leaders – advocacy builds order takers. Five inquiries per advocacy!* (p. 46)
- Safety + belonging + mattering = trust

2 - Clarity – (Chapter 4)

- Three domains: words, vision and plan, mission (intentions and energy)
- Only two types of communication produce results from meetings: requests and promises - “*The key is to focus on only enough information sharing in order to solicit requests from parties who need something and promises from parties who will fill the need*” (p. 61).

3 - Accountability (Chapter 5)

- Key practices (p. 69)
 1. Utilize the accountability equation

**Assigner’s clear expectation
+ Owner’s agreement
+ Personal rewards and consequences
= Self-ownership and high accountability**

2. Create clear accountability structures with Needle Movers

Instead of goals, use “Needle Mover” – “*a given result that will have a significant impact on the success of your business....Set a target (T)...Minimum (Min), and Mind Blower (MB) for each Needle Mover. The Target is what you want, the Minimum is the worst case you are willing to accept, and the Mind Blower is what would absolutely rock your world*” (p. 71).

3. Track results via weekly reporting
4. Reward high performance and provide consequences for low performance

Consequences that work when a team member does not keep commitments (p. 78)

- a. *First miss: Ask “are you okay?”*
 - b. *Second miss: Ask “do you have too much work?”*
 - c. *Third miss: Ask “is your role too big?”*
 - d. *Fourth miss: Ask “do you really want to work here?” (pp. 78-79)*
- *“If you want to know what a person is truly committed to, look at their calendar, their credit card statement, and their behavior. These will reveal their priorities and what they value most” (p. 79).*

4 - Influence (Chapter 6)

- Everyone has a unique map of the world, containing identity, beliefs, resources, behaviors, capabilities, and limitations
- The map is the territory – learn to step into other’s maps
- The three phases of influencing:
 - *“What if?”* – prefaces ideas and suggestions, removes ego and reduces emotion; suggests curiosity and allows brainstorming with you
 - *“I need your help”* – enrolls the other and asks them to rise up and swap roles; effective when you want a person to change their behavior or take on additional responsibility
 - *“Would it be helpful if”* – offering a solution helps them see a possible course of action or positive outcome
- **Meta Programs:** - *“the filters through which we see the world, the ways our brains process the world and determine how we react to it. When we speak to someone using their Meta Programs, they not only hear what we’re saying but they also feel they belong with us., that we are similar, that we ‘speak the same language.’ We’re safe. We’re of the same tribe. We want the same things” (p. 102).*
 - *Toward-Away:* are you motivated to go toward a goal or away from pain?
 - *Options-Procedures:* do you like to have many options and choices or prefer a step-by-step process?
 - *General-Specific:* do you feel comfortable with a high-level overview or do you want specific details?
 - *Active-Reflective:* do you have short sentence structure and high action, or do you want to think about things first, using longer sentence structure with many clauses?
 - *Internal-External:* how do you know you’ve done a good job? Through external feedback or internal monitoring?
 - *Sameness-Difference:* do you prefer to stay with one company in one position for a long time or do you need a change in your working environment or role every six months to two years?

5 - Sustainable Results (Chapter 8)

- People lean toward three basic default roles (p. 125)
 - Persecutor
 - Victim
 - Rescuer

In the **problem-focused** lens, we go from problem to anxiety to reaction; we ask “what’s wrong?” and “why is this happening?”

In an **outcome-focused** lens, we go from envisioned outcome to passion to next step closer; we ask “what do we want?” and “how will we create it?”

“The more we focus on the outcomes we want to create, the more we get in our SmartState” (p. 131)

How Change Happens: The Three Essential Keys to Starting Your SmartTribe (Chapter 9)

Understanding the logical levels of change

Clarifying your present and desired states

- Core/Culture
- Identity
- Beliefs
- Capability
- Behavior
- Environment

Identifying the stage of the organizational change process you are in

- Resistance
- Mockery
- Usefulness
- Habitual
- New Standard

Making Your SmartTribe a Reality: Four Factors (Chapter 10)

“We find some people may not be able to become profoundly aligned with other people, but they can and will become profoundly aligned with a potent mission, vision, and values” (p. 156).

The intersection of these four factors is where we have the highest level of effectiveness: (p. 155)

- Behavior
- Work that uses your talents and strengths
- Mission, vision, and values
- Work that ignites you emotionally

What makes organizations truly effective (pp. 156-157)

- Systems thinking
- Personal mastery
- Mental models
- Shared vision
- Team learning – *“Teams that share their learning processes openly see the problem-solving capacity of the organization improve greatly. Open, communicative cultures will help ongoing dialogue and discussion grow faster”* (p. 157).

“When your SmartTribe is a reality, you can expect high safety, belonging, and mattering, which means your team’s reward network will be lit up. Problems will be skipped or solved smarter and faster. When someone slides into their Critter State, a team member will help them shift back to their Smart State, with compassion and possibly even humor. Communication will be open and honest and nondefensive. And people will love where they work – which will boost both the top and bottom lines, and significantly increase talent retention and the ease of recruiting” (p. 206).



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