



HEART U



# LEADERSHIP

Featured Articles by **Mark Murphy**

Through his groundbreaking research, Mark Murphy has created some of the biggest ideas in leadership. He's a New York Times bestselling author, weekly contributor to Forbes, ranked as a Top 30 Leadership Guru and the Founder of Leadership IQ. With a reputation for brilliant, yet immediately actionable, insights about leadership, he's trained leaders at the United Nations, Harvard Business School, the Clinton Foundation, Microsoft, MasterCard, SHRM, and hundreds more organizations.

In this resource, Heart U has curated some of Mr. Murphy's most impactful and relevant articles. Click on the "read article" buttons to jump to the full articles.

### **Three Tools To Inspire Innovation From Your Employees**

Did you know that it was Google engineers and not the auto industry that started the race to produce a self-driving car? While the concept of an autonomous car dates back to at least the 1920s, it was Google engineers that matched a well-documented human pain: driver error causes millions of traffic deaths, with the building blocks to a solution: Google Maps, Google Earth and Street View.

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### **5 Ways To Help Employees Overcome The Excuse Mentality**

The antidote to the excuse mentality is accountability where people take ownership, fix problems and bring solutions. Mentally and emotionally, accountability is where every leader wants their people to be. But accountability is not an either/or kind of phenomenon. Denial, blame, excuses and anxiety are all stages leading up to accountability that are part of the excuse mentality.

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### **Why Trying To Reach Consensus Can Make People Angry**

The majority of organizations like to consider themselves at least somewhat collaborative (most CEOs don't raise their hands when you ask them if they want to create a cutthroat or dictatorial organization). Because of this, when we ask leaders how they like to make decisions, a large portion say they like to reach consensus.

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## **In Job Interviews, Ask Candidates About Mistakes They've Made**

Mistakes. We all make them, but some of us respond more constructively than others when they happen. You don't want to wait until someone is on your payroll to find out what they'll do when they blunder.

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## **Are You A Technical Genius Who Gets Accused Of Lacking People Skills?**

Mistakes. We all make them, but some of us respond more constructively than others when they happen. You don't want to wait until someone is on your payroll to find out what they'll do when they blunder.

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## **Talented Terrors And 'Bless Their Hearts'**

Lots of organizations acknowledge only three categories of performance: high, middle and low. Hiring managers in these organizations are tasked with hiring desirable high performers and avoiding undesirable low performers. Now, high, middle and low performers certainly exist, but low performers come in several different types, and some are a lot harder to discern in an interview than others because they tend to do a really good job faking high-performer qualities.

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## **The Dunning-Kruger Effect Helps Explain Why People Resist Hearing Constructive Criticism**

Dan is a senior financial analyst and, in his mind, he's the best one on the team. But according to his boss, while it's true that Dan's financial skills are very good, his emotional intelligence is virtually nonexistent. And Dan's coworkers would describe him as smart but also narcissistic, abrasive and tone-deaf.

Dan could really benefit from constructive feedback to get his people skills closer to the level of his financial skills.

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## **Don't Say 'Great Job' To Your High Performers**

High performers need positive feedback; they do a great job and they should have that acknowledged. However, phrases like "great job" or "nice work" are so vague as to be virtually useless. And in some cases, they may even do harm.

Let's imagine that one of your high performers just did a great job on a report. What made their work great? Well, perhaps they got it done three days ahead of schedule.

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## **Increase Your Emotional Intelligence By Watching Television**

Momma always told me that watching television and movies would rot my brain. Well, now I've got a great counter-argument to that, because there's an exercise for developing emotional intelligence that involves watching television.

Emotional intelligence is just as important as traditional intelligence.

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## **You Actually Can Teach Employees How To Have A Great Attitude**

Teaching attitude is something that a lot of leaders give up on before they even try. They say "Pat just is the way he is. He's a little cranky, and he's a little sarcastic, but I can't do much about that." But when you look at great leaders, they do teach attitude, and so can you.

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## **This Neurological Trick Makes Your Presentations Twice As Memorable**

Given the huge amounts of information most of us have to cram into our presentations, getting people to remember everything is a tall order. Now, we all have different presentation styles and different ways of making our message memorable.

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## **Stop ‘Shirking’ When You Give Constructive Criticism**

To be a great leader, you can’t fear being seen as the bad guy/gal. And I’m not just talking about obvious ‘bad guy/gal’ situations like telling someone “you’re fired” or “you’re not getting a raise this year and here’s why.” I’m also talking about simple situations like telling someone “I need you to change the way you submit that form.”

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## **6 Big Gripes About Meetings (And How To Fix Them)**

When I ask leaders, “What’s the No. 1 thing that wastes your time and hinders your productivity?” the nearly universal answer is “meetings.” Whether it’s wasteful meetings that don’t resolve anything, meetings where everybody talks just to hear themselves speak or meetings where decisions never get made, meetings are often hated and typically wasteful.

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## **The Way You Check Email Is Making You Less Productive**

The average person checks their email about 15 times per day. But a recent study from researchers at the University of British Columbia found that when people were limited to checking their email just three times per day, their stress levels decreased significantly.

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## **Try Coaching Instead Of Managing When Employees Bring You Problems**

We’ve all had the situation when an employee walks into our office with a problem they want us to solve (or dozens of problems they want solved). Maybe they walk into our office and say, “I need your help boss, that other division won’t respond to my emails about giving me the data I need to finish my report.” And then they stand there waiting for us to solve that problem.

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