Leading with LOVE in the Workplace

MARK ISHAUG | CEO, THRESHOLDS
Can You Really Power an Organization with Love?

by Duncan Coombe

AUGUST 01, 2016
Love is good for the CEO.
LOVE LEADERSHIP
THE NEW WAY TO LEAD IN A FEAR-BASED WORLD
He loved and he got stuff done!
Love is good for your employees.
Barsade & O’Neill (2014). What’s Love Got to Do with It? A Longitudinal Study of the Culture of Companionate Love and Employee and Client Outcomes in a Long-term Care Setting

Pete Aceves

2 years ago
The Neuroscience of Trust

by Paul J. Zak

From the January-February 2017 Issue
Recognize Excellence

Induce Challenge Stress
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Recognize Excellence
Give People Discretion
Induce Challenge Stress
Enable Job Crafting
Flexible People Dissatisfaction
Recognize Excellence

Enable Job Crafting

Give People Discretion

Induce Challenge Stress

Share Information Broadly

Build Relationships
Whole Person Growth
Recognize Excellence
Build Relationships
Share Information
Induce Challenge Stress
Enable Job Crafting
Give People Discretion
Show Vulnerability

Whole Person Growth
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Enable Job Crafting
Give People Discretion
Build Relationships
Share Information

Show Vulnerability
I am learning and growing, and career opportunities are available.

My work challenges me.

My personal values are consistent with the company values.

I feel I can be myself at work.

The promotion of a positive culture.
...always something new...

...a whole person.

...our voices are heard...

...support...

...leadership roles...

...a ton of praise...
Love is good for the organization.
LARGE COMPANY SPOTLIGHT

THRESHOLDS

BY ALEXIA KERKULAH-BUXE
Chicago Tribune

It takes a certain constitution to work at Thresholds, a nonprofit that serves people with serious mental illness.
The front-line staff may spend their days on “C” trains or sodium sleeping pills under the city’s overpasses, trying to help people who can be hard to help.
The job takes a toll.
“When you walk with someone who is consistently struggling; you struggle too,” said Andy Brewer, a program director.
As the organization grows, it is baring the scars of its staff and showing them the care they spend their careers showing others.
“There’s no way we can be the best mental health provider... if we’re not ensuring that our

WORK from the heart

staff are having their mental and emotional and physical and financial needs met,” CEO Mark Ishang said.
Among dozens of employee-centered initiatives, Thresholds has rolled out in the past year is a series of expressive art therapy workshops.
Art therapy has been offered for decades to Thresholds clients, whose paintings adorn most of the walls of the organization’s offices.
Participants play with paint, paper, clay, string and other art materials as Kelly Brown, a senior clinical team leader, guides her co-workers through a process that helps them explore their own and others’
finds other ways to show its appreciation for employee Ishang tells his “heart.
For example, the company has absorbed increases in health insurance costs the past four years or so to raise employee premiums.
It presented 200 people in the past year and posted 200 articles about employee accomplishments on its website.
“I think I also communicate with a lot of heart,” Ishang said. “How many CEOs tell their staff all the time that they love them?”
Thresholds, which ranked seventh among large companies in the Tribune’s list of top work

that’s really unique is now one’s panicking,” said Chris Noone, senior vice president of talent management.
“Thresholds has been a lot of transparency and calm that makes people feel secure.
Thresholds, which gets about two-thirds of its funding from the state, has not cut back on staff or programming, as its large size and bond endowment give it access to lines of credit that can bridge the gap if state payments don’t come in, said Emily Moore, director of public relations.
But it works with other social services that have been affected, and the uncertainty grows as the impasse endures.

groceries.

Ishang, formerly CEO of the AIDS Foundation of Chicago, took the helm of Thresholds nearly four years ago, the third CEO in the company’s history and the first without a clinical background. It was a strategic decision to hire a leader who would focus on infrastructure, benefits, wellness and employee turnover rather than services, which Thresholds already executed well, Moore said.
Membership and staff have grown about 30 percent since Ishang came on, and the budget has grown to about $8 million from $5.8 million. The organization was able to expand services when Medicaid expanded under the Affordable Care Act and Illinois introduced Medicaid Managed Care, which allowed health

thresholds
Love is good for the clients.
Nearly 90% of 1,000 people who moved from nursing homes back into the community have stayed there.
Thresholds Supported Employment rate for clients is 49%.
Only 3% of Thresholds clients entered the justice system.

1/3 of Cook County Jail inmates have a mental illness.
“Power without love is reckless and abusive, and love without power is sentimental and anemic.”

–Martin Luther King Jr.
Let’s Lead with LOVE