

CHIEF JOY OFFICER

How Great Leaders Elevate Human Energy and Eliminate Fear

RICHARD SHERIDAN

RICHARD SHERIDAN is cofounder and CEO of Menlo Innovations, a custom software design and development business which focuses on technology, teamwork and organizational design. Richard Sheridan is the author of *Joy, Inc.* and a passionate advocate for the power of human joy in business. In addition to serving as the CEO of Menlo, Sheridan is also the company's Chief Storyteller and a popular keynote speaker. He has worked with numerous Fortune 500 companies. Richard Sheridan is a graduate of the University of Michigan.

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MAIN IDEA

The real challenge of leadership is to build an organization that people enjoy working for. If you can build a company which invigorates your people rather than draining or frustrating them, you've achieved something great.



At first glance, you might dismiss the concept of joy as being esoteric and impossible to quantify but the reality is when your people love being at work, they will be more innovative and energized. Not only will they serve customers better but that positive energy will lead to higher revenues, better profits and enhancements in pretty much every business metric there is.

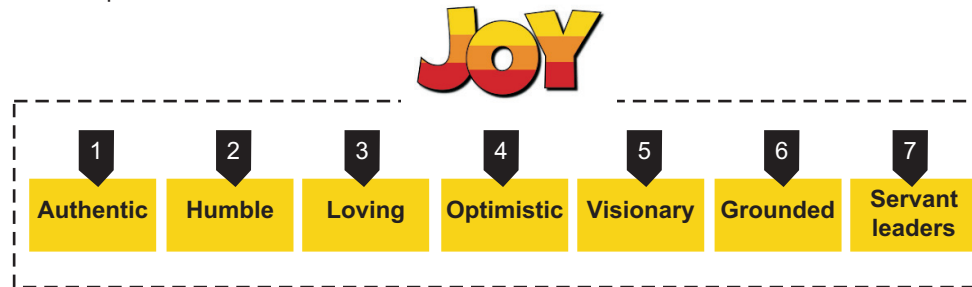
"I have good news and bad news. The good news is that it's possible to create an organization free from fear, where people bring their whole selves to work and the full range of their potential, energy, and talent is put to the company's benefit. (That's what you're paying for, isn't it?) The bad news is, the path there is anything but comfortable. It involves letting go of most of what you've learned or experienced. It means changing what you believe about the people who work for you and with you. The best news, though, is it means getting back to your own dreams of what you always thought was possible. It means getting back to the truest form of who you really are and what you always believed you could become. It means getting back to your own very personal definition of joy. One you'd be proud to have written on your gravestone. Let's make you a Chief Joy Officer, which isn't so much a job title as a state of mind and a way of being a different kind of leader."

– Richard Sheridan



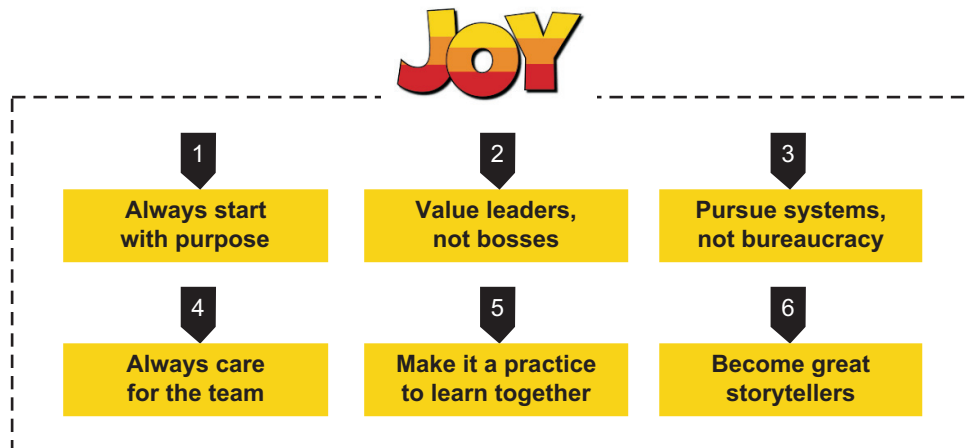
What are joyful leaders? Pages 2 - 4

In the workplace, joy goes beyond being happy and laughing at work. Joy is about achieving the change you're trying to make in the world and is a byproduct of sustained hard work. To succeed in leading an organization that is after joy, you need to apply seven leadership values:



How to build a culture of joyful leadership Pages 5 - 8

To put those leadership values into practice every day, joyful leaders build a strong culture by applying six distinctive practices:



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