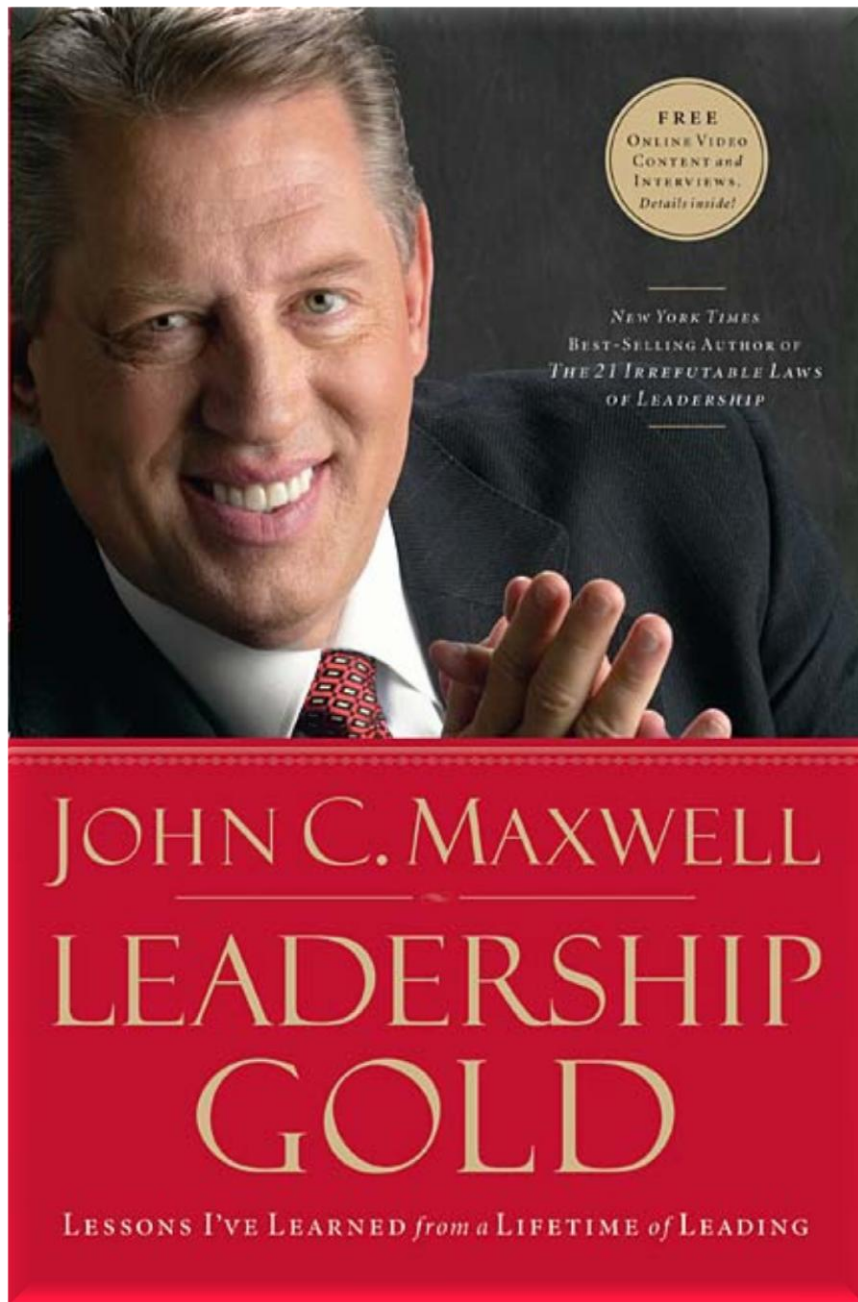


Keys
To
Leadership

Mark Given
Author, Teacher, Speaker, Humorist
www.markgiven.com



Lessons I've Learned from a Lifetime of Leading

John C. Maxwell

- The best leaders are good listeners
 - understanding people precedes leading them
 - Listening is the best way to learn
 - Listening can keep problems from escalating
 - Listening enables trust
 - Listening can improve the organization

- A Leader's First Responsibility is to Define Reality
 1. Define the situation
 2. Define the process
 3. Define the price

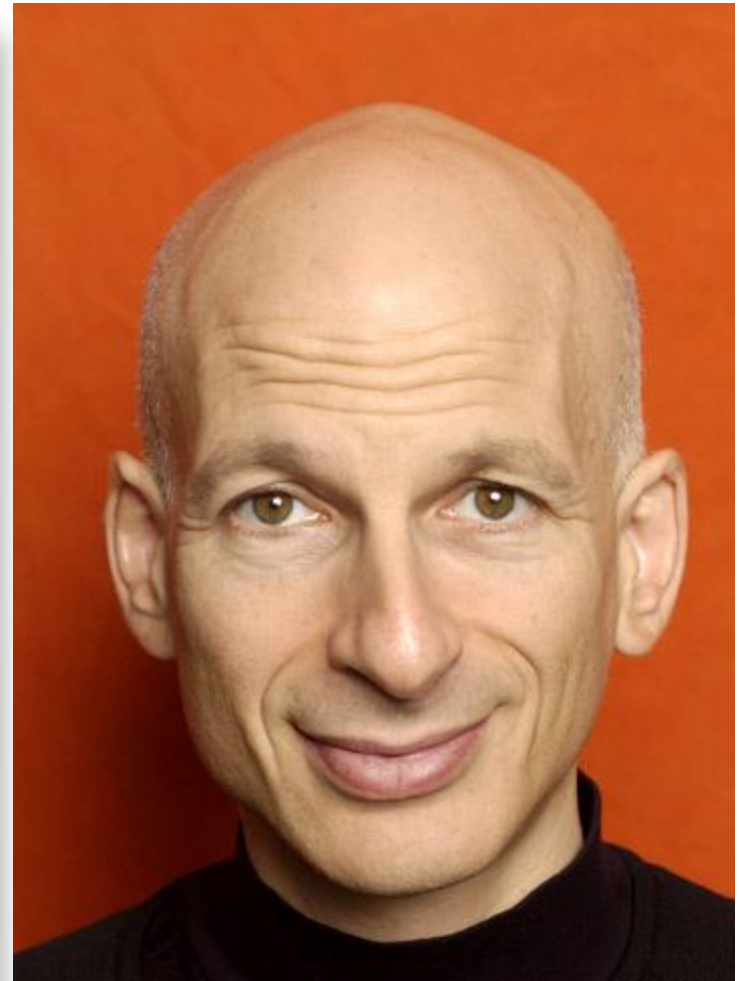
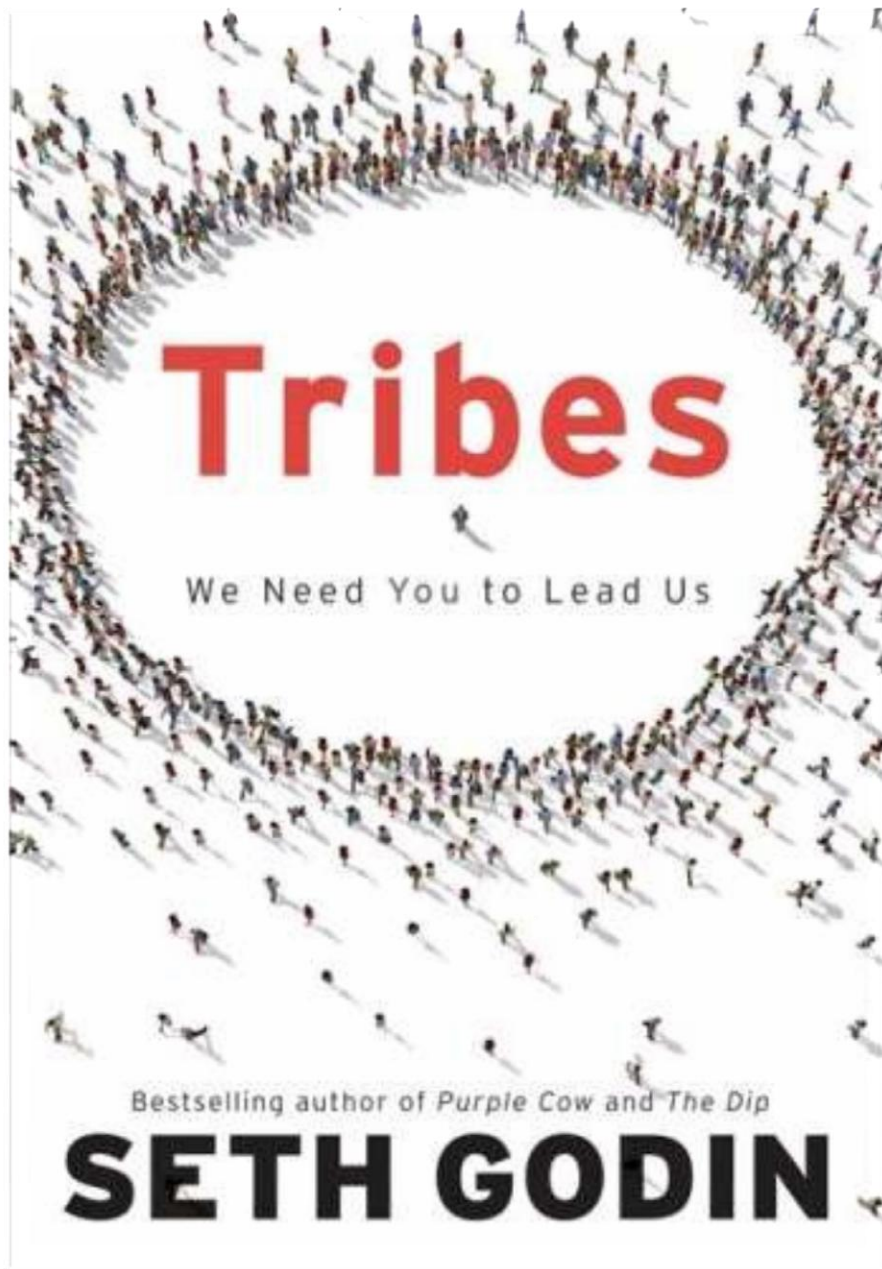
Embrace Realistic Thinking

1. Admit your weakness
2. Embrace realistic people
3. Ask for honesty from others
4. Invite "fresh eyes" to check

- Don't send ducks to Eagle School, you will frustrate the ducks
- Don't send ducks to Eagle School, you will frustrate the eagles
- If you send ducks to Eagle School, you will frustrate yourself
- Keep learning to Keep Leading
 1. Invest in yourself first
 2. Be a continual learner
 3. Create a growth environment for the people you lead

- Your biggest mistake is not asking what mistake you're making
 1. Admit your own mistakes and weaknesses
 2. Accept mistakes as the price of progress
 3. Insist on learning from your mistakes
 4. Ask yourself and others, "What are we missing"?
 5. Give the people around your permission push to back

- People Quit People, Not Companies
- The secret to a good meeting is the meeting before the meeting
 1. The meeting before the meeting helps you receive buy-in
 2. The meeting before the meeting helps followers gain perspective
 3. The meeting before the meeting helps you develop trust
 4. The meeting before the meeting helps you avoid being blindsided



Seth Godin

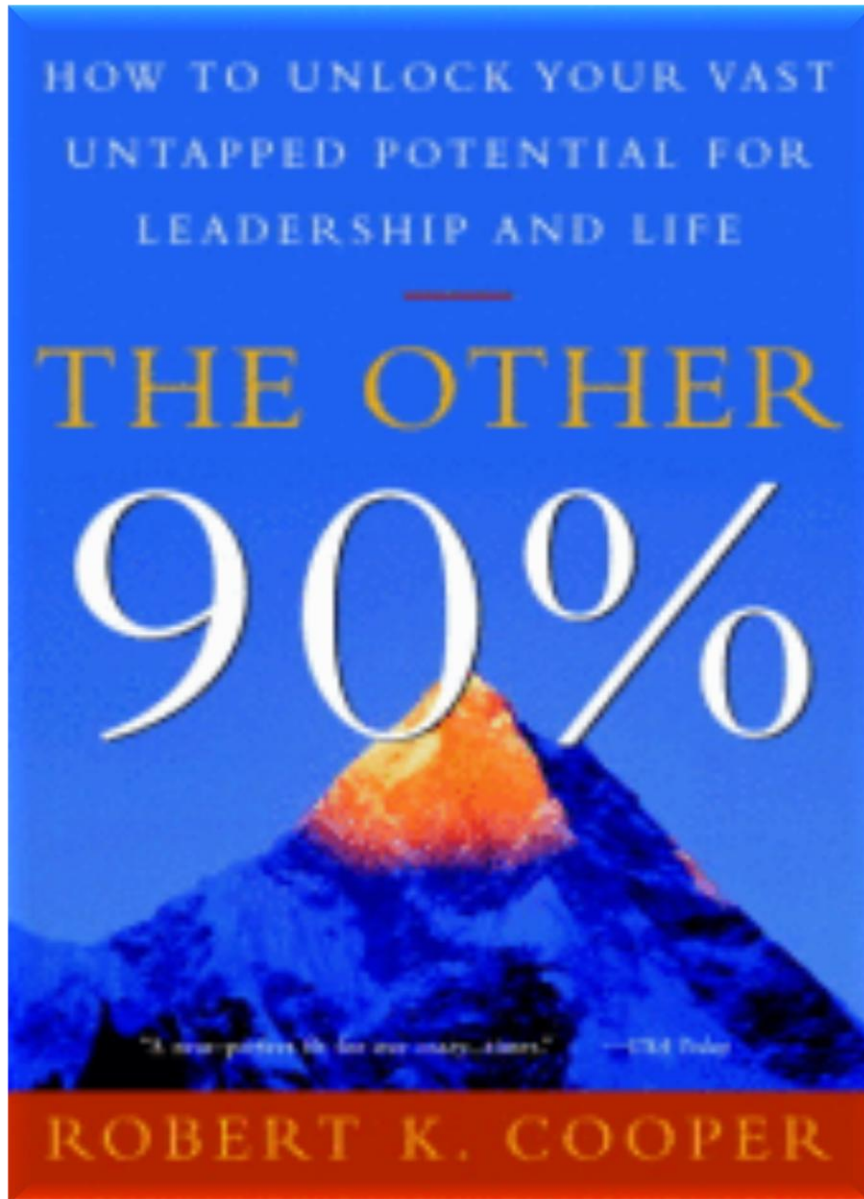
- Tribe = a shared interest + a way to communicate
- One of the most powerful tools of our survival mechanisms is to be a part of a tribe, to contribute to(and take from) a group of like-minded people
- Tribes make our lives better
- People who like their jobs the most are also the ones who are doing the best work
- Leaders have followers / managers have employees / managers make midgets / leaders make change

- “Good Enough” stopped being good enough along time ago. So why not be great?
- Management often works to maintain the status quo, to deliver average product(service) to average people
- Laura Fitton – thousands of twitter followers
- In unstable times, growth comes from leaders who create change and engage their organization, instead of managers who push their employees to do more for less

- The easiest thing is to react (managers react)
- The second easiest thing is to respond
- The hardest thing is to initiate. Initiating is seeing something others don't see and then jump on it
- Too many people get "stuck on stupid"

The elements of leadership

- Leaders challenge the status quo
- Leaders create a culture around their goal and involve others in the culture
- Leaders have an extraordinary amount of curiosity about the world they're trying to change
- Leaders use charisma to attract and motivate followers
- Leaders communicate their vision of the future
- Leaders commit to a vision and make decisions based on that commitment
- Leaders connect their followers to one another
- What most people want from a leader is someone that listens



- Robert K Cooper

- According to a survey that named the 400 men and women who had the greatest leadership impact on the 20th century, 3 out of 5 of them – including Edison, Einstein, Picasso, Henry Ford, Susan B Anthony, Mark Twain, and the Wright Brothers – had serious problems thinking in traditional ways or learning in school
- Don't compete....excel
- To compete means someone must lose
- To excel means to reach beyond they best you have ever given because doing so matters to you personally

- In 1960, a researcher interviewed 1,500 business school students and classified them in two categories: those who were in it for the money(1,245), and those who were going to use the degree to do something they cared deeply about(255)
- Twenty years later, the researcher checked on the same graduates and found that 101 of them were millionaires
- All but one of those millionaires came from the 255 who had pursued what they loved to do*

*M.S. Albion – “making a life, making a living”

- Carry a day book – a day book is a journal that's small enough to fit in your pocket
- John F Kennedy / Robert Kennedy / DaVinci / Einstein / Gandhi / Edison all carried one
- Richard Branson has filled more than one hundred with his observations, perspectives, and dreams
- Abraham Maslow set forth a hierarchy of human needs and a path he called self-actualization
- Maslow would tell us to listen not for whether people were complaining or not, but instead to notice what people were complaining about which distracted them from giving their best

How passion in your work and life
can turn the ordinary into
the extraordinary

The

Fred

FACTOR



Mark Sanborn

with a Foreword by John C. Maxwell



- Mark Sanborn

- Principle #1 - Everyone makes a difference
 - do you add or take away from the experience of your friends, customers, and colleagues?
 - Do you move your organization closer to or further from its goals?
 - Do you perform your work in an ordinary way, or extraordinary?
 - Do you lighten someone's burden or do you add to it?
 - Do you lift others up, or put them down?

- No one can prevent you from choosing to be exceptional
- There are no unimportant jobs, just people who feel unimportant doing their jobs
- Principle # 2 – success is built on relationships
- Service becomes personalized when a relationship exists between the provider and the customer
- Principle #3 – you must continually create value for others, and it doesn't have to cost a penny
- Outthink your competition rather than outspend them

- Being employable means having a skill that makes you desirable to any employer
- The most critical skill is the ability to create value for customers and colleagues without spending money to do it
- We compete against our own potential every day, and most of fall short of what we are capable of doing or being
- Principle # 4 – you can reinvent yourself regularly
 - Being of service is not an obligation, it's an opportunity
 - Being helpful is even more fun than being helped

- Did you wake up this morning intending to change the world?
 - Often it takes only a small act
 - You can change the world of your wife or your child just by the way you interact with them before you leave for the day
 - You can change the attitude of another driver on the road or someone you make eye contact on the street, just by the way you smile

To know more, notice more.....

- The 7 B's of relationship building
 1. Be real – trust is built on believing that people are they represent themselves to be
 2. Be interested (not just interesting) – people are flattered when you express an interest in getting to know them better, in an effort to help or serve them more effectively
 3. Be a good listener – ask more and talk less
 4. Be empathic – the need to be understood is one of the highest human needs
 5. Be honest – don't make promises you can't keep
 6. Be helpful
 7. Be prompt



**Marcus
Buckingham**

*The One Thing
You Need
to Know*

... About Great Managing, Great Leading,
and Sustained Individual Success

**Marcus
Buckingham**

Bestselling coauthor of *First, Break All the Rules*
and *Now, Discover Your Strengths*

- Great Leaders clarify the future
- We are all afraid of the future
- Clarity is the antidote to anxiety
- Take time to reflect and focus on success
 - Discover success and duplicate it
- Select heroes with care
 - Celebrate what you want to have
 - Leadership – management
 - She did this...and we will too!

- Managers turn talent into production
- People do not change...Hire the right people for the right job
- Clearly Define your expectations - focus
- Immediately Praise and Recognize for the work we want duplicated
- Care for your People like you care for your family
- Enhance their strengths
- Build their self awareness
 - To have
 - To be
 - To do
 - To give

- Make them Interdependent
- Build on everyone's expertise
- Find their Unique qualities

"Very powerful and entertaining...describes how companies need to rethink their structure, culture, and information ownership."
—Michael S. Dell, founder, chairman, and CEO, Dell Computer Corporation

BEEP! BEEP!



**COMPETING IN
THE AGE OF THE
ROAD RUNNER**

CHIP R. BELL & OREN HARARI



Chip Bell



Orin Harari

- Business success is about speed, anticipation, responsiveness, imagination, and most of all – agility
- Think of your business as a fire department – it cannot predict where the next fire will take place, so it has to shape a flexible and efficient team that responds well to anticipated events, no matter how extreme
- If you don't make dust.....you eat dust!
- Good leaders get excited seeing others succeed
- You build a successful company by building successful people

7 Rules for Exceptional Leadership

1. Everyone is a full player

- No more secrets
- Everybody plans – fully engaged

2. No boundaries

- Information, resources, and thoughts flow freely
- Freedom is what you have left when arrogance, aimlessness, ignorance, and fear are removed

3. Let go of everything but world class talent

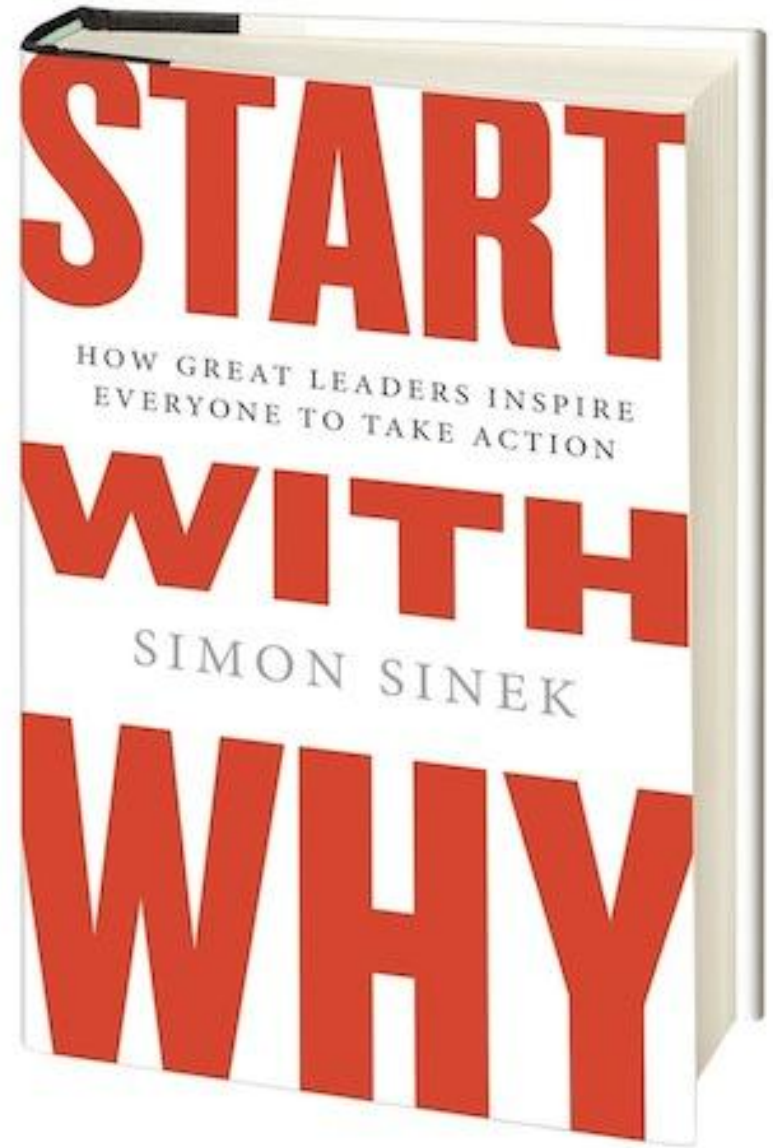
- Stay light and unencumbered

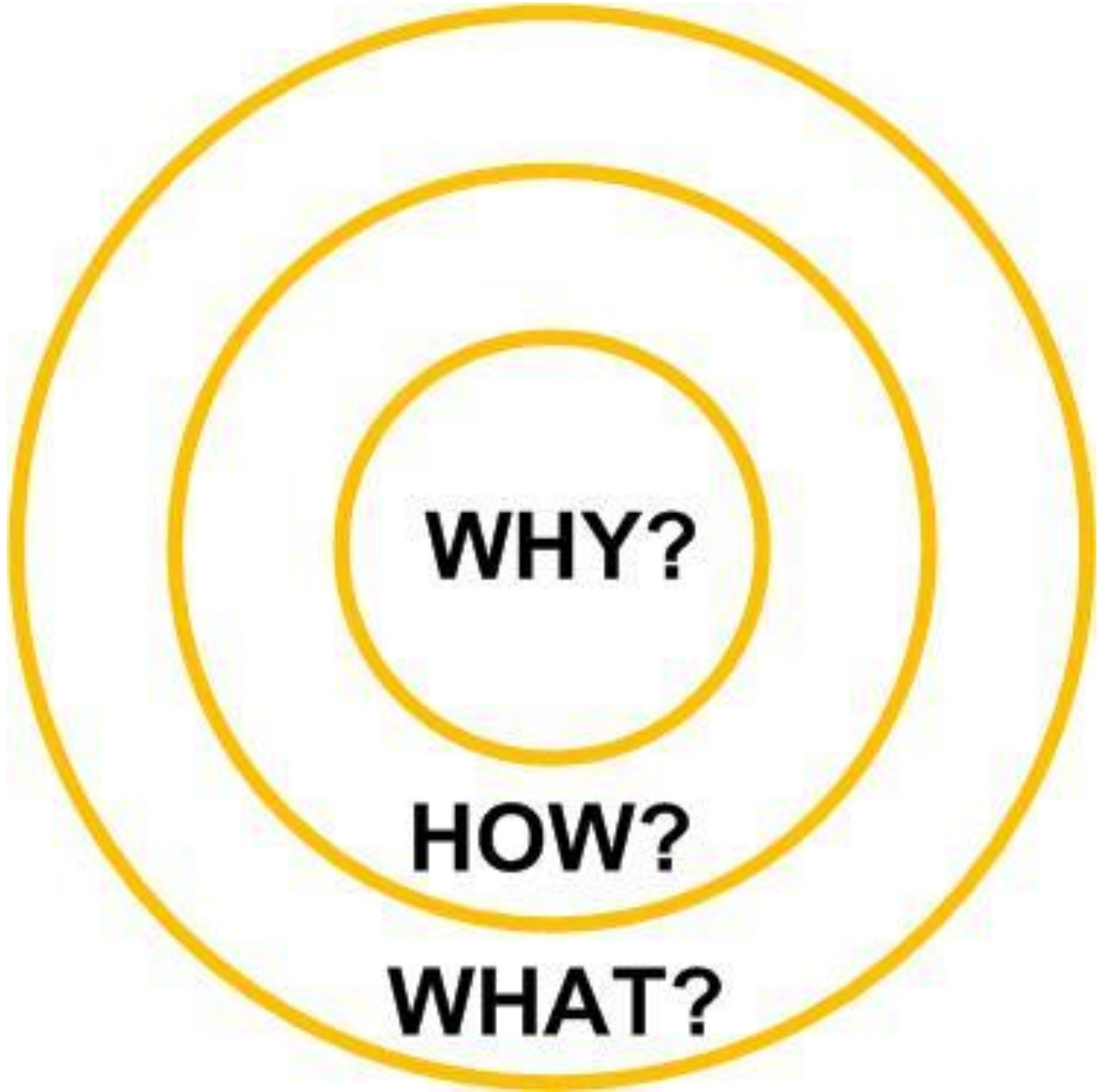
- 4. Be honorable –
 - promote values that attract people with impeccable values
 - put ethics, trust, and openness in communication
- 5. Mastery is magic
 - perpetual learning – mastery is always unfinished
 - become the fastest learner in your industry
- 6. Break rules...ignore conventional wisdom
 - Differentiate yourself in a crowded marketplace
 - Go in a different direction than everyone else

- 7. The last word is laughter
 - Laughter leads to productivity, imagination, and innovation
 - Find the joy in life!
- Leaders are adept at scouting talent and developing teams
- Flocks VS. Ones – flocks represent individual talents coming together to make something valuable happen
- Think Canadian geese



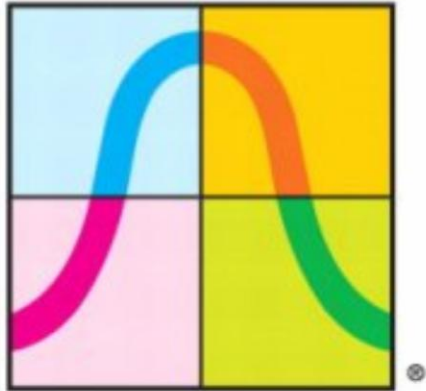
Simon Sinek





- There are only two ways to influence human behavior
 - You can manipulate it
 - You can inspire it
- Leadership is the ability to rally people not for a single event, but for years
- There is a big difference between repeat business and loyalty
 - Repeat is when someone does business with you multiple times
 - Loyalty is they are willing to turn down a better product or price to continue to do business with you. Loyal customers don't even bother to research the competition

- Consider what a company is – a company is a culture – a group of people brought together around a common set of values or beliefs
- It is not products or services that bind a company together
- Culture is the strong set of beliefs and values that everyone shares – from the CEO to the receptionist
- So the goal should be to not hire people who simply have a skill set, but to hire who believe what you believe



MANAGEMENT OF ORGANIZATIONAL BEHAVIOR

Leading Human Resources

NINTH EDITION

Paul Hersey | Kenneth H. Blanchard | Dewey E. Johnson



Leadership Styles

- S1: Telling** - is characterized by one-way communication in which the leader defines the roles of the individual or group and provides the what, how, why, when, and where to do the task
- S2: Selling** - while the leader is still providing the direction, he or she is now using two-way communication and providing the socio-emotional support that will allow the individual or group being influenced to buy into the process.
- S3: Participating** - this is now shared decision making about aspects of how the task is accomplished and the leader is providing less task behaviors while maintaining high relationship behavior.
- S4: Delegating** - the leader is still involved in decisions; however, the process and responsibility has been passed to the individual or group. The leader stays involved to monitor progress.

Competence and Commitment

- **D1** - Low competence and high commitment
- **D2** - Low competence and low commitment
- **D3** - High competence and low/variable commitment
- **D4** - High competence and high commitment

"This book captures the essence of life
and leadership. I recommend it!"
—JOHN C. MAXWELL, *New York Times* bestselling author,
The 21 Irrefutable Laws of Leadership

IT'S NOT ABOUT YOU

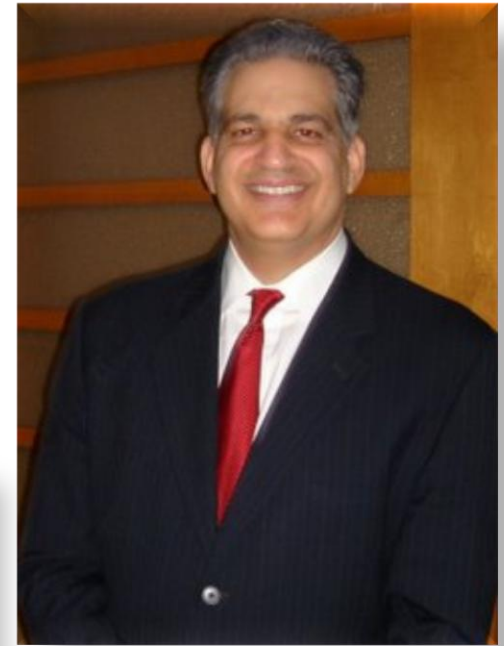


A LITTLE STORY ABOUT
WHAT MATTERS MOST IN BUSINESS

Bob Burg *and* John David Mann
BESTSELLING AUTHORS OF *The Go-Giver*



**John David
Mann**



Bob Burg

5 Keys to Legendary Leadership

- Hold the vision
 - Building a business is an act of faith
 - Watch your personal pronouns
 - Keep seeing where you are going, even when no one else does
- Build your people
 - Lead from the heart
 - The substance of influence is pull, not push
 - Don't react.....respond
- Do the work
 - Stay hugely humble
 - Get mud on your boots
 - Trust yourself
- Stand for something
 - Competence matters but character matters more
 - You can lead only as far as you grow
- Share the mantle
 - It's not about you.....it's about them
 - The best way to increase your influence is to give it away



Tom Peters

“Ph.D. in leadership course: make a list of all the things done to you that you abhorred. Don’t do them to others. Ever. Make a short list of things done to you that you loved. Do them to others. Always.”

De Hock, founder, Visa