Leading From Where You Are

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Based on:
The 360° Leader by John C. Maxwell
No Matter Where You Are As A Leader You Can…

- Lead Up
- Lead Across
- Lead Down
Practice Leading Up

• Lead Yourself Exceptionally Well
• Lighten Your Leader’s Load
• Be Willing to do What Others Won’t
• Do More Than Manage – Lead!
• Invest in Relational Chemistry
• Be Prepared Every Time You Take Your Leader’s Time
• Know When to Push and When to Back Off
• Become a Go-To Player
• Be Better Tomorrow Than You Are Today
Lead Yourself Exceptionally Well

- Manage Your Emotions
- Manage Your Time
- Manage Your Priorities
- Manage Your Energy
- Manage Your Thinking
- Manage Your Words
- Manage Your Personal Life
Lighten Your Leader’s Load

• Do Your Own Job Well First
• When You Find a Problem, Provide a Solution
• Tell Leaders What They NEED to Hear, Not What They WANT to Hear
• Go the Second Mile
• Stand Up For Your Leader Whenever You Can
• Stand In For Your Leader Whenever You Can
• Ask Your Leader How You Can Lift the Load
Be Willing to Do What Others Won’t

• Take the Tough Jobs
• Pay Your Dues
• Work in Obscurity
• Succeed with Difficult People
• Put Yourself on the Line
• Admit Faults but Never Make Excuses
• Do More Than Expected
• Be the First to Step Up and Help
• Perform Tasks that are Not Your Job
• Take Responsibility for Your Responsibilities
Do More Than Manage – Lead!

- Think Longer Term
- See Within the Larger Context
- Push Boundaries
- Put the Emphasis on Intangibles
- Learn to Rely on Intuition
- Invest Power in Others
- See Yourself as an Agent of Change
Invest in Relational Chemistry

- Listen to Your Leader’s Heartbeat
- Know Your Leader’s Priorities
- Catch Your Leader’s Enthusiasm
- Support Your Leader’s Vision
- Connect With Your Leader’s Interests
- Understand Your Leader’s Personality
- Earn Your Leader’s Trust
- Learn to Work with Your Leader’s Weaknesses
Be Prepared Every Time You Take Your Leader’s Time

• Invest 10 Minutes for Every 1 Minutes You Expect to Meet
• Don’t Make Your Boss Think for You
• Bring Something to the Table
• When Asked to Speak, Don’t Wing It
• Learn to Speak Your Boss’s Language
• Get to the Bottom Line
• Give a Return on Your Leader’s Investment
Know When to Push and When to Back Off

- **Push When**
  - You Know Something Your Boss Doesn’t But Needs To
  - Time is Running Out
  - Your Responsibilities Are at Risk
  - Your can Help You Boss Win

- **Back Off When**
  - You are Promoting Your Own Personal Agenda
  - You have Already Made Your Point
  - Everyone But You Must Take the Risk
  - The Atmosphere Says “No”
  - The Timing is Only Right for You
  - Your Request Exceeds Your Relationship
Become a Go-To Player

- Produce When the Pressure’s On
- Produce When the Resources are Few
- Produce When the Momentum is Low
- Produce When the Load is Heavy
- Produce When the Leader is Absent
Be Better Tomorrow Than You are Today

• Learn Your Craft Today
• Talk Your Craft Today
• Practice Your Craft Today
Practice Leading Across

• Understand, Practice, and Complete the Leadership Loop
• Put Completing Fellow Leaders Ahead of Competing with Them
• Be a Friend
• Avoid Office Politics
• Expand Your Circle of Acquaintances
• Let the Best Idea Win
• Don't Pretend You’re Perfect
Understand, Practice, and Complete the Leadership Loop

• Caring – Take an Interest in People
• Learning – Get to Know People
• Appreciating – Respect People
• Contributing – Add Value to People
• Verbalizing – Affirm People
• Leading – Influence People
• Succeeding – Win With People
Put Completing Fellow Leaders Ahead of Competing With Them

- Acknowledge Your Natural Desire to Compete
- Embrace Health Competition
- Put Competition in Its Proper Place
- Know Where to Draw the Line
Be A Friend

• Listen!
• Find Common Ground Not Related to Work
• Be Available Beyond Business Hours
• Have a Sense of Humor
• Tell the Truth When Others Don’t
Avoid Office Politics

• Avoid Gossip
• Stay Away from Petty Arguments
• Stand Up for What’s Right, Not Just for What’s Popular
• Look at All Sides of the Issue
• Don’t Protect Your Turf
• Say What You Mean, and Mean What You Say
Expand Your Circle of Acquaintances

- Expand Beyond Your Inner Circle
- Expand Beyond Your Expertise
- Expand Beyond Your Strengths
- Expand Beyond Your Personal Prejudices
Let the Best Idea Win

• Listen to All Ideas
• Never Settle for Just One Idea
• Look in Unusual Places for Ideas
• Don’t Let Personality Overshadow Purpose
• Protect Creative People and Their Ideas
• Don’t Take Rejection Personally
Don’t Pretend You’re Perfect

• Admit Your Faults
• Ask for Advice
• Worry Less About What Others Think
• Be Open to Learning from Others
• Put Away Pride and Pretense
Practice Leading Down

- Walk Slowly Through the Halls
- See Everyone as a "10"
- Develop Each Team Member as a Person
- Place People in Their Strength Zones
- Model the Behavior You Desire
- Transfer the Vision
- Reward For Results
Walk Slowly Through the Halls

• Slow Down
• Express That You Care
• Create a Healthy Balance of Personal and Professional Interest
• Pay Attention When People Start Avoiding You
• Tend to the People, and They Will Tend to the Business
See Everyone as a “10”

- See Them as Who They Can Become
- Let Them “Borrow” Your Belief in Them
- Catch Them Doing Something Right
- Believe the Best – Give Others the Benefit of the Doubt
- Realize that “10” has Many Definitions
- Give Them the “10” Treatment
Develop Each Team Member as a Person

- See Development as a Long-Term Process
- Discover Each Person’s Dreams and Desires
- Lead Everyone Differently
- Use Organizational Goals for Individual Development
- Help them Know Themselves
- Be Ready to Have a Hard Conversation
- Celebrate the Right Wins
- Prepare Them for Leadership
Place People in Their Strength Zones

- Discover Their True Strengths
- Give Them the Right Job
- Identify the Skills They’ll Need and Provide World-Class Training
Model the Behavior You Desire

• Your Behavior Determines the Culture
• Your Attitude Determines the Atmosphere
• Your Values Determines the Decisions
• Your Investment Determines the Return
• Your Character Determines the Trust
• Your Work Ethic Determines the Productivity
• Your Growth Determines the Potential
Transfer the Vision

- Clarity
- Connection of Past, Present, and Future
- Purpose
- Goals
- A Challenge
- Stories
- Passion
Reward for Results

• Give Praise Publicly and Privately
• Give More than Just Praise
• Don’t Reward Everyone the Same
• Give Perks Beyond Pay
• Promote When Possible
• Remember That You Get What You Pay For