


I. THE LEADERSHIP STYLE THAT WORKS

**“Companies that manage and lead people right,
will outperform companies that don’t
by 30% to 40%.”**

Jeffrey Pfeffer

A. Leadership Defined

1. Herb Eagle....

2. A more practical definition:

"The art of using P_____ skills and/or the power of position to influence the attitudes and B_____ of others toward exceptional performance."

3. The principle distinction between leadership and management...

a. Leadership has to do with the impact we have on our

P_____

b. Management has to do with our ability to get T_____ accomplished

B. The leadership challenge: In today's environment of narrow profit margins and intense competition, there's a need for us to maintain close C_____ for profitability. We must be rigid and E_____ in making money, but adaptable and R_____ in dealing with people and their dignity.

➤ A key consideration....

Compliance ●—————● Commitment

C. Leadership Theory

1. "X" A_____
2. "Y" P_____
3. "Z" J_____
4. "C" C_____ -focused approach

D. Quotes to Consider

1. Ken Blanchard: "The most skilled and productive leaders in today's world are those who keep their P_____ happy and productive; this results in our people keeping our C_____ satisfied."
2. John Wooden: "When coaching I preferred playing against an _____ team with a _____ coach, than playing against a _____ team with an _____ coach."
3. Jay Beecroft: "Remember that your people will respect not only that which you E_____ but that which you I_____."

E. "Theory C" Leadership Style

1. Communicate, as the highest of priorities, the importance of all team members making and keeping customers H_____
2. Walk around, I_____, be A_____, and avoid:
 - a. "S_____ management"
 - b. The "LAZ" Approach (L_____ A_____ Z_____)
3. Recognize recent A_____
4. Reward employees for C_____ -focused behavior
5. Make P_____ reservedly, but always keep them

6. Reject P_____ (and be a good D_____)
7. Critique P_____ when necessary
8. Respect them, their N_____, and ask what you can do
9. Frequently mention V_____ and make them feel a part
10. Be passionate about T_____ -- theirs and yours

II. Skilled Leaders Create Positive Morale

“Energy is power. It gives an organization the capacity to produce and must be consciously managed. Your team’s energy level is largely a factor of attitude.”

Fred Pryor

A. Key Definitions:

1. Motivation - Thoreau: “The pull of A_____ and the push of D_____.”
2. Attitude: “The demeanor and spirit we C_____ to adopt and display from a given stimulus.”
3. Morale: “The organizational C_____ largely created by management which defines the attitudes and degree of B____ - I___ employees embrace.

B. Creating the climate for High Performance

1. Maximizing the S_____-image of our team members
 - a. P_____ Self-Image

b. P_____ Self-Image

2. F_____ in the B_____!

a. Definition: an internal force of motivation causing one to take targeted A_____.

b. The most powerful source of fire in the belly is the deviation between one's present and projected self images. The "want to" creates the P_____ when accompanied by a plan to bridge the G_____!

c. The key component: leaders and managers must set the E_____!

C. Building Commitment in your team – The Top 10

1. Recognize the importance of P_____ and F_____ life

2. Make C_____ compensation is E_____ throughout your company

3. Keep B_____ competitive with other area employers

4. Let employees know the company's direction (as it is known) and their R_____

5. Provide multiple opportunities for personal G_____

6. Create an O_____/ C_____ communications environment

7. Encourage and recognize team member I_____

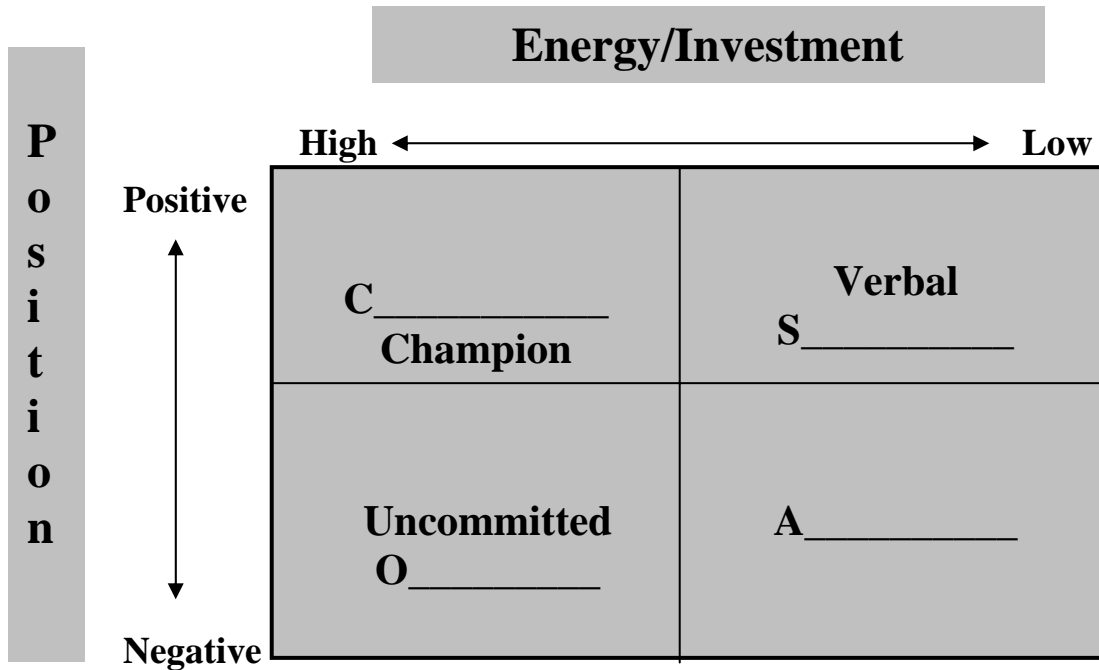
8. Involve your people in planning, S_____ development, and I_____

9. Accurately A_____ employee performance and contributions (in a timely manner)

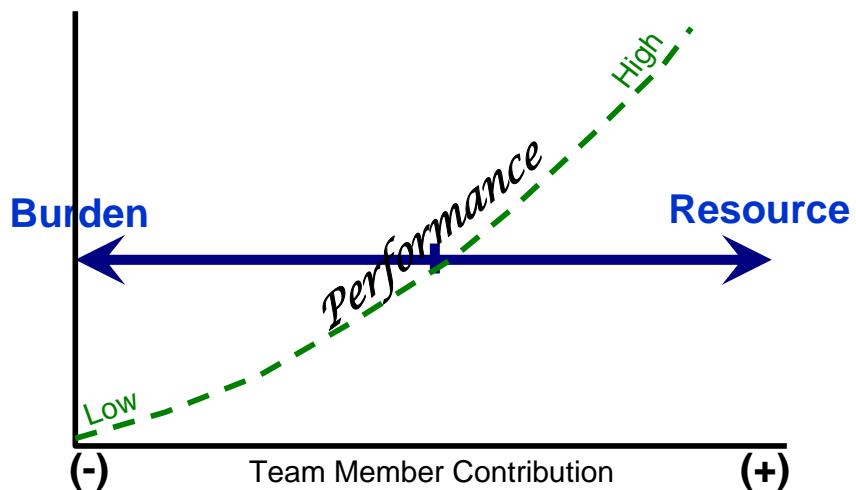
10. Don't be afraid to be H_____ and H_____

D. Leaders Gain Buy-In

1. The “Buy-In-Model”



E. Team Performance



III. Coaching Team Members for High Performance

**"It's a fine thing to have ability,
but the ability to discover ability in others
is the true test of leadership."**

Elbert Hubbard

A. The importance of coaching

1. Coaching defined...."Getting your people to develop the H_____, S_____ sets and proactivity required for S_____ in their job."
2. Skill recognition and assessment
 - a. Start with a J____ D_____ - *Why?*
 - 1) To eliminate M_____
 - 2) To clarify E_____
 - 3) To zero in on key S_____ S_____
3. Dealing effectively with "S_____-G_____"
 - 1) Be sure there is appropriate focus on T_____
 - 2) In this area it is important that we pay careful attention to I_____ performance not just the team dynamic

B. Don't Sanction I_____ . If/When We Do, We Will R_____ Counterproductive Behavior. We Sometimes Fall Into This Trap As Managers Because Of Several Reasons....

1. We feel the need to be L_____ so we procrastinate in addressing tough issues with our people
2. We resist dealing with a negative situation and we hope the problem will D_____ if we ignore it (this almost N_____ happens)
3. We lack the A_____ or willingness to skillfully confront our people about performance issues
4. We fantasize that an E_____, comfortable solution will be forthcoming

***** To sanction the incompetence of our people is proof of our own! *****

C. The Gentle Art of Reprimand

1. People expect due process and a code of F_____ which we are professionally obligated to follow
2. Don't get E_____ -- it almost always makes things worse. Focus on F_____ and solutions, not B_____ and put-downs
3. Be highly aware of T_____ -- do what is in the best interest of desired results

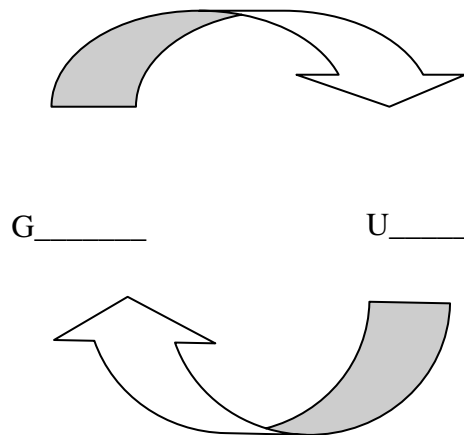
D. Understanding Discipline

1. What it is not: The "R_____ of the K_____"
2. What it is: The simple correction of E_____
3. Your approach should be fair and E_____ in the eyes of others
4. Remember that people and organizations F_____ when there is no discipline for non-performance

E. Fundamental Elements of One-on-One Coaching

1. Communicate S_____ clearly
2. Give F_____ skillfully
3. Help your people understand C_____
4. Periodically use the "D_____ Principle"

F. How a Skilled Coach Gets Results



**"We are what we repeatedly do.
Excellence, then, is not an act but a habit."**

Aristotle

G. Maximizing Team Performance

1. Collective Intellect – The M_____ Power resulting from several individuals collaborating to address a given issue.
2. The “A_____ Principle” – An opportunity one in control offers to others to be H_____ and to influence O_____
3. The “Chinese Bridge”

IV. Visions and Goals for Success

**"There are no unrealistic goals,
only unrealistic time frames.**

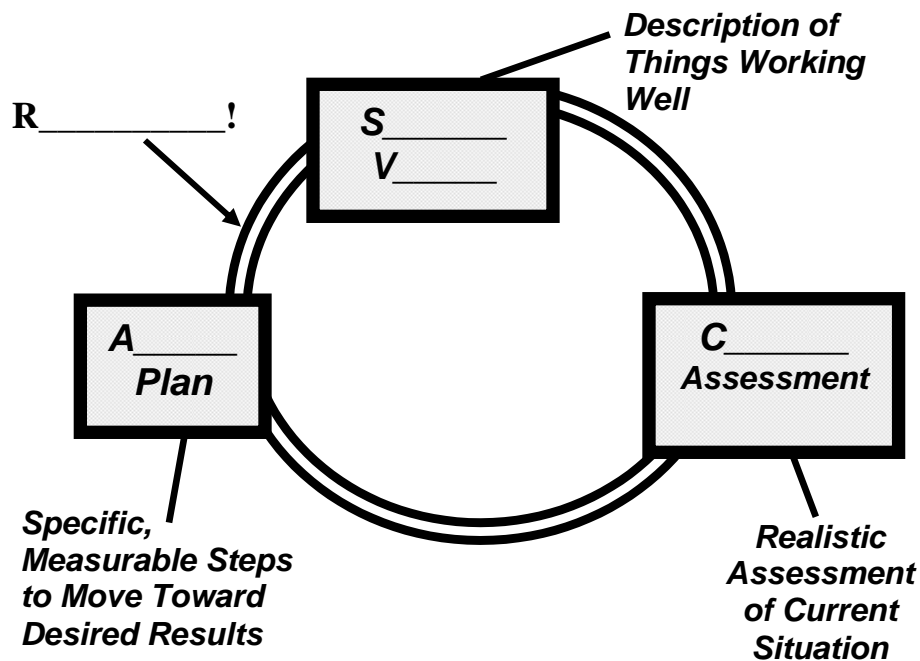
Jerry Bresser

A. Expect Great Things

1. Once you have the right P_____ in place it is incumbent upon all good leaders and managers that they get the most out of them in a win/win way!
2. Nobody achieves more than they E_____ to!

3. Great leaders are tremendously D_____, and they operate from extremely high S_____

B. Leaders See the Big Picture



C. Assessment of strengths and weaknesses

1. Proactively assure that the strengths and weaknesses of your team members play well with V_____ and G_____
2. A quote from Dick Gardner: “Until or unless you identify and confront whatever is I_____ you, you will never be as much as you were meant to be.”
3. Addressing strengths and weaknesses:
 - a. Identifying strengths and building on them as one’s F_____ for success is critically important
 - b. The identification of weaknesses is just as important. They must similarly be identified, discussed and when

possible, E_____. If they cannot be totally eliminated in a timely manner, they must at least be well M_____

D. The Importance of Goal Setting

1. Five reasons why goals are good...
 - a. They G_____ and D_____ behavior
(Habits!)
 - b. They give us F_____, without which we suffer from inefficiencies
(Clarity!)
 - c. They give us H_____, which brings out the best in us
(Anticipation!)
 - d. They cause us to organize ourselves and our R_____
(Excellence!)
 - e. They help motivate us to advance to the next P_____ level
(Progress!)
2. The “exponential effect” of goals
 - a. For best results, goals must be W_____. It is the means by which we program the subconscious mind. By writing them down, you will T_____ your commitment and results
 - b. If you write them down, and assign a T_____ F_____, you will Q_____ your commitment and probability of achievement

E. Current Personal Assessment

1. It is virtually impossible to make meaningful progress in the goal achievement process unless we clearly understand where we are S_____ F_____
2. Consider your T_____ R_____

3. The "Spoke Measurement Method" (with seven goal C_____ for maintaining life balance)
4. Never underestimate the importance of B_____

