

## Great leaders Produce

- High productivity.
- Low turnover.
- High customer satisfaction.
- High profitability.
- Innovation.
- Positive relationship with suppliers.

## Four Stages of Leadership

1. Depending on others.
2. Leading self.
3. Leading thru others.
4. Leading with vision.

## Leadership Insights

Great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths.

Effective leaders have widely different personal styles. There is no one right way to lead.

How leaders treat their peers and employees directly impact the level of service the company provides its customers.

Understanding other people's perspectives accounts for 75% of managers who advance in their careers. 80% of terminated employees are fired due to poor interpersonal skills.

Great leadership is not a competitive activity in which one person's success detracts from another's success.

Michelangelo said: "The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it."

Cultures emphasizing leadership at all levels outperform firms that did not by a huge margin.

If people seek to be perceived as great leaders, it behooves them to know which competencies really make a difference in their organizations.

Fatal flaws" must be fixed. If a person is not honorable, does not keep promises, does not tell the truth to people, or places personal gain above the needs of the organization, then that flaw will cause the person to be ineffective.

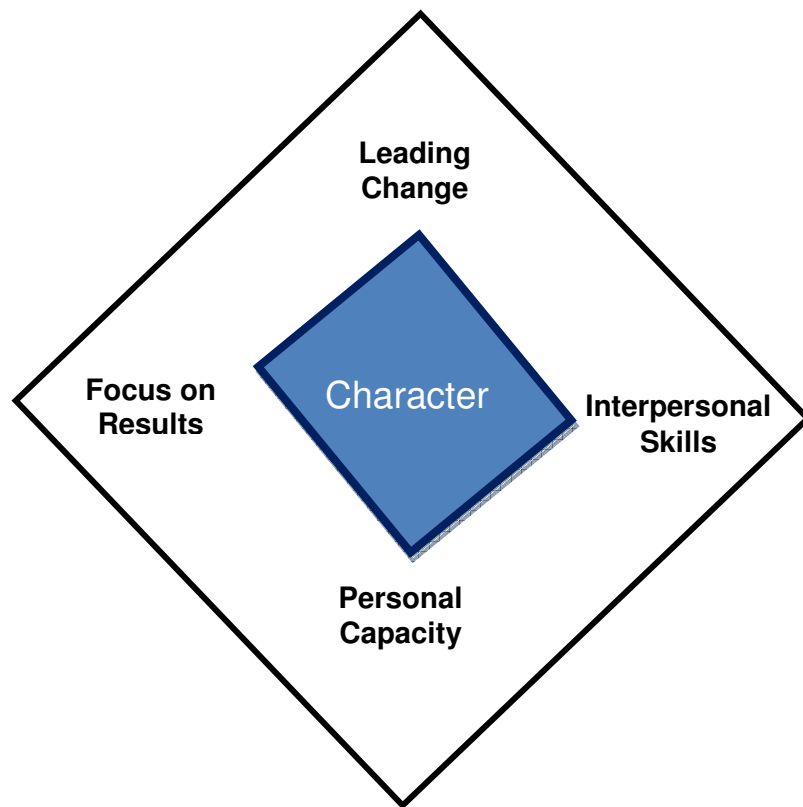
The quality of leadership in an organization seldom exceeds that of the person at the top.

When people score high on "inspires and motivates others", they also receive high scores on "communicating clear expectations.", "allowing others to create stretch goals" and "creating a learning environment in which people are given the freedom to learn and problem-solve".

Overall, leaders are made, not born.

Compared to good leaders, extraordinary leaders nearly double the profits of their companies. Poor leaders actually cost money for their companies.

The best career experience is when a person's competencies and passions meet organizational needs.



**Fatal Flaws are a lack of**

- Openness to new or different ideas.
- Inability to learn from mistakes.
- Core interpersonal skills.
- Accountability.
- Initiative.

Character			
Most important competency. Authentic. Ethical. Transparent. Self-Aware. Honest. Accountable. Assumes good from others. Tenacious. Walks the talk. Puts interests of others first.			
Focus on Results	Personal Capacity	Interpersonal Skills	Leading Change
Brings ideas to action. Develops stretch goals. Accelerates the speed at which things get done. Sponsors initiatives.	Tech/Product knowledge. Professional. Effective with technology. Problem solver. Emotional resiliency.	Expresses character. Builds relationship with good communication. Gives and receives feedback well. Effective in conflict resolution.	Highest leadership expression. Strategic thinking. Takes vision and puts into goals. Effective at marketing projects to others. Balances short and long term goals.

*Good is the enemy of excellence. Leadership is the challenge to be something more than average.*

**Jim Rohn**

*Not the cry, but the flight of the wild duck leads the flock to follow.*

**Chinese Proverb**

*I start with the premise that the role of leaders is to produce more leaders, not more followers.*

**Ralph Nader**

## 25 Ways To Become An Extraordinary Leader

1. Decide to become a great leader.
2. Develop and display high personal character.
3. Develop new skills. Enroll in developmental experiences.
4. Find a coach.
5. Identify your strengths.
6. Identify your weaknesses, and then find ways to make them irrelevant.
7. Fix fatal flaws.
8. Increase the scope of your assignment.
9. Connect with good role models.
10. Learn from mistakes and negative experiences.
11. Seek ways to give and receive productive feedback.
12. Learn from work experiences.
13. Study the current reality the organization faces.
14. Learn to think strategically.
15. Communicate with stories.
16. Infuse energy into every situation.
17. Allocate time to develop people.
18. Weld your team together.
19. Build personal dashboards to monitor leadership effectiveness.
20. Plan and execute a change initiative.
21. Become a teacher/trainer.
22. Study the high performers and replicate their behavior with others.
23. Volunteer in your community.
24. Practice articulating your vision for the firm and your group.
25. Prepare your next job. Think ahead regarding the skills you will need.

## Helping Others Become Extraordinary Leaders

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| <ol style="list-style-type: none"><li>1. Adopt a model of leadership.</li><li>2. Decide who will receive leadership development.</li><li>3. Define the results you seek from leaders and how those results link to the strategy of the organization.</li><li>4. Set extremely high expectations for leaders.</li><li>5. Involve senior executives in leadership development.</li><li>6. Focus development efforts on strengths.</li></ol> | <ol style="list-style-type: none"><li>7. Use powerful learning methods that change behavior.</li><li>8. Emphasize action learning projects.</li><li>9. Create a culture of feedback.</li><li>10. Transform complexity into simplicity.</li><li>11. Involve your leaders as teachers.</li><li>12. Make development a longer-term process not an event.</li><li>13. Build accountability into the development process.</li><li>14. Plan development experiences for leaders.</li><li>15. Celebrate success.</li></ol> |
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