



You're A New Leader...

Now What Do You Do?

"The one thing you need to know about leadership, is that there is more than one thing you need to know about leadership."
- John C. Maxwell

Jack Klemeyer, Executive Director
*The JOHN MAXWELL **Team***



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*People
Who Feel Good
About
Themselves
Produce
Good Results!*



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Maximize Our Time Together Today

- Be in the P _____
- Participate
- Take N _____
- Look for application of these ideas and concepts in your work or in your life
- Ask Q _____
- Avoid Distractions
- Listen

What's Your Intention?

“Our **intention**
creates
our **reality.**”

Wayne Dyer

For you personally, What is one thing that would help you be a better leader?

“Leadership ability is the LID that determines a person's level of effectiveness as well as the organization's effectiveness.”

- John C. Maxwell



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*A Study of The 21 Irrefutable Laws of Leadership
Based on the book by John C. Maxwell*

The Law of the Lid: Your L_____ ability
determines your L_____ of effectiveness.

How well you L_____ determines how well you
S_____.

E_____ rises and falls on
L_____.

Leadership has a M_____ effect on people.

Your L_____ is the lid that determines your
S_____.

Application Questions:

1. Before we dive into the application questions, what was your
biggest takeaway from the video?

Why did that make such an impression?

NOTES _____



2. What is your current leadership number?

3. What do you think your leadership number could be?

4. What will you do over the next six months to raise that leadership number?

5. Who in your life can you partner with to keep you accountable for your plan for growth? Why did you pick that person?

NOTES _____

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Helpful Beliefs to Hold to Be True...

NLP (Neuro-Lingusitic Programming) Presuppositions

- People are meaning seeking beings.
- Every behavior is useful in some situation.
- Behind every behavior is a positive intention.
- You can do anything... modeling... The Oldest Law of Leadership
- You already have all the resources you need.
- People respond to their map of reality, not to reality itself.
- Your personal flexibility will determine your success...
- All things being equal, the element in the system with the most flexibility will be the controlling element.
- People always make the best choice available to them...
- Choice is better than no choice.
- Everything is feedback... There is no such thing as failure... it's only feedback.
- The meaning (quality) of your communication can be judged by the results you get.

"Leadership is not about titles, positions, or flowcharts. It is about one life influencing another"

- John C. Maxwell

Leadership is I _____ nothing more, nothing less.

A Leader...

"A leader is one who knows the way, who goes the way, and who shows the way.

- John C. Maxwell

NOTES _____

DEVELOPING THE LEADER WITHIN YOU

The Definition of Leadership

The more people you can influence, the more _____ you will be.

_____ Level

- ★ People follow you because they _____
- ★ When you lead by position, you will receive _____

_____ Level

- People follow you because _____
- Three things leaders at this stage do well...
 - ★ Listen well
 - ★ _____ well
 - ★ _____ well

_____ Level

- People follow you because of what you have done for _____

- Three things leaders at this stage do well
 - ★ Lead by _____
 - ★ Create _____
 - ★ Attract _____

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DEVELOPING THE LEADER WITHIN YOU

The Definition of Leadership

Level

o People follow you because of what you've done _____

o Three things leaders at this stage do well

★ _____ well

★ _____ well

★ _____ well

Level

o People follow you because of _____ and what you represent.

o At this stage, and only at this stage, you are given _____

Key Takeaways:

- The Ultimate Test of a Leader is the ability to create positive change in the lives of people.
- You can't turn anything around without changing it.
- People buy into the leader before they buy into the vision.

NOTES _____

Leadership

The extent of a person's influence speaks volumes about their potential in leadership.

Here are seven key areas to evaluate the level of influence in a possible hire:

- C _____ - who they are.
- Relationships - who they know.
- Knowledge - what they know.
- P _____ - how strongly they feel.
- Experience - where they've been.
- Past Successes - what they've done.
- A _____ - what they can do.

The Oldest Law of Leadership is...

★ People do _____ what people see _____ !



Why Do People Quit?

★ People Quit People Who Do _____ Them.

★ People Quit People Who Are U _____

1. Acting inconsistently in what they S _____ and D _____
2. Seeking P _____ gain above shared gain
3. W _____ information
4. L _____ or telling half-truths _____
5. Being Closed - Minded

★ People Quit People Who Are Incompetent

★ People Quit People Who Are In _____

Exceptional leaders do two things well.

They:

- Develop Other L _____
- Work themselves out of a job.

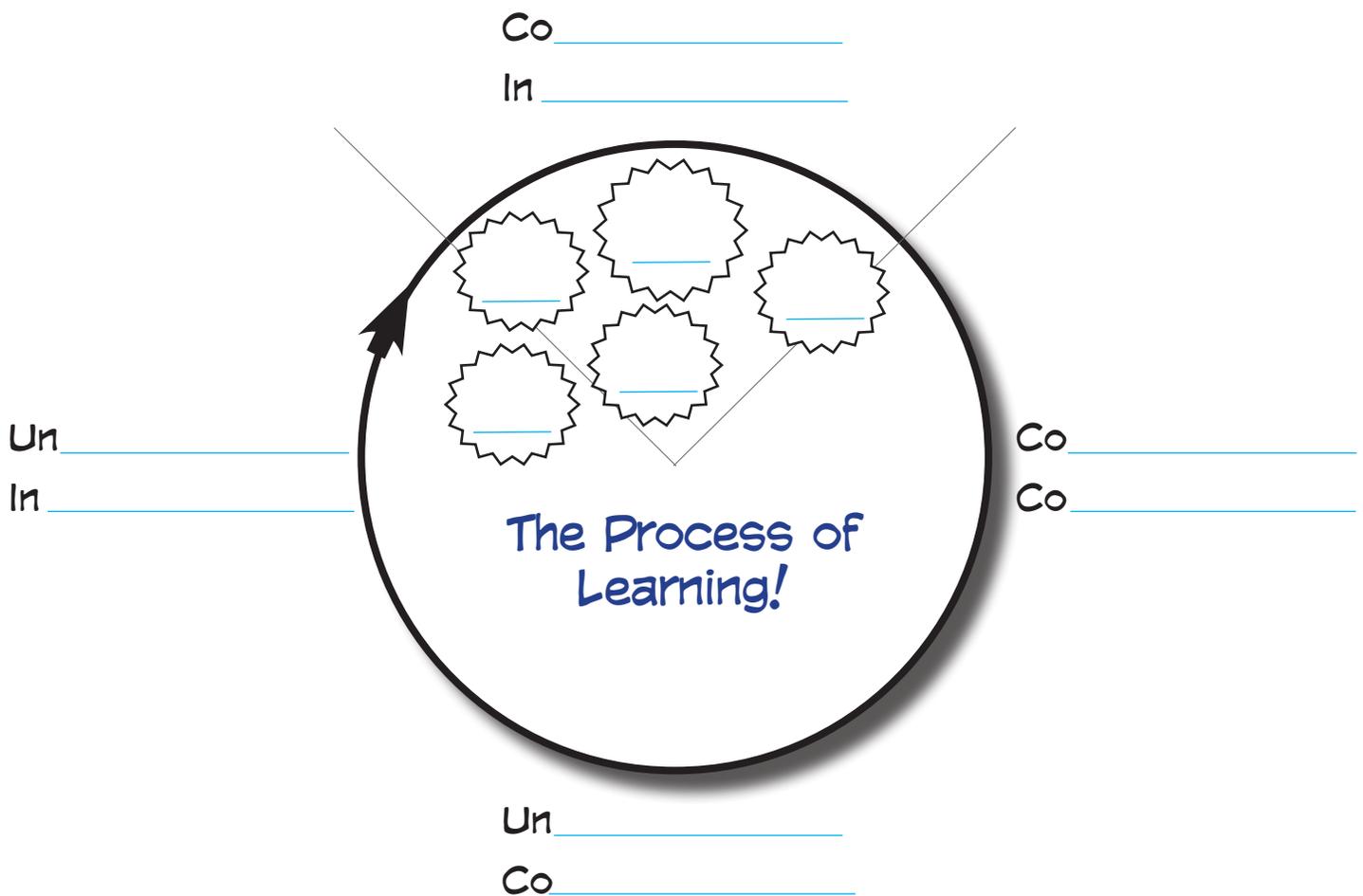
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Who shows up?



In any interaction, one of these four people show up... the key is to know which and how to respond!

1. _____
2. _____
3. _____
4. _____



"If you step up the self-education curve, you will come up with more answers than you can use."

- Jim Rohn

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There Are Three HUGE Facts About Leadership

That "They" Forgot to Tell You:

You aren't prepared for it. News flash — being a super-operator is not the same thing as being a supervisor. Doesn't matter if you were the best thing since sliced bread as a regular worker. Leading is different.

It isn't all that hard, and most importantly, **it can be learned.** That's right. Like riding a bike, swinging a golf club or shooting a gun leadership is learned skill.

The one thing you need to know about leadership, is that **there is more than one thing you need to know** about leadership.

"You cannot mandate productivity;
you must provide the tools to let
people become their best."

- Steve Jobs

Spirit Killers

A spirit killer is a comment that creates a negative drain on the climate of the group or team.

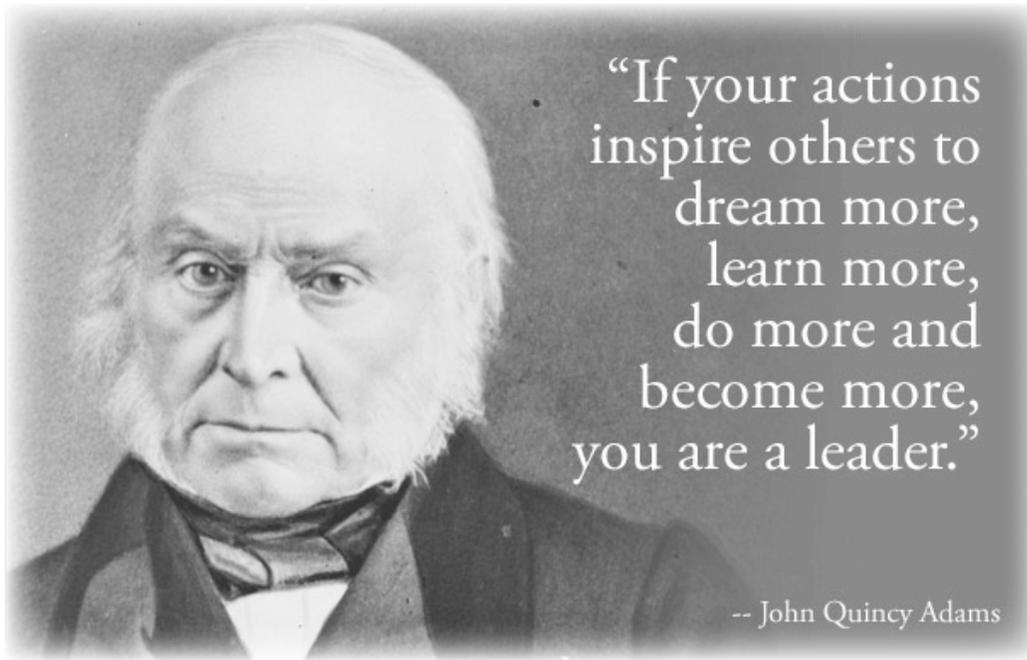


Spirit killers drain energy and kill enthusiasm, creativity and productivity. Anything that diminishes these vital elements is not good for the team.

A word of caution: A spirit killer is a behavior, not a person. Keep focused on the behaviors!

NOTES _____

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From a Study by the Hay Group

Great Leaders

Create _____

Don't have one _____

Know when to use _____

Know exactly what _____

Management guru Peter Drucker observes:

"All I know about leadership is that all leaders have only one thing in common: followers."

Sounds obvious, doesn't it? But think about it ... If the task of the leader is to create followers, then the question becomes how to create followers. Once you start thinking in that way, then you start thinking about leadership in a very sophisticated way. How do you create followers, meaning how do you enlist people, how do you energize them, and how do you engage them?

Leadership: Anyone who i _____ the thinking, the b _____ or the d _____ of another person.

LEADERSHIP LAW 4: The Law of Navigation

The Law of Navigation: A _____ can steer the ship, but it takes a L_____ to chart the course.

The Law of Navigation is all about P_____.

The best leaders PLAN AHEAD:

P_____ your course of action.

L_____ O_____ your goals.

A_____ your priorities.

N_____ key personnel.

A_____ time for discussion.

H_____ into action.

E_____ problems.

A_____ point to your wins.

D_____ review your progress.

NOTES _____

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Application Questions:

1. What was your biggest takeaway from the video?

Why did that stand out to you?

2. John and Mark walked through the PLAN AHEAD Formula. How well do you plan ahead when it comes to your team and its goals?

3. When it comes to the PLAN AHEAD Formula, which letter is your obvious weakness? Why?

NOTES _____

Four Key Leadership Skills

Selecting _____
_____ People

Building _____

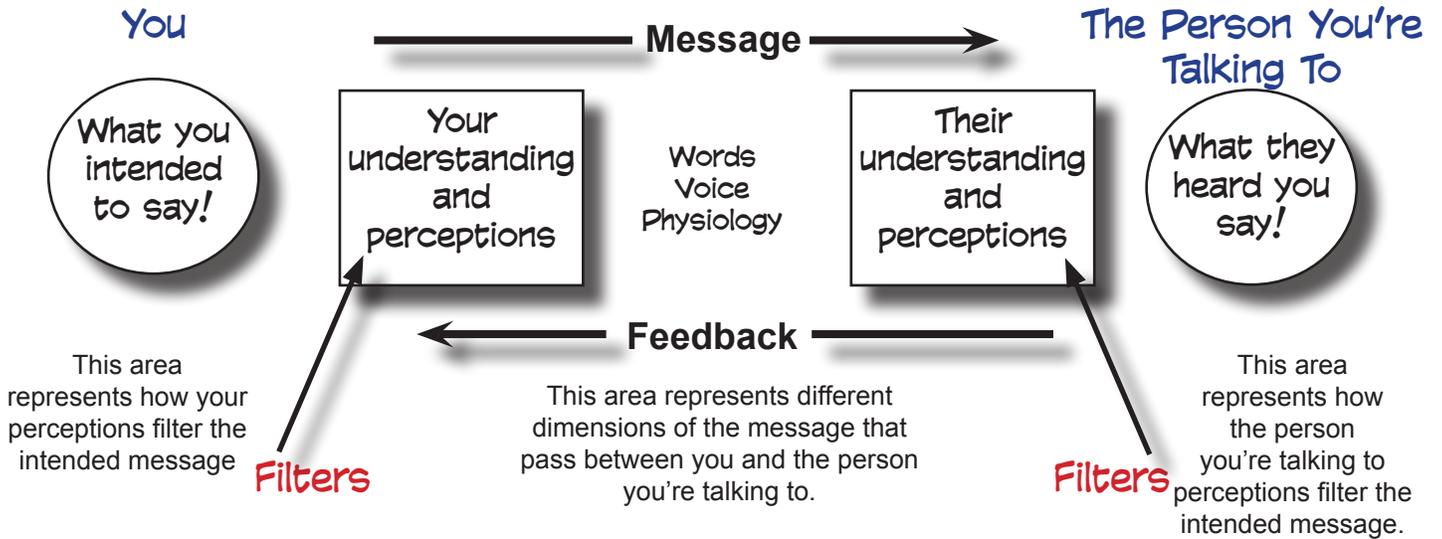
On Becoming a Leader

- The manager _____ ; the leader _____ .
- The manager _____ ; the leader _____ .
- The manager focuses on _____ and structure; the leader focuses on _____ .
- The manager relies on _____ the leader inspires _____ .
- The manager _____ reality; the leader _____ it.
- The manager has a short-range view; the leader has a long-range perspective.
- The manager asks how and when; the leader asks what and why.
- The manager has his or her eye always on the bottom line; the leader has his or her eye on the horizon.
- The manager _____ ; the leader _____ .
- The manager accepts the status quo; the leader challenges it.
- The manager is the classic good soldier; the leader is his or her own person.
- The manager does _____ right; the leader does the right _____ .

NOTES _____

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The Process of Communication



A.S.A.P. _____

Without over thinking it, put a time-frame in the blank that comes to mind when someone tells you they need something... A.S.A.P.

Attention and Listening

L _____ I _____

A _____ Q _____

D _____ I _____ "Pause before speaking!"

R _____ D _____

M _____ Eye C _____

R _____ the C _____ before you leave -

Summarize

NOTES _____

A Look at Behavior Styles



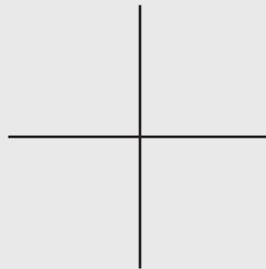
"Dating back from 400 B.C. to present, people have been trying to define behavioral styles. Behavior styles apply to nearly every interaction you have in business or otherwise."

- Dr. Tony Alessandra

The Diagnosis

More Outgoing and Initiating

More Facts,
Figures or Detail
Focused?



More People,
Relationship or
Feelings Focused?

More Reserved and Quiet

"If you just communicate, you can get by. But if you communicate skillfully, you can work miracles"

- Jim Rohn

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Behavioral Styles

Treat Others the Way
THEY Want To Be Treated.

Behavioral Styles - DiSC Overview & Review

The chart below provides insight into the goals, fears and basis for influencing and a strategy for persuading each Dimension of Behavior, so that you can better understand the person you are communicating with at any given time.

DiSC Style ↓	Their GOAL Drive	Their FEAR Drive	Their Basis FOR DECISION MAKING	General Strategy COMMUNICATING WITH THEM	Your Concept or Idea's BENEFITS TO THEM
D	Results; Control	Losing Control Of Environment; Being Taken Advantage Of	What the Idea or Concept Does For Them	The Potential Result of Using or Implementing the Idea or Concept	
i	People Involvement; Recognition	Rejection; Loss Of Approval	Who Else is Using the Idea or Concept (And What They Say About It)	The Idea or Concept's Appeal to People	
S	Security; Stability	Sudden Change; Losing Security	How the Idea or Concept Will Help Stabilize Conditions For Them	The Impact by Implementing the Idea or Concept	
C	Accuracy; Order	Criticism of Performance; Lack of Standards	Why the Idea or Concept Is A Logical Solution For Them	The Track Record of the Idea or Concept	

Decision Process Strategies

	D	i	S	C
Decision Attribute	Dominance	Influence	Steadiness	Conscientiousness
Decision Style	Result Oriented	Involvement - I	Stability - We	Analysis Focus
View	Visionary	Big Picture	Small Issues	Specific Detail
Rate of Decision	Fast on Key Facts	Quick	Indecisive / Slow Dislikes Pressure	Methodical / Slow
Outside Influence	Very Little	Some / Status	Very Much	Some for Fact Gathering
Emotion Displayed	Some Anger Outbursts	Shows Emotion / Excited	Hide Emotions / Is Emotional	None
Information Needed	Some Focused Detail	Very Little	Some / General	Very Much
Openness	Directly Open / To the Point	Very Open / Talkative	Reserved / Beats Around the Bush	Closed / Select
Conflict	Argumentative	Will Verbalize All Opinions	Dislikes Conflict / Avoids	Will Argue Points or Facts
Change	Creates It	Likes It	Accepts It with Great Hesitation	Dislikes It
Products	Gets Results / Increase Profits / Creates Control	Newest / Biggest / Flashy / Quality	Helps the Team / No Frills	Gadgets / Quantitative Well Engineered
Meeting Style	Quick / To the Point	Friendly / Informal	Reserved Yet Friendly	Controlled Stoic
Group Discussion	Tries to Control	Tries to Influence	Tries to Appease	Tries to Inform
Work Habits	Creates the Flow	Goes With the Flow	Routine	Rigid
Assertiveness	Aggressive	Assertive	Passive	Quietly Assertive on Points
Negotiation Focus	Results / Control	Involvement / Popular	Stability / Peace	Analysis / Right
Buying Motivation	Normally Go To	Normally Go To	Normally Go Away	Normally Go Away

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The 7 Leadership Styles

- Charismatic Leadership
- Participative Leadership
- Situation Leadership
- Transactional Leadership
- Transformational Leadership
- Quiet Leadership
- Servant Leadership

7 Leadership Styles Displayed By Notable Leaders, Past and Present

Bill Clinton

- Born August 19, 1946
- 43rd President of the United States
- Oversaw the country's longest peacetime expansion



Charismatic Leadership

- Uses charm to get the admiration of their followers
- Shows concern for their people and looks after their people's needs
- Creates a comfortable and friendly atmosphere for their followers by listening and making followers feel heard

Walt Disney

- Born December 5, 1901
- Founder of Disney
- Created "The Happiest Place on Earth" and Mickey Mouse



Transformational Leadership

- Motivates their followers
- Appeals to their followers' ideals and morals
- Empowers their followers using their own beliefs and personal strengths

Donald Trump

- Born June 14, 1946
- Real Estate mogul and creator of NBC reality series "The Apprentice"
- 45th President of the United States

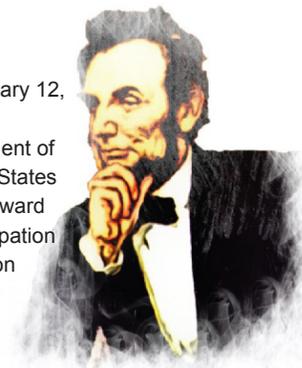


Participative Leadership

- Acts more like facilitators rather than dictators
- Facilitates the ideas and the sharing of information with the end goal of arriving at a decision
- Considers and factors opinions of the collective mind of the group

Abraham Lincoln

- Born February 12, 1809
- 16th President of the United States
- Brought forward the emancipation proclamation



The Quiet Leader

- Leads by example without telling people what to do
- Does not give loud speeches, sweeping statements or clear cut orders
- Does what needs to be done, inspiring their followers to do the same

The 7 Leadership Styles

7 Leadership Styles Displayed By Notable Leaders, Past and Present

Dwight Eisenhower

- Born October 14, 1890
- 34th President of the United States
- Eased Cold War tensions by promoting Atoms for Peace



Situation Leadership

- Considers three factors when making decisions: the situation, the capability of the followers and the capability of the leader
- Adjusts to whatever limitations is laid out in front of him by his subordinates and the situation
- Acts in dynamic way based on the different situations they are faced with

Joseph McCarthy

- Born November 14, 1908
- U.S. Senator
- Became chair of the Senate's subcommittee on investigations

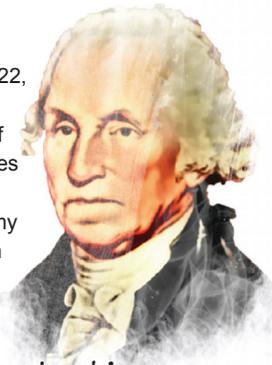


Transactional Leadership

- Establishes a clear chain of command
- Motivates the subordinates by presenting them with rewards and punishments
- States requirements for a subordinate with corresponding rewards

George Washington

- Born February 22, 1732
- 1st President of the United States
- Leader of the Continental Army in the American Revolution



Servant Leadership

- Takes care of the needs of their followers before they take care of their own
- Acts as a servant to followers, instead of acting like a king
- Serves their followers rather than force upon them what they want

Leadership Styles

"When it comes to leadership style, one size does not fit all."

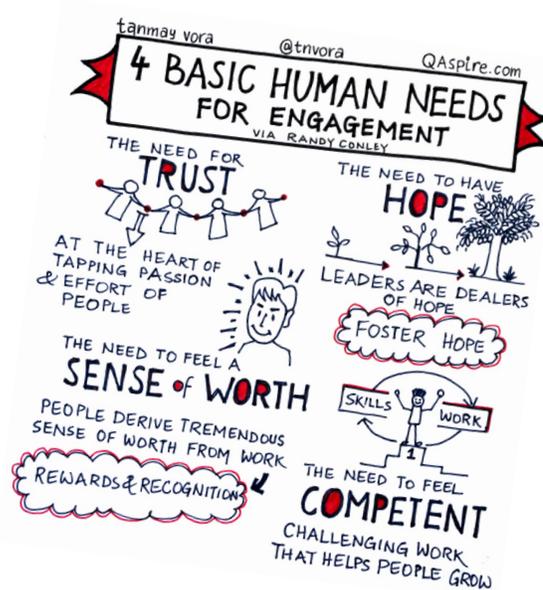
Leadership Style has to be appropriate to the person, the context and the task.



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Followers' Four Basic Needs Gallup

1. **Trust**
(honesty, integrity and respect)
2. **C** _____
(caring, friendship, happiness and love)
3. **Stability**
(security, strength, support and peace)
4. **Hope**
(direction, faith and guidance)



"Leaders get people moving. They energize and mobilize. They take people and organizations to places they have never been before. Leadership is not a fad, and the leadership challenge never goes away."

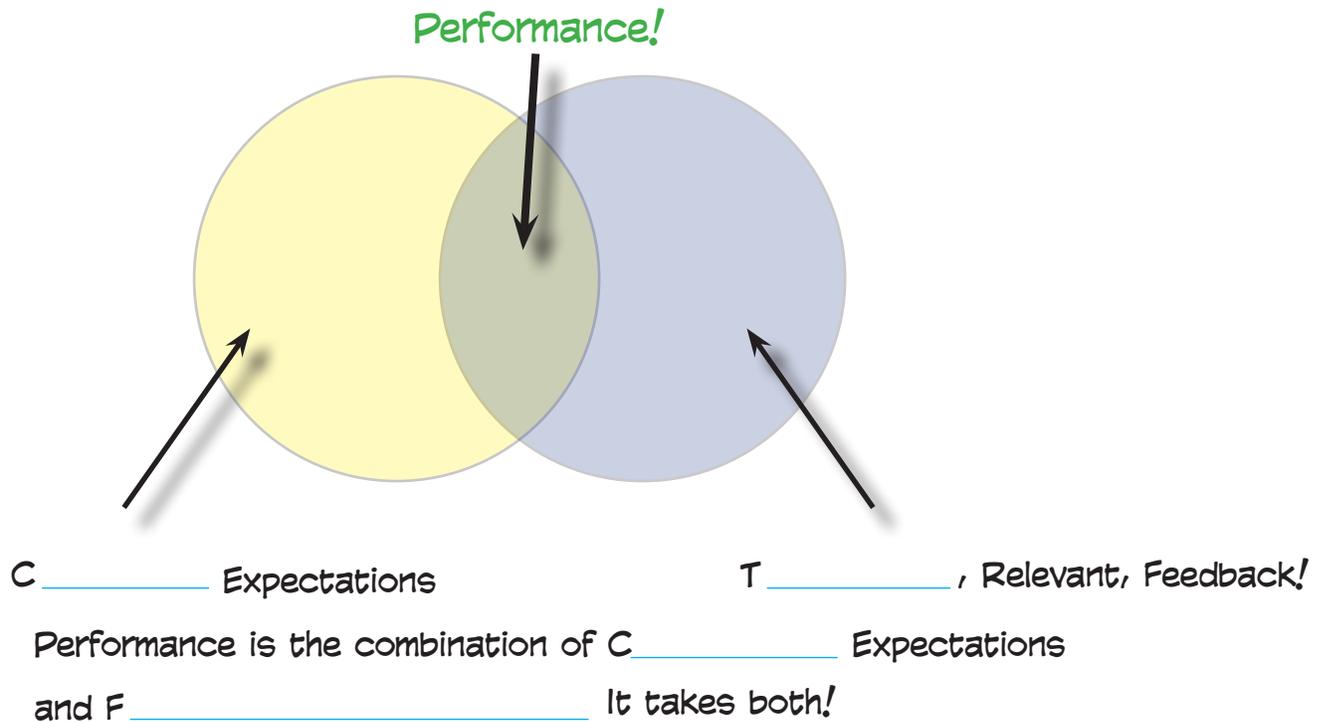
- James Kouzes and Barry Posner

Five Practices of Exemplary Leadership

1. Leaders Model the Way
2. Leaders Inspire a S _____ V _____
3. Leaders Challenge the P _____
4. Leaders Enable Others to A _____
5. Leaders Encourage the Heart



Where Performance Comes From



"You have to confront nonperformance, but you need to do it in a way that creates commitment rather than grudging compliance or outright resistance."

- Thomas Connellan

The 3 Behaviors to Develop Leaders

1. Include your team in your business
to E _____ them!
2. Hold your employee's accountable
to get B _____ - _____ from them!
3. Provide feedback to D _____ them!

"If you are doing big things, you attract big men. If you are doing the little things, you attract little men. Little men usually cause trouble."

- Winston Churchill

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Include them...

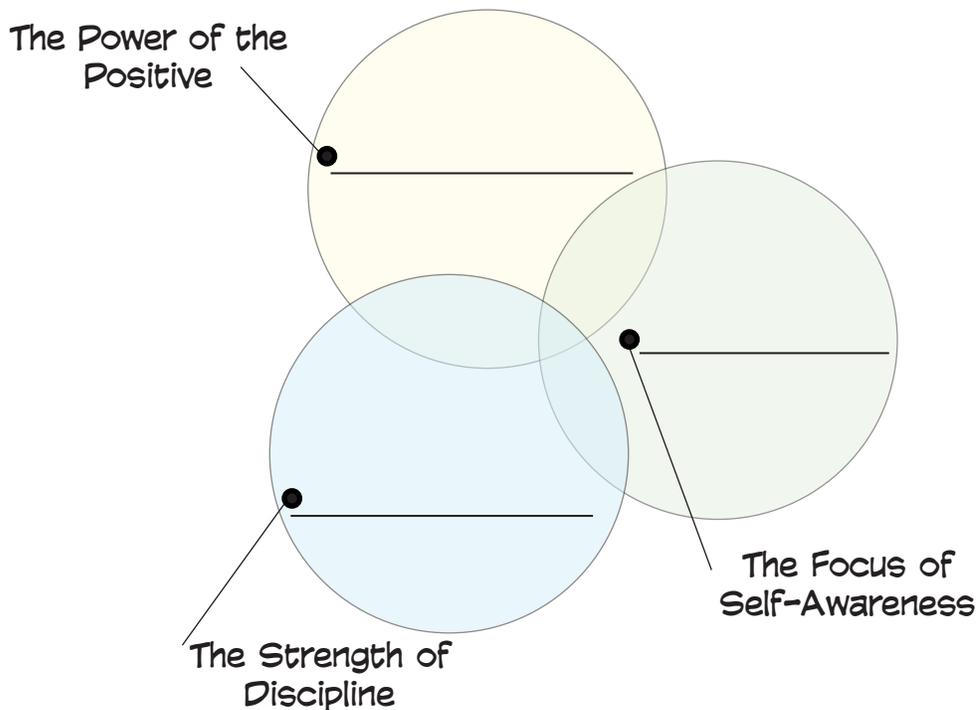
"People tend to become what the most important people in their lives think they will become."

- Thomas Connellan

- ★ Ex _____ - The Power of the Positive
- ★ Accountability - The Strength of Discipline
- ★ F _____ - The Focus of Self-Awareness

It's the presence of these 3 factors that makes the difference!

3 Keys to Unlock Peak Performance in a word _____



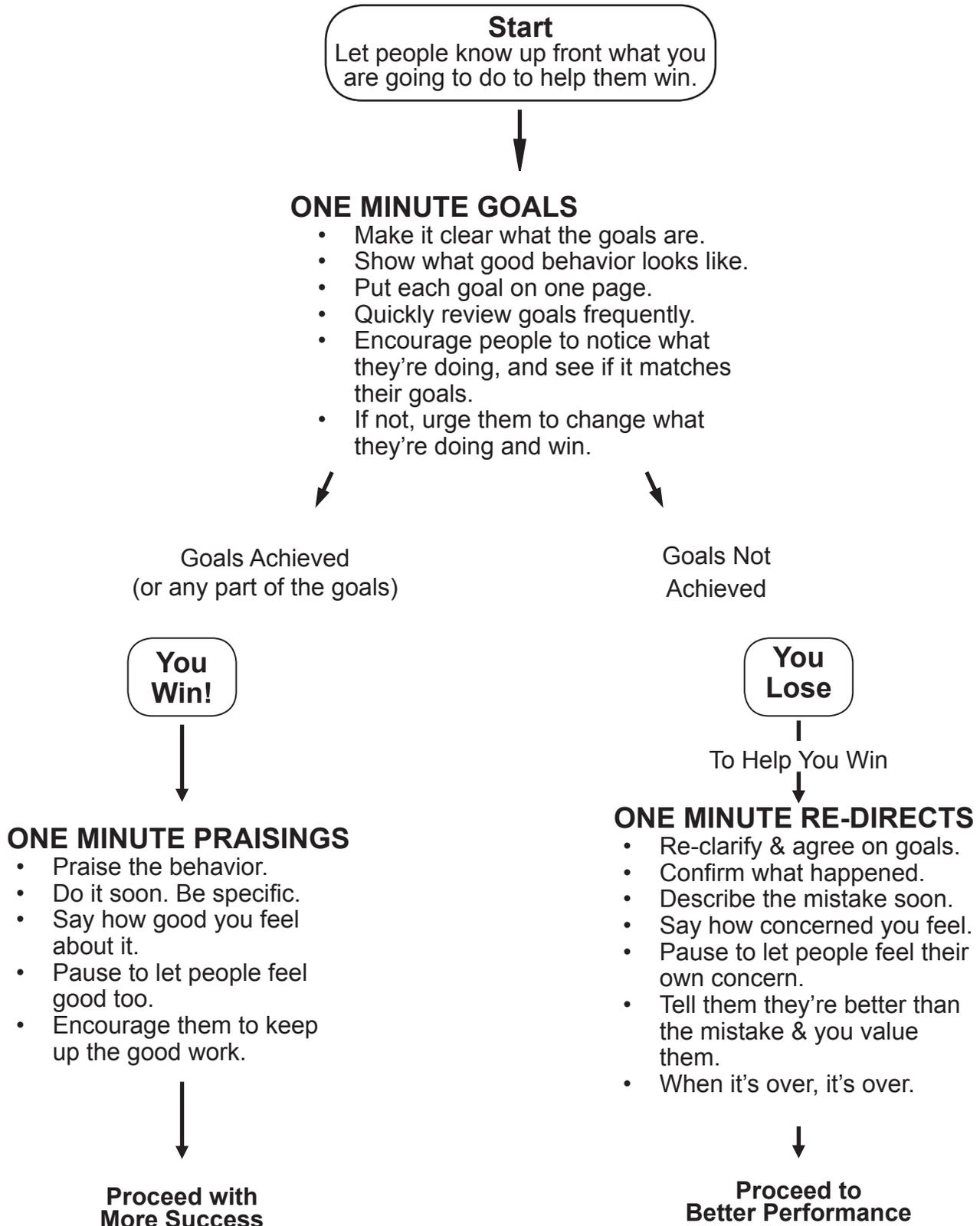
Provide feedback

- ★ Motivational Feedback - A _____ I _____
* Positive * Negative * N _____
- ★ Informational Feedback - Roadmap for S _____
- ★ Developmental Feedback - Course C _____

The most popular type of feedback used in business today... N _____ !

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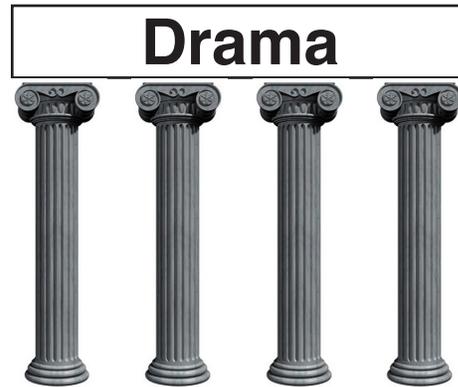
The **New** **One** Minute Manager's **Game Plan**



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Navigating the Drama

The 4 Pillars of Drama



- ★ We jump to c _____ !
- ★ We make st _____ up!
- ★ We ignore n _____ intent!
- ★ We actually look for (search for) ways to be o _____ !

"If other people can make you sad, mad or glad... You've been had."

- Paul Martinelli

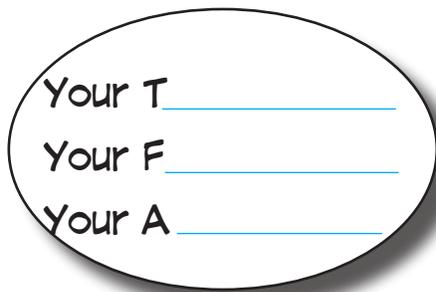
"Running Up The Ladder"



"Behind every behavior there is a positive intent"
- Presupposition of NLP

Eliminating the Drama!

The Circle of Responsibility



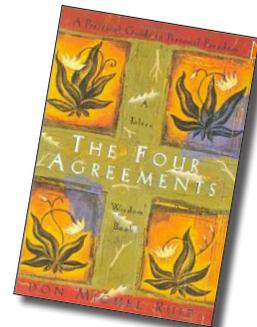
The Circle of Responsibility is the composite of all three elements in the circle!

When you or I have a "bad attitude" it's because we have assigned responsibility to someone (or something) other than what is in the circle.

"Until you make the unconscious conscious, it will direct your life and you will call it fate."
- C.G. Jung

The Four Agreements

- ✓ Be impeccable with your W _____
- ✓ Don't make A _____
- ✓ Don't take things P _____
- ✓ Always do Y _____ B _____



The Four Agreements
Don Miguel Ruiz

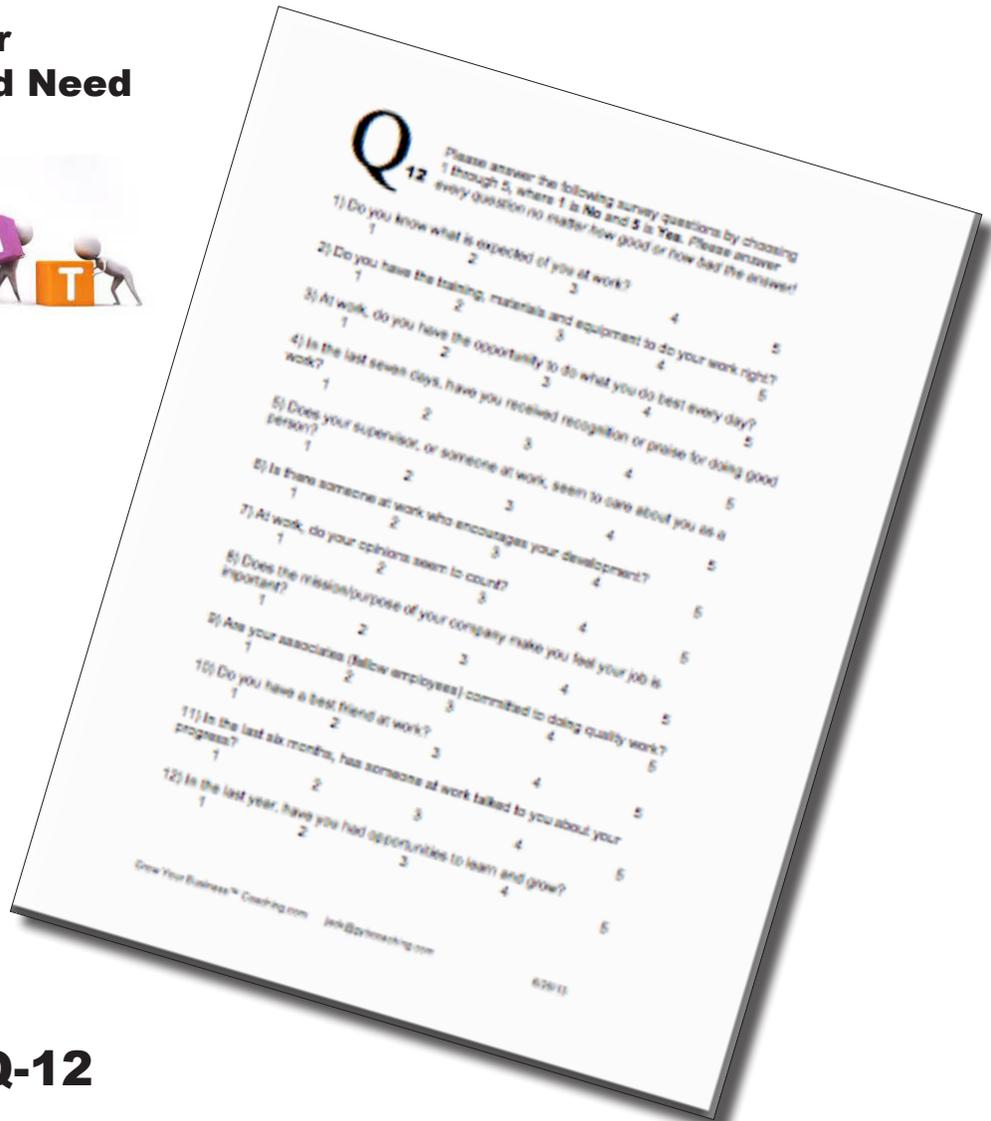
The Assertive Formula

Step	Goal	Example
Step 1	Non-judgmentally describe a specific behavior of the other person.	When you...
Step 2	Describe as specifically as possible the effect or practical problems this behavior is causing in your life.	The effects are...
Step 3	Describe how you feel as a result, without using the expression, "you make me..."	I feel...
Step 4	You describe what you want, preferably after you give the other person a chance to state what he or she thinks might be done.	I prefer/would like...

Example: "When you leave your papers all over my office, it causes it to be cluttered and I feel disorganized and upset. I would like it if you could pick your papers up when you are done."

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Know What Your People Want and Need



The Gallup Q-12

- 01 I know what is expected of me at work.
- 02 I have the materials and equipment I need to do my work right.
- 03 At work, I have the opportunity to do what I do best every day.
- 04 In the last seven days, I have received recognition or praise for doing good work.
- 05 My supervisor, or someone at work seems to care about me as a person.
- 06 There is someone at work who encourages my development.
- 07 At work, my opinions seem to count
- 08 The mission or purpose of my company makes me feel my job is important.
- 09 My associates or fellow employees are committed to doing quality work.
- 10 I have a best friend at work.
- 11 In the last six months someone at work has talked to me about my progress.
- 12 This last year, I have had opportunities at work to learn and grow.

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The Meaning of Each Question...

- 01 Defining the success on the job is not always explicitly described to employees. For employees it is important to know what is expected from them and what it means to be a high performer.
- 02 Define "equipment and materials," for some employees the access to information might be more relevant. Employees are more enthusiastic about their job when they have the necessary tools to perform daily tasks.
- 03 This question can reveal if employees feel like they are in the position where their talents are put to work.
- 04 Gallup recommends managers to praise their subordinates once a week. Recognizing positive behavior encourages its repetition. Employees receiving feedback are more likely to become more engaged to their tasks and, overall, to the company.
- 05 Positive relationships make a team or group solid and provide the feeling of safety. Feeling safe, employees have the courage to express themselves and experiment new things.
- 06 Personal development is not only important for the individual, but also for the company that benefits from the employee's knowledge and skills.

- 07 Managers should involve employees in the decision making process when it is relevant and possible. Employees feel more involved and committed towards the company when their ideas are valued.
- 08 The feeling of belonging and having a purpose is important for human beings. Employees are motivated and more likely to engage if they feel their job is important to the company.
- 09 "Quality" should be clearly defined by standards, else it is a subjective perception. If the term is clear for everyone, employees are more likely to deliver the desired outputs and are able to assess themselves and the work of the team.
- 10 This statement is outlining the level of trust and common values that employees share. Trust for employee engagement.
- 11 Feedback improves performance and offers employees the chance to adjust their way of working, of making decisions or reacting
- 12 People will engage in their work when they can grow professionally and fulfill their aspirations. Opportunities to learn may refer to trainings, promotions and increased responsibilities, or working on special projects.

Opportunities to learn and grow
Progress in last six months

I have a best friend at work
Coworkers committed to quality
Mission/Purpose of company
At work, my opinions seem to count

Someone at work encourages my development
Supervisor/Someone at work cares
Recognition last seven days
Do what I do best every day

I have the materials and equipment
I know what is expected of me at work



*Help People
Reach Their Full
Potential.
Catch Them
Doing Something
Right!*