

the leadership locator

find the leader within.





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the leadership locator

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How To Get the Most Out Of Your Leadership Locator

- Study the Leadership Locator from front to back to gain a complete understanding of Personal Leadership Insight.
- Review each PLI Essential when you have a need to apply the lessons immediately.
- Research the PLI Blog (www.personalleadershipinsight.com) to get even more PLI content.
- Research the 500+ PLI Del.icio.us tagged pages from the PLI Blog to complete your PLI studies.

What do you plan to get out of the Leadership Locator?
(What are your areas of leadership improvement?)



// Personal Leadership Insight is our understanding of how influence people and situations to create value and growth!!

Introduction to Personal Leadership Insight

What we believe about leadership

Everyone can't be an Expert Leader, but expert leadership can come from anywhere. The purpose of the Leadership Locator is to help you...

1. Locate where you stand on the journey to Expert Leadership.

2. Locate where your leadership is most needed.

We developed the Personal Leadership Insight curriculum to help you learn how to have a large, positive influence on the people and projects in your life.

At the core of PLI are the **ten** Essentials of Leadership. We believe there are literally hundreds of skills, talents and abilities that persuade a leader's effectiveness. However, we teach a short list of ten Essentials of Leadership that literally turn a leader's effectiveness on or off.

ten Leadership Essentials

Vision

Integrity

Wise Judgment

Skill Assessment

Emotional Maturity

Innovative

Service Minded

Goal Processing

Fostering Relationships

Masterful Communication

Introduction to Personal Leadership Insight

What we believe about a leader's journey

The Leader's Journey

Locating where you are on the road to Expert Leadership begins with understanding the difference between entry level leadership and expert level leadership.

Entry Leader to Emerging Leader

This occurs when an individual decides to use their influence for positive.

- Everyone is an Entry Leader because everyone has influence.
- We teach that positive behavior is a prerequisite for Expert leadership.

Emerging Leader to Engaged Leader

This occurs when a positive individual gains followers.

- Being positive is important. Being others-focused and specific with your "others" is also important.
- "Nice guys finish last" is a popular theory when it comes to movement up the leadership ladder. However, in the long run, the positive individual gains more respect, more responsibility and more satisfaction. This positively infiltrates their language, their emotions, their thinking, their focus, their managing and their leading.



Engaged Leader to Expert Leader

This occurs when a positive individual creates significant value for their followers.

- Expert leaders are primarily focused on and concerned with creating value.
- To become a highly Expert Leader, you must have all three - positive behavior, followers that trust you and value creation.

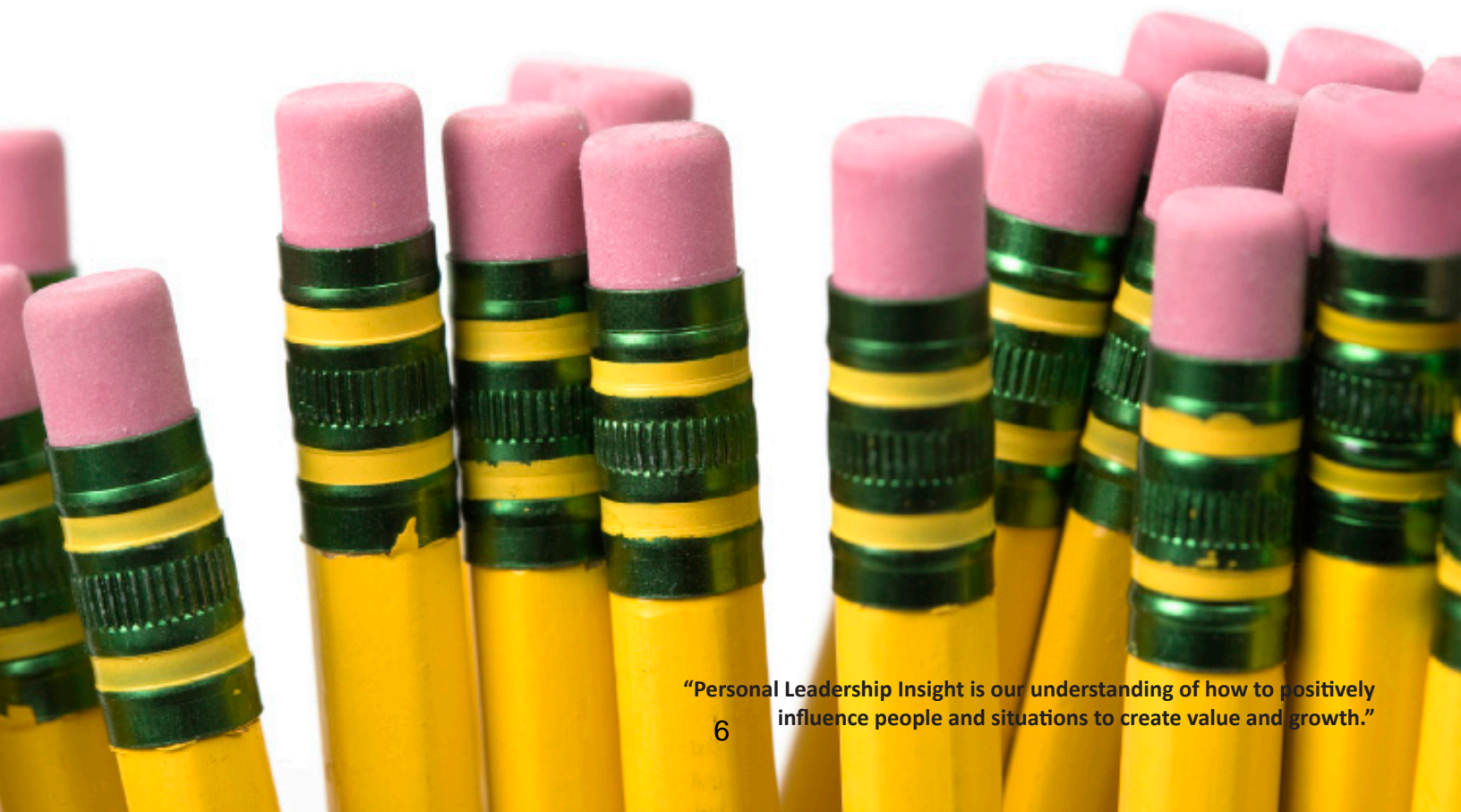
Your effectiveness as a leader is based on a composite of the ten essentials – i.e. I am really strong in the area of integrity but weak in the area of fostering relationships. The TRAX function allows you to self-rate your ability within a certain essential.

TRAX it

Where are you with this ESSENTIAL?

T	R	A	X
entry	emerging	engaged	expert

thoughts.



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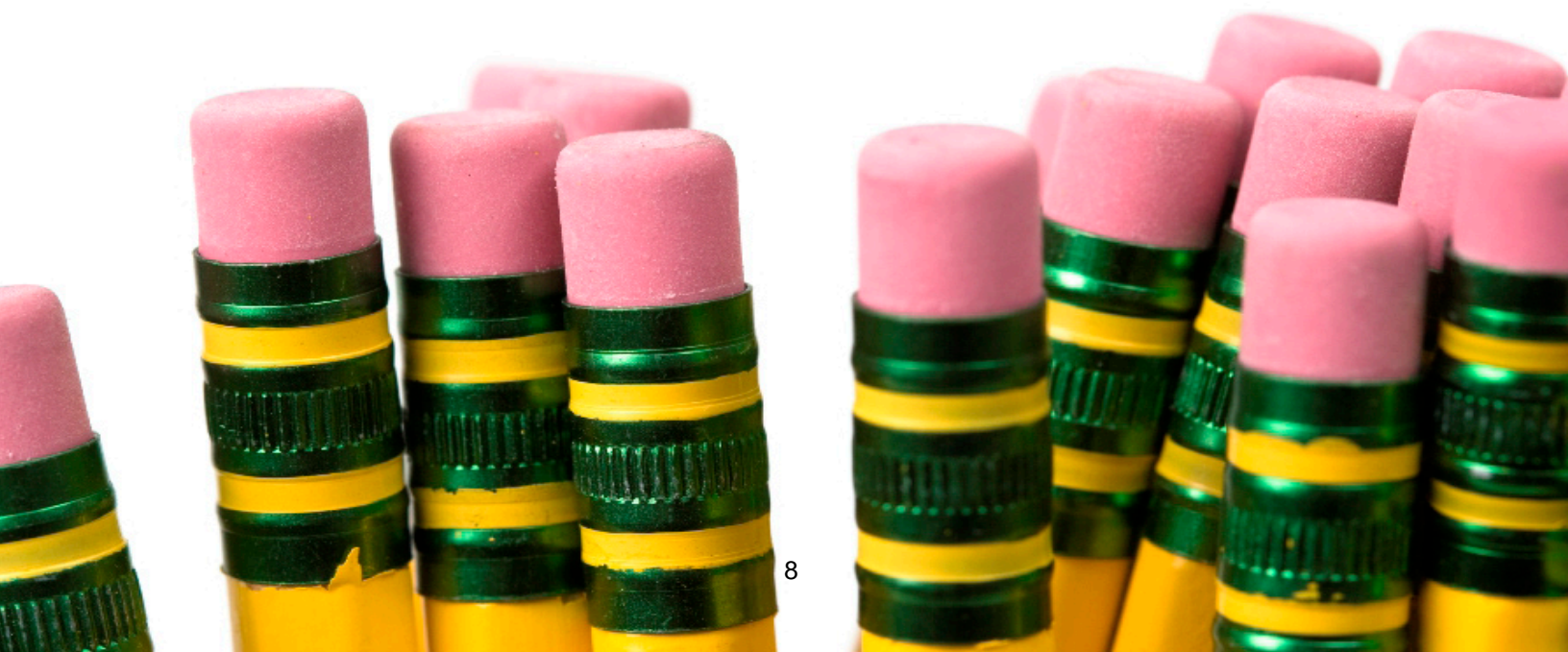
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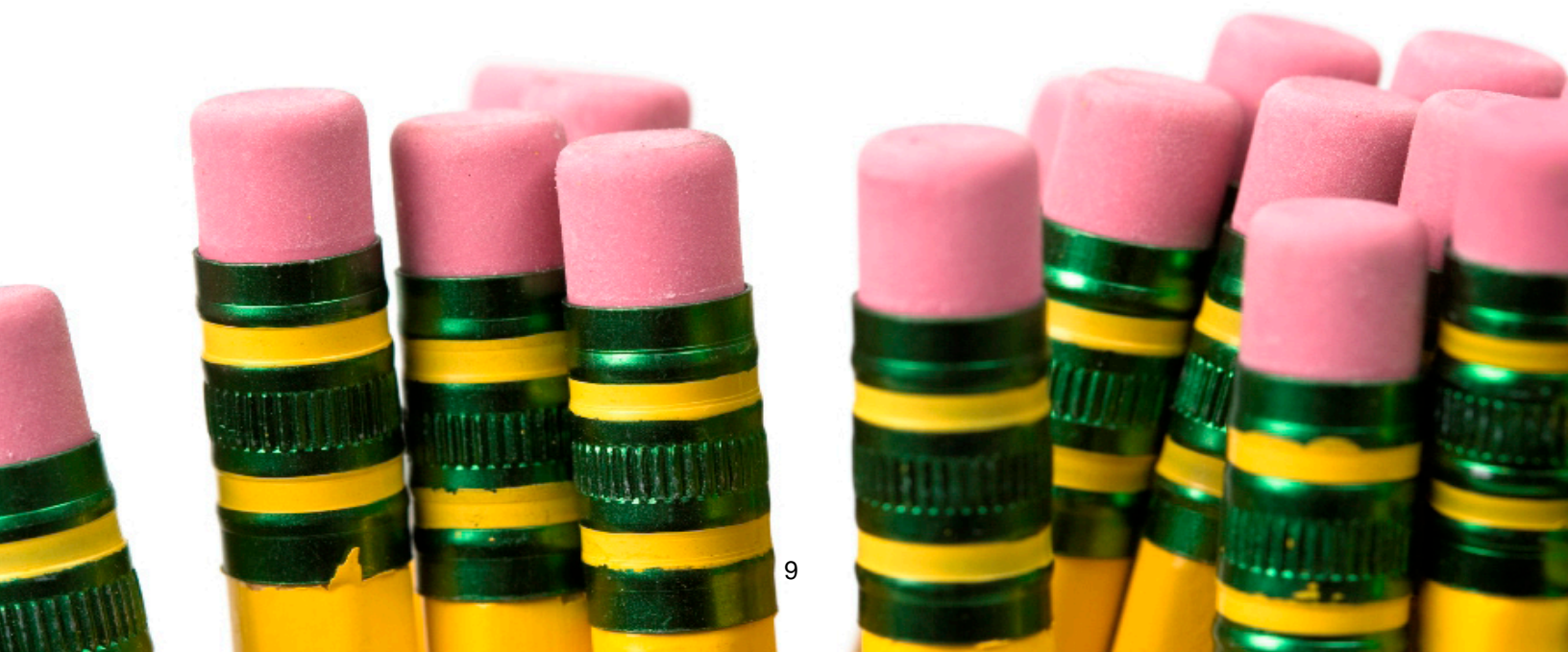
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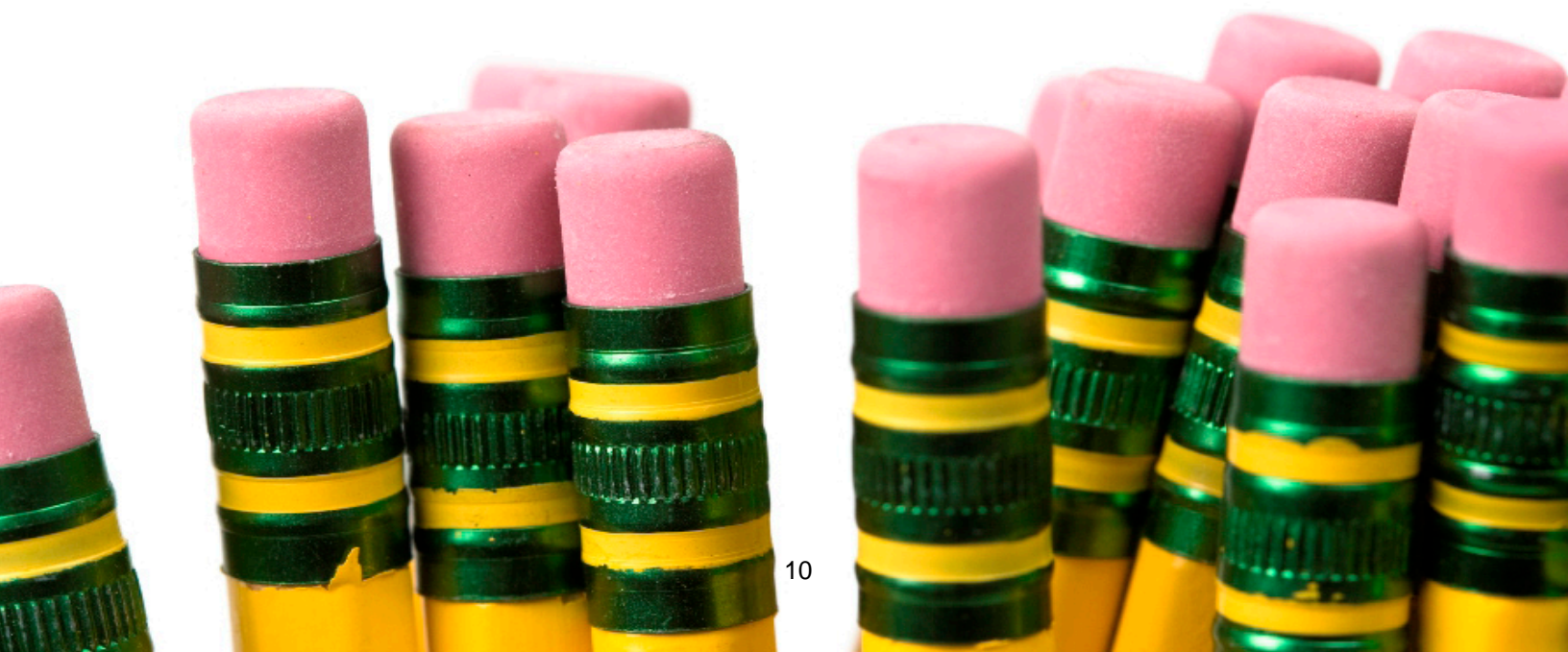
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thoughts.



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thoughts.



vision.....

to passionately pursue valuable opportunities.

thoughts on vision.

1
essential element number

There is nothing so useless as doing efficiently that which should not be done at all.

Peter Drucker

The future belongs to those who see possibilities before they become obvious.

Vision without action is a dream.

John Scully

Action without vision is a nightmare.

Japanese Proverb

All men dream, but not equally. Those who dream by night in the dusty recesses of their minds wake in the day to find that it was vanity. But the dreamers of the day are dangerous men, for they may act their dream with open eyes to make it possible.

T.E. Lawrence

A leader has the vision and conviction that a dream can be achieved he inspires the power and energy to get it done.

Ralph Lauren

Why is Vision important to being an Expert Leader?

Expert Leaders are driven by their core beliefs and a clear strategy for aligning their beliefs with their actions. When you develop your Vision, this is the world you are creating. A world where you deeply understand where you are going and why. This clarity also serves as a powerful force for influencing others because people are greatly inspired by a passionate person with a purpose.

How to Develop Your Vision

EMPOWER
YOURSELF



Create, believe in and be enthusiastic about your definition of success.

DISCUSS THE
FUTURE



Talk in a "long-term" context with people.

BE
OPTIMISTIC



Use positive, optimistic language.

GET
SPECIFIC



Be clear. The clarity of your vision is just as important as the size of your vision.

Specifically and visually describe **THREE** elements of your life in **FIVE** years from now.



TRAX it

Where are you with this ESSENTIAL?			
T	R	A	X
entry	emerging	engaged	expert

“The very essence of leadership is that you have a vision.”

Theodore Hesburgh, Former President of the University of Notre Dame



The Turtle Principle

"Make decisions in the short term to satisfy the needs of the long-term."

The Turtle Principle comes from the Tortoise and the Hare. It states that Expert Leaders are interested in the benefits of the long-range approach and behave accordingly.

Are you a **CLEAR** Leader?

<p>Commitment</p> <ul style="list-style-type: none"> Are you fully committed to your leadership positions? Studies show it takes 2.7 hours of practice per day for at least 2 years to become an expert on anything. Are you ready to work on a daily basis to turn your Vision into reality? 	<p>Learn</p> <ul style="list-style-type: none"> What do you need to be learning to be a better leader? What did you learn today and how will you apply it tomorrow? Study the book <i>Remarkable Leadership</i> by Kevin Eikenberry to learn about how and why learning is a leader's most important task. 	<p>Expectations</p> <ul style="list-style-type: none"> Are you clear with your expectations of others? Are you clear on what others expect of you? 	<p>Act daily with Integrity</p> <ul style="list-style-type: none"> What is the condition of your character? Are your actions in alignment with your beliefs? Do you look to someone to be your Integrity hero? 	<p>Revolutionize</p> <ul style="list-style-type: none"> What are you making significantly better today? You can improve something small today and it will have a huge impact tomorrow.
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What is success to you?

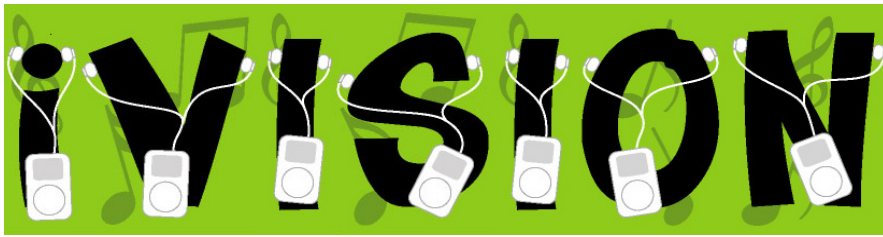
List as many words as you can that come to mind when you think of a successful person...

Long-Term Context

Here is a simple conversational tool that will help you think and act with more vision. When you talk with people, talk in a long term context. Ask yourself this question... when was the last time you spoke with someone about something that wouldn't occur or come to fruition for at least two years?

Have conversations like this more often. This will encourage forward thinking from others and put many of your seemingly mundane daily conversations into a broader context.

Now, would the three closest people in your life use any of these words to describe you? If not, start doing them today, and they will soon.



The Rhythm of an Authentic Vision



1 Turn on your radio or iPod.

Find some good music and listen as you read.

Henry Wadsworth Longfellow, the most popular American Poet in the nineteenth century, observed, "Music is the universal language of mankind."

Music performs a number of remarkable feats for the human body. It boosts the immune system, regulates stress-related hormones, stimulates digestion and affects respiration. Rhythm is the heart of music. It provides the foundation for the song and defines our basic connection with it.

Examples of rhythm are not only found in song. Your vision of the future creates your life's rhythm. It defines your connection between you and the people, places and things around you. Do they have purpose? Are they taking you closer or further away from your vision?



2 Back to the song...

Listen very, very intently to it, and think about what you hear.

What is the singer (if there is one) trying to tell you? How do the instruments make you feel? Is the song popular or classic? Inspirational or entertaining? Familiar or new? If it is familiar, where does it take you in your life? What memories are being recalled? Does the song make you want to dance, reflect, go to sleep or just listen?



3 Change the channel.

With a new song comes a totally different set of experiences.

You are now in a different place with a unique song and a new mood.



4 Change the channel again and again.

You are presented with a multitude of singers, instruments, moods, genres, writers and rhythms. They were all written uniquely.

As you surf the airwaves or your iPod, stop at one that makes you tap your feet - one that you really like. This song, above all the others before, is exactly what you need right now. Your fingers are tapping and it makes you feel good. The song has changed your entire energy level. You have found your rhythm. The song has connected with you.

It is this type of energizing connection your vision should be creating in your life today. If its not, change the channel. Create a vision that energizes you, makes you hopeful and deeply connects with you. The most important dynamic of rhythm is inertia. Once it gets going, it naturally continues until something or someone forces it to stop.



5 Now, turn the music off.

The song continues to make your feet tap because you can still hear it in your head. This is the power punch of rhythm in the context of your personal vision. It breeds life, energy and discipline. It makes the activities you work hard at everyday seem natural. Not a part of you, but you in whole.

Effortless.

Rhythm itself has many definitions, but let's look deeper at this one:

“ A movement marked by the regular recurrence or natural flow of related elements. ”

This definition highlights the dynamic of an authentic vision. The key word is movement, but in the context of the regular movement of something natural and authentic. Movement denotes a lack of sameness, an absence of apathy and a physical action producing a change. An authentic vision creates and drives the magic of inertia in your life. It you to act and it gives purpose to that action.

Just Lucky I Guess

People who think success is just a matter of luck are less likely to enjoy job and life satisfaction. The reason is because the control has been taken out of their hands. If success and failure are just based on pure happenstance, then there is no real reason to work harder or more efficiently or more productively. There is no reason to set goals and work to achieve them. And when you extract purpose, direction and motivation from any equation, what you have left is much less than satisfying.

When the risk and mystery are gone (either success is or is not in the cards for me), then the game is boring and completely disengaging. At the same time, any successful person will tell you a part of their success is based on lucky situations or turn of events.

This is true to the extent they had to do something either intentionally or unintentionally to be in the right place at the right time to reap the benefits of those "lucky turn of events."

To extract more satisfaction from our work life (whether that be professional work, school work, hobby work or personal relationships work), we need to...

Believing is Seeing

Entry level leaders operate from a "seeing is believing" standpoint. They have to have things proved to them first and always. Expert Leaders operate from a "believing is seeing" standpoint. They have a genuine faith in the goodness of others and they own a healthy, intelligent optimism. They believe in their own and others' potential to perform and that belief spurs on and actually encourages the performance to happen.

What do you need to "believe in" just a little more?

Believe fortune smiles on the diligent in labor.

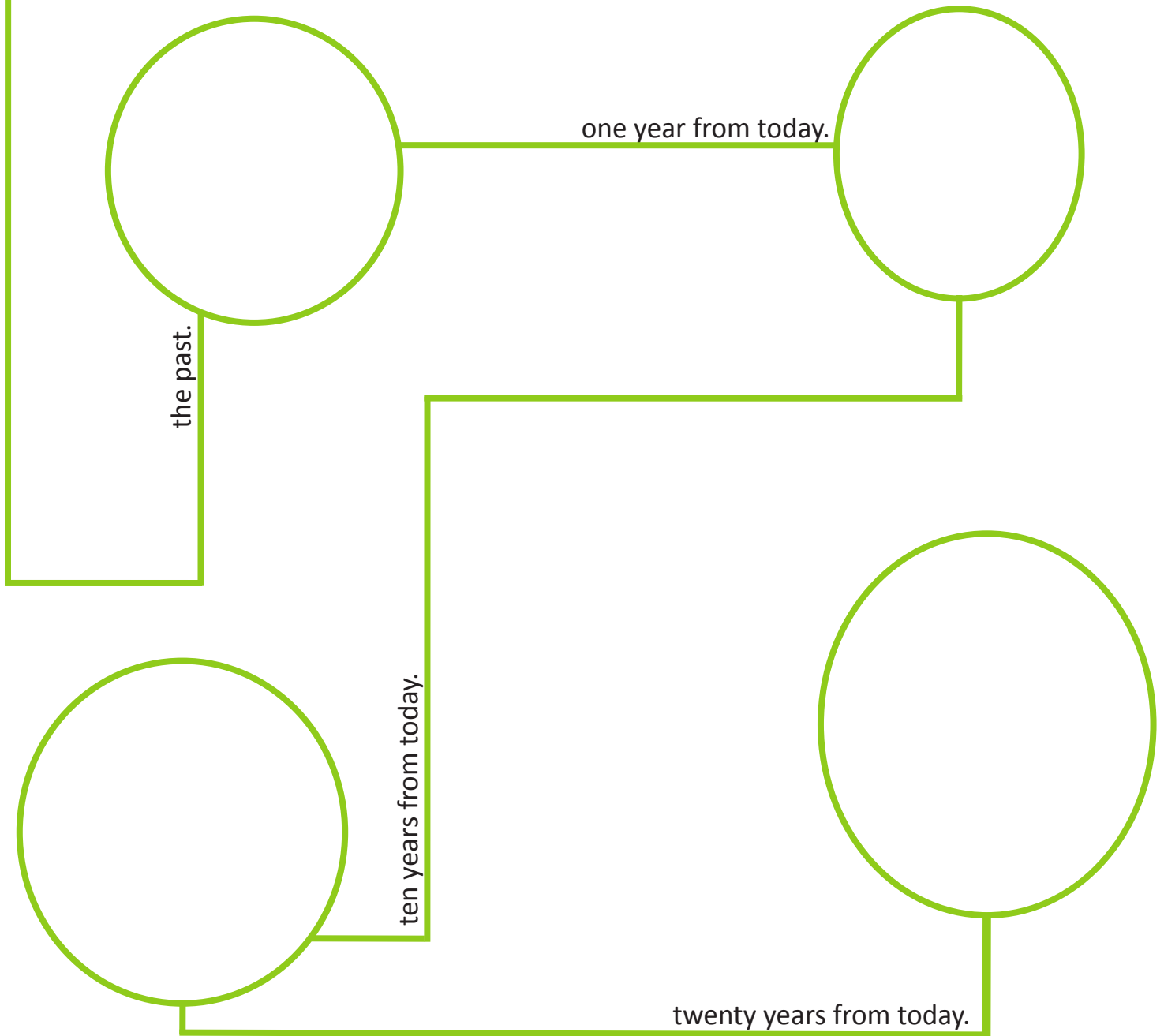
Be thankful when it does.

Keep an optimistic vision set on a future full of risk and uncertainty.

Do whatever we can today to create our own luck tomorrow.

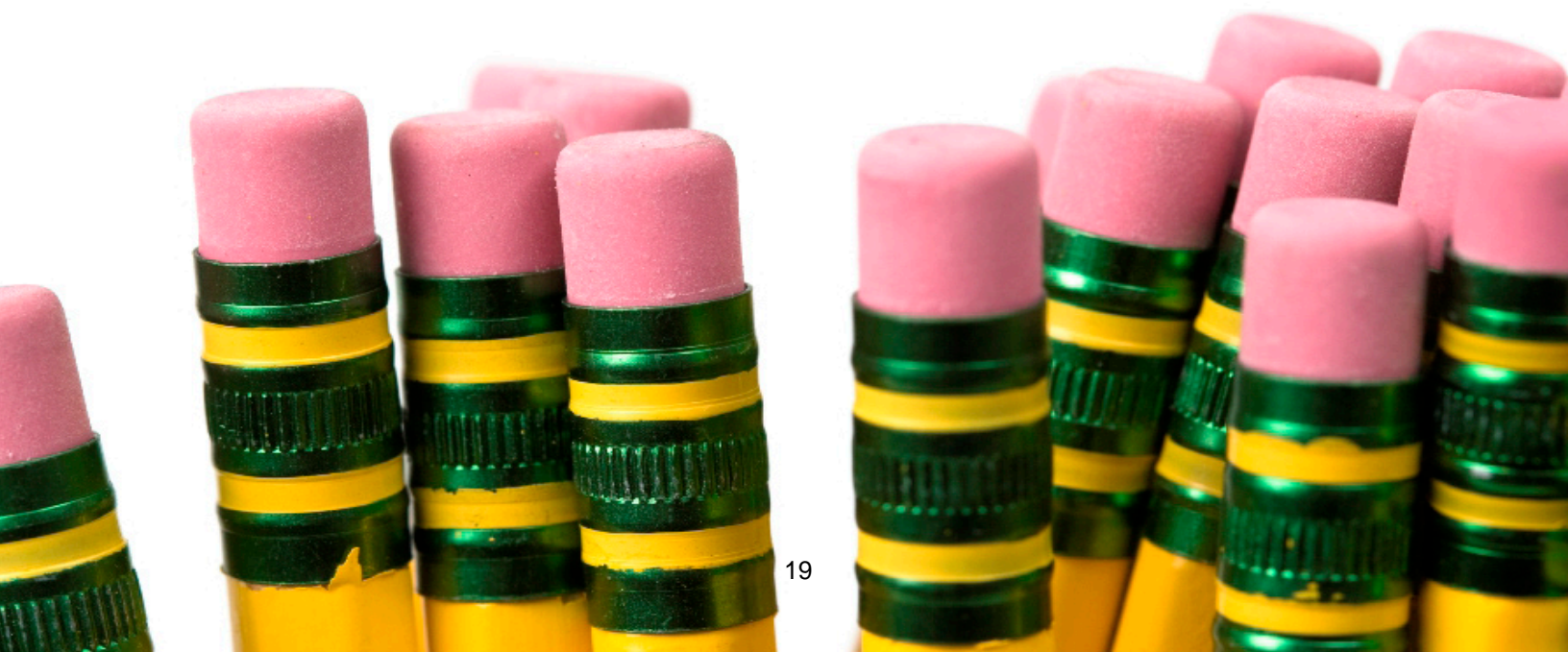
map it out

In the spaces below, map your milestones.



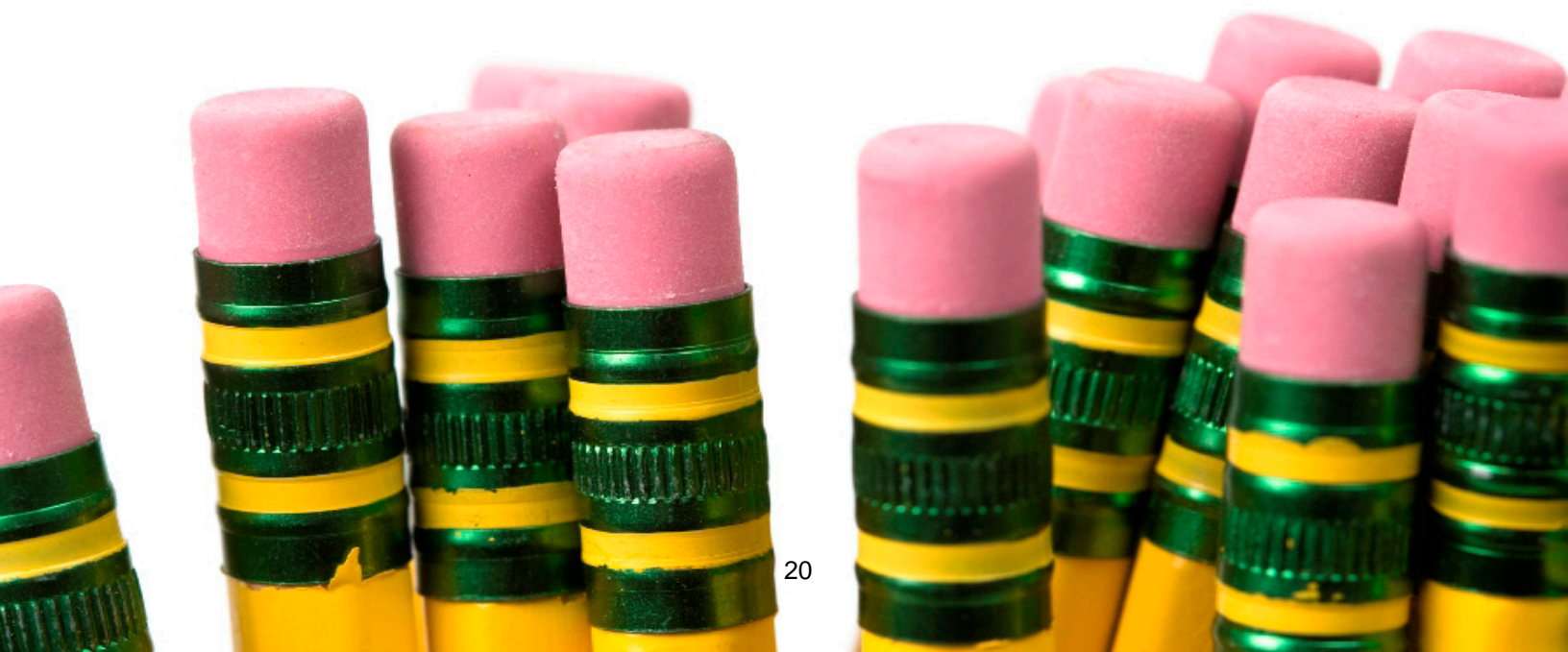
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integrity.....

to be guided by character and lead by example.

Integrity is so perishable in the summer months of success.

Vanessa Redgrave

thoughts on integrity.

2

essential element number

With courage you will dare to take risks, have the strength to be compassionate and the wisdom to be humble. Courage is the foundation of integrity.

Keshavan Nair

Insist on yourself; never imitate. Your own gift you can present every moment with the cumulative force of a whole life's cultivation; but of the adopted talent of another you have only an extemporaneous, half possession.

Ralph Waldo Emerson

In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they don't have the first, the other two will kill you.

Warren Buffett

Why is Integrity important to being an Expert Leader?

Expert Leaders spend the relationship currency of trust very respectfully. When you develop your Integrity, you not only become the person you know you can be, you become the person you should be. This strength of character also serves as a powerful force for influencing others because people are greatly inspired by someone they can lean on.

How to Develop Your Integrity

- Lean on someone you trust to hold you accountable.
- Identify clearly your core values and live them.
- Respect yourself before others will respect you.
- Be authentic.

What are three words the majority of people you know would use to describe you?

1. _____

2. _____

3. _____

“Happiness is when what you **think** what you **say**
and what you **do** are in harmony.”
Gandhi



The Corner Post Principle

"Deep convictions equal a strong you."

The Corner Post Principle comes from a fact in wire fence building that the deeper you build your corner post, the stronger your fence's foundation. With deep corner posts, you can stretch your fence farther. Expert Leaders view their character as their corner posts. This includes trustworthiness, honesty, collaboration over competition, sticking to commitments and a strong work ethic.

Stephen Covey on integrity...

"One of the most important ways to manifest loyalty is to be loyal to those who are not present. In doing so, we build the trust of those who are present. When you defend those who are absent, you retain the trust of those present."

9 Ways to Keep Commitments

Doing what you say you will do is at the heart of living with integrity. Here are some commitment-keeping thoughts...

1. Know when to say no
2. Stick to a list of priorities
3. Under-promise and over-deliver
4. Gain clarity on all time and duty expectations
5. Apologize when necessary
6. Remember that you aren't what you do once, you are what you do repeatedly
7. Respect people's time and show up early
8. Make time for the important things
9. If you add a commitment, take one away

5

Trust Identified

List five ways you can build trust with others.

1.	4.
2.	5.
3.	

The Clark Kent Effect

The world is full of people who want to communicate at the speed of light, inspire others to leap buildings in a single bound and see straight through walls people put up. However, if you want to be Superman, you also have to be Clark Kent. You have to be okay with not being in power. Superman was a hero not because of his powers, but because of what he did with his powers. This strength of character, inspiring integrity and service-mindedness lived within Clark Kent. It just so happened he had the powers to help others in extraordinary ways as Superman. If you want to be Superman (or Superwoman), be Clark Kent first. Be yourself. Be humble. Be a klutz.

Then, when you are needed, find a phone booth
and be super.

Integrity Signals

Following are three direct ways to build trust with others. These signals will demonstrate you have chosen to use your influence (which is a given) for positive (which is a choice.)

care-isma

People naturally like to be around people who are pleasant, joyful and smiling. Call it charisma if you want. We prefer to call it care-isma. It demonstrates you care about other people and your influence on them.

What are some ways you can practice care-isma?

encouragement

Everyone wants, needs or enjoys praise from others. When you encourage your friends, they might say they aren't looking for approval. However, there is a difference between approval (which occurs after the performance) and encouragement (which occurs before, during and after the performance.)

What are some ways you can practice encouragement?

take responsibility

This is a simple fact of process: with more influence comes more responsibility and with more responsibility comes more influence. Accept more responsibility that is in alignment with your core strength and talents.

What are some ways you can take more responsibility?



Integrity

to be guided by character and
lead by example.

The Fujita Trust Scale

The PLI Essential of Integrity is mainly about trust. Every Expert Leader understands and uses trust power to positively influence others. The Fujita Trust scale doesn't speak to the importance of trust; it is always important. This scale helps us examine and conceptualize the impact of trust when it is lost.

The Fujita Scale is how they rate the wind speed and thus the destructive force of tornadoes. F1 - lowest speeds/limited damage. F5 - highest speeds/dog is in the next state. The Trust Scale is rated from T1 - impact of trust loss is low to T5 - you better stock up on flack jackets. When you lose trust with someone, the impact can be rated based on your present shared interests and on the level of connections that person shares with you. So, if I lose trust with a stranger in Portland because I didn't let them have that cab, that is a T1. However, if I lose trust with someone close to me, that is a T5. The primary reason for rating the lost trust is to know what to do next. If you just had a T1 come through your life, apologize and move on. If a T5 blows you to New Zealand, you have some serious damage control to do.

Here are **Two Secrets** Expert Leaders Know and Leverage.

1. Someone might be a T1 today, but a T5 tomorrow. That is why maintaining **TRUST** across all levels of relationships is vital to a leader's ability to grow and strengthen their personal influence.
2. **TRUST** has a cumulative effect. A year's worth of T1s can have a very destructive force. People would rather work with someone who causes one T5 in a relationship, learns from it and regains trust than someone who continually produces T1s. A person's performance should be judged based on what they do habitually, not on what they do one or two times.

Re-engineering Responsibility

A select few in this world are chosen to serve in high positions of influence. They are placed as protectors of integrity and faith in a world of indifference and false-witness. Many assume this responsibility is a choice - a conscience decision. This assumption encourages responsibility to be viewed lightly and without the appropriate level of intensity. When looked at from the point of view of the former, it becomes clear the position has chosen the person.

This demands respect and humbles the recipient into action. If you are in a position of authority and/or influence, it is your duty to hold yourself accountable and have the highest level of expectations in regards to your conduct and performance. You were placed in that position because you are part of a much larger plan. It is your responsibility to perform at your personal best, thereby inspiring the same in others.

You. Your Life.

So, how is this discussion relevant to you and your life?

First of all, it is human nature to desire to understand the meaning of life and why things happen as they do. Secondly, we as a country desperately need to infuse a hefty dose of personal responsibility into the national psyche. Starting one person at a time. It is also important to note this discussion is not meant to serve as a cop-out for those in less-fortunate or under-privileged situations. This is certainly not a "life just did this to me" philosophy. This philosophy and the supporting arguments serves the purpose of re-engineering the responsibility of those in power and influence in America – no matter the size of that influence.



Why we aren't always HONEST

Being an Expert Leader comes with expert level responsibilities and pressures. Everyone knows it is important to be honest, but not everyone knows how to remain honest in all situations. Below are a few reasons why we aren't always honest:

- 1. Self-preservation.**
- 2. Relationship-preservation.**
- 3. The truth will lead to a difficult conversation.**
- 4. We can't remember what the truth is.**
- 5. We will lose something important to us.**

The real challenge here is not identifying the items on this list (which is actually much longer), the real challenge is two-fold: **1.** recognizing the reason for the dishonesty in the moment and **2.** figuring out how to stop trading our trust with others for these reasons.

Expert Leaders fight this fight every day. Expert Leaders are very self-aware of their core beliefs and values and they behave accordingly. A great solution to the honesty equation is attaching a strong positive anchor to telling the truth. Dishonesty produces a tremendous amount of unnecessary stress in our lives. Continually remind yourself the short-term stress of honesty is tiny when compared to the overwhelming weight of lies stacked on lies.

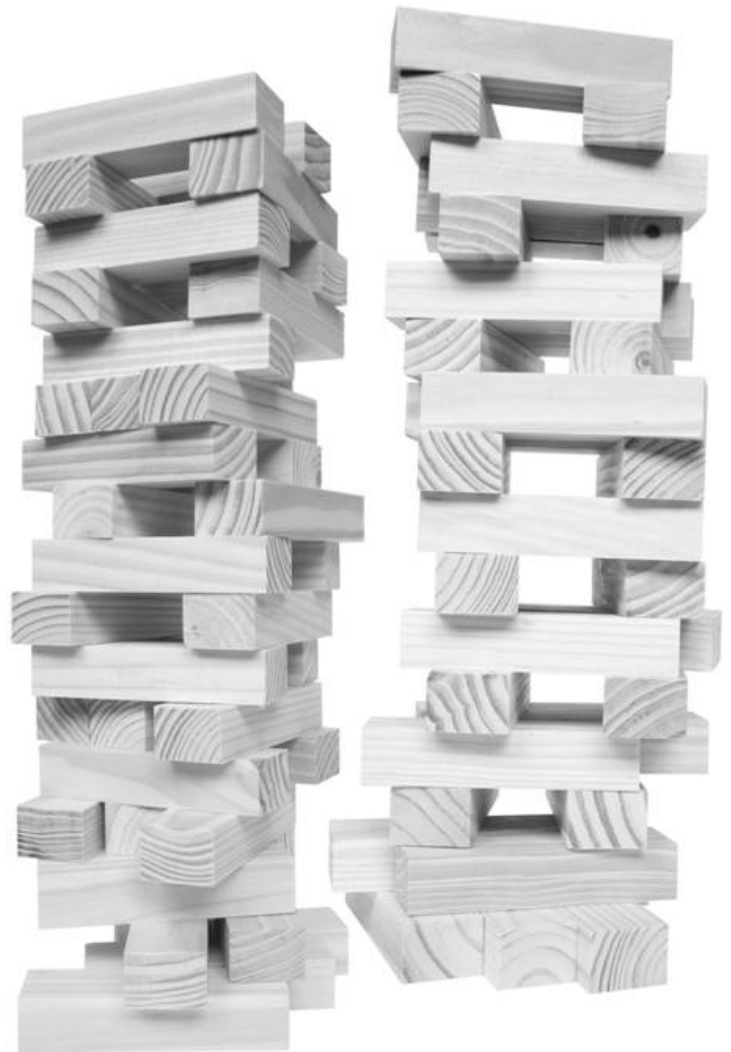


The Jenga® Moment

We are all born with others trusting us. The human baby is the international symbol of trust, kindness and innocence. At some moment, that trust is switched off and our intentions start getting questioned.

It is similar to the Hasbro® game of Jenga®. We build a tower of trust blocks. We then begin a precarious process of taking the blocks out (breaking trust with others) and placing them back on top (trying to rebuild that trust). We feel like we are succeeding, but in reality we are breaking down the integrity of our trust tower and if this pattern continues it will fall and the rebuilding process will be long and arduous.

Effective leaders understand the power of developing the correct patterns in life that serve to maintain their tower as is and they avoid the process of taking out and replacing trust blocks. They keep their blocks in place. If and when trust is diluted or damaged, they take the time to very carefully put the block back in place. It takes time. It takes focus. But it is worth it.



Hard Work: Output vs. Outcome

The concept of hard work is not directly labeled in the Personal Leadership Insight "Ten Essentials of Leadership" structure. However, internally we have always housed this very important leadership concept under the Integrity Essential. We believe a person of integrity not only does what he/she says they will do, but they give 100% to everything they do. When judging the success and failure of a project, the final outcome many times has too many moving parts out of our control. Thus, this metric can sometimes be a poor test of true success or failure. However, each team member's output during the project is controllable. Call it what you want, energy,

enthusiasm, passion, drive, or ambition, high-level output is what makes great teams outperform the competition.

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innovativeness.....

to creatively add value.

thoughts on innovativeness.

essential element number

3

Since we live in an age of innovation, a practical education must prepare a man for work that does not yet exist and cannot yet be clearly defined.

Peter Drucker

When I examine myself and my methods of thought, I come to the conclusion that the gift of fantasy meant more to me than my talent for absorbing positive knowledge.

The innovation point is the pivotal moment when talented and motivated people seek the opportunity to act on their ideas and dreams.

W. Arthur Porter

Albert Einstein

Creative thinking may mean simply the realization that there is no particular virtue in doing things the way they have always been done.

Rudolph Flesch

You have all the reason in the world to achieve your grandest dreams. Imagination plus innovation equals realization.

Denis Waitley

Why is being Innovative important to being an Expert Leader?

Expert Leaders have challenges. They are actually exposed to more challenges than other people. This is because they are great at solving problems. When you develop your Innovativeness, you become known as a solution-oriented person. This creative vein also serves as a powerful force for influencing others because people are greatly inspired by people who focus on what can be done and who know how to make it happen.

How to Develop Your **Innovativeness**

- Have your solution antenna up at all times.
- Deliver whatever you create.
- Be open to new, off-the-wall, seemingly impossible ideas.
- Get great at collecting, indexing, filtering and capturing information.

Do you see yourself as creative?
Why or why not?

“If you’re **not failing** every now and again, it’s a sign you’re **not doing** anything very innovative.”

Woody Allen

The Signers Principle

"At the heart of creativity is risk and value."

The Signers Principle comes from our founding fathers and the great risks they assumed by signing the Declaration of Independence. Had things turned out differently, they would have been martyrs to the crown instead of mentors for a new country. Expert Leaders are creative risk-takers. People who are willing to think, risk and act big. The signers risked personal concerns for the benefit of the greater good and greater goal.

Three Barriers to *Innovation*

There are three major barriers to individuals not exercising their innate ability to be creative and innovative.

Barrier #1 – Fear of Failure | This one drives the other two and by itself is a creativity killer. The bigger challenge is identifying the true source of this fear. Is it pride? Is it job security? Is it past experiences? Is it simply saving face? More than likely it is a combination of all four. However, the truth is, if you overcome these issues, you will surprise yourself by your creative output.

Barrier #2 – Not My Job | The lack of personal responsibility rears its ugly head everywhere, especially in leadership circles. Many positional leaders lifted to their current status because of a combination of taking responsibility (more than likely on things that no one else wanted to do) and of dodging personal responsibility (in order to protect what they have built – career, project, friendship, etc.). It is amazing what gets created that wasn't there before simply because someone, somewhere said, "That's not my job, but I will take care of it."

Barrier #3 – I'm Not Creative | There is a great keynote that was delivered at TED by Sir Ken Robinson in 2006 about the dynamic in America's schools where the system is basically built to serve the student from the neck up and slightly to the right. This is to say that it shouldn't be a surprise when your people (or you) are not used to being creative or have a self-perception of not being creative. Ever since our youth, we have been taught to color in the lines, memorize the correct answers, sit still, etc. All of which are important for creating clones and all of which are horrible at creating creativity.

Creativity Challenge:

There is a reason why some of these letters are above the line and why some are below the line. Figure out why...

A EF HI KLMN X

BCD G J OP RS



SCAMPER

for more ideas

Next time you and your team need to break out of the mold and create new, fresh and deeper ideas for an existing project, follow this formula.

S - What can you substitute?

C - What can you combine?

A - What can you adapt?

M - What can you magnify, miniaturize or multiply?

P - What can you put to other uses?

E - What else? Who else? Where else?

R - Can you rearrange or reverse?

Risk always comes before value. Making these changes will require guts and a core belief that you can and should create something great out of something good.

What is a project you are working on where you can apply the SCAMPER system?

Every Friday at Hasbro®

The Wall Street Journal ran an article about a creativity meeting that happens every Friday during lunch at Hasbro® corporate in Massachusetts. The attendees are a combination of game designers, marketers, managers, etc. The purpose of the luncheon is to play games. Of course one of the deliverables from the play time is ideas for new games or ways to update/revise classics. This is a great example of organized innovation. And even if nothing world-changing comes out of it, what a great way to reward the people who make your organization what it is.

So, your task is to make time for innovative dialogue within your organization. Whether you are chatting around a whiteboard or a game board, you are setting yourself up for some potentially great ideas to develop.





Disapprovers vs. *Improvers*

Rhett Laubach

In April of 2003, I facilitated a six-hour brainstorming session with the student organization leaders of a Missouri high school. Our purpose was to develop a community service project that all the organizations could work on together. It was an awesome experience and a great idea.

After four hours the students voted to re-model and re-open their run down city park. Two seconds after the vote was cast, the negative talk started. "We've tried this before." "There are too many local and state regulations." "The city will never cooperate." "We will never get this accomplished while we are in high school."

The next hour was filled with a crystal clear picture of what really kills or energizes the enthusiasm in ideas and people - **disapprovers vs. improvers**. The students focusing only on the negatives and the reasons why the idea was bad were acting as disapprovers. Those students who chose to view the negatives as challenges and focus more on the positives were acting as improvers.

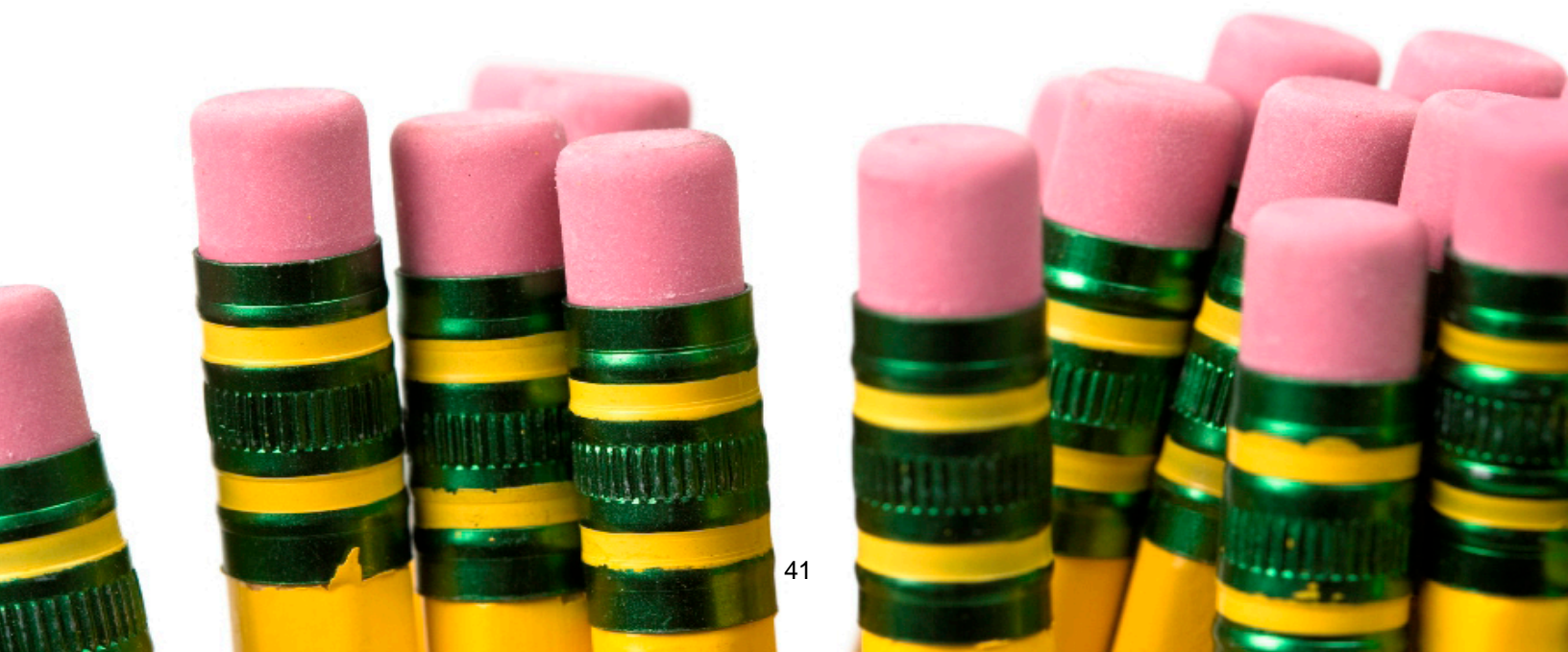
With a little persistence (and a guiding hand from the facilitator), the improvers outweighed the disapprovers and the disapprovers agreed to get behind the idea and work together to accomplish the common goal. The students were left with two thoughts:

- 1. The park idea is a good or bad idea based solely on whether they think it is good or bad. Their approach in thinking about the situation defines the situation.**
- 2. The quality of their effort as a school in completing the project will be based in large part on how effectively the disapprovers can get as passionately behind the idea as they were against it.**

When a new idea or project comes your way, even if you do not totally agree with it, make the good choice to agree to disagree and choose to be an improver. Believe me, this world has enough disapprovers already.

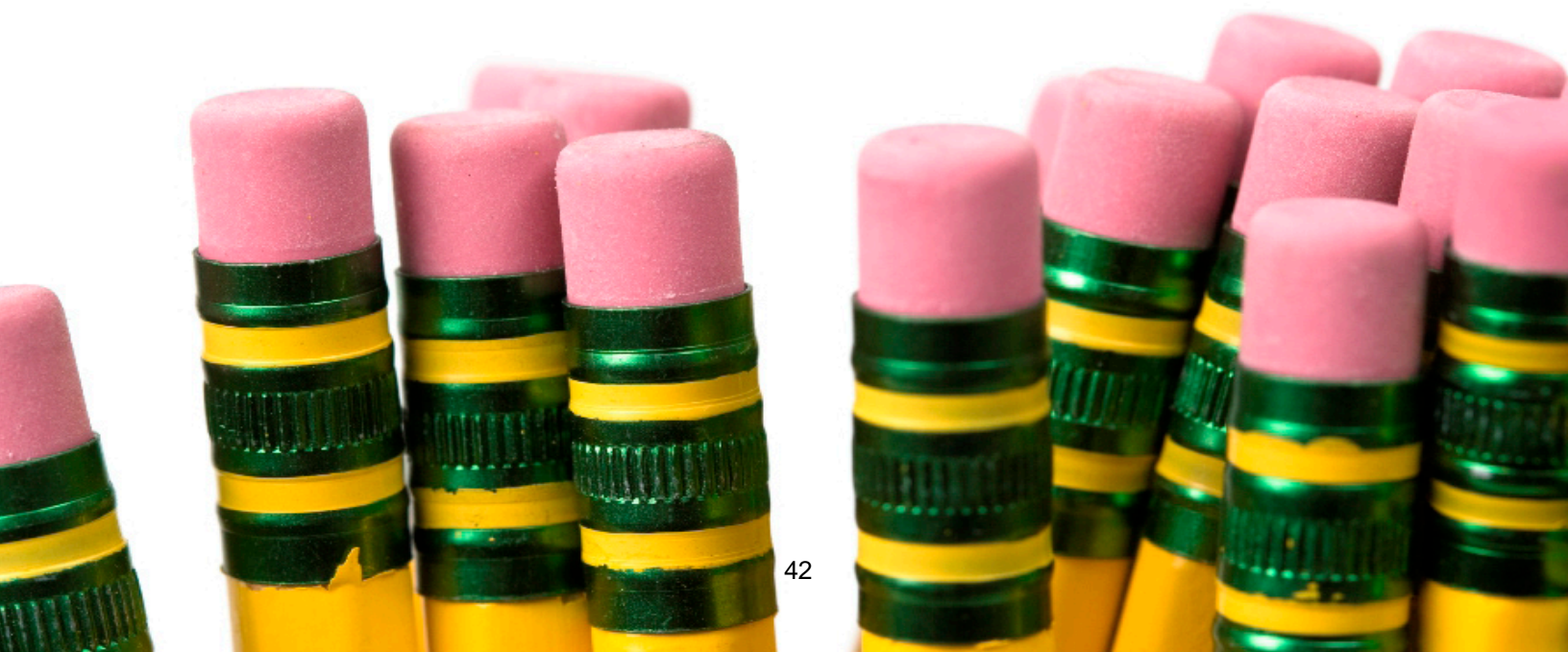
"Personal Leadership Insight is our understanding of how to positively influence people and situations to create value and growth."

thoughts.



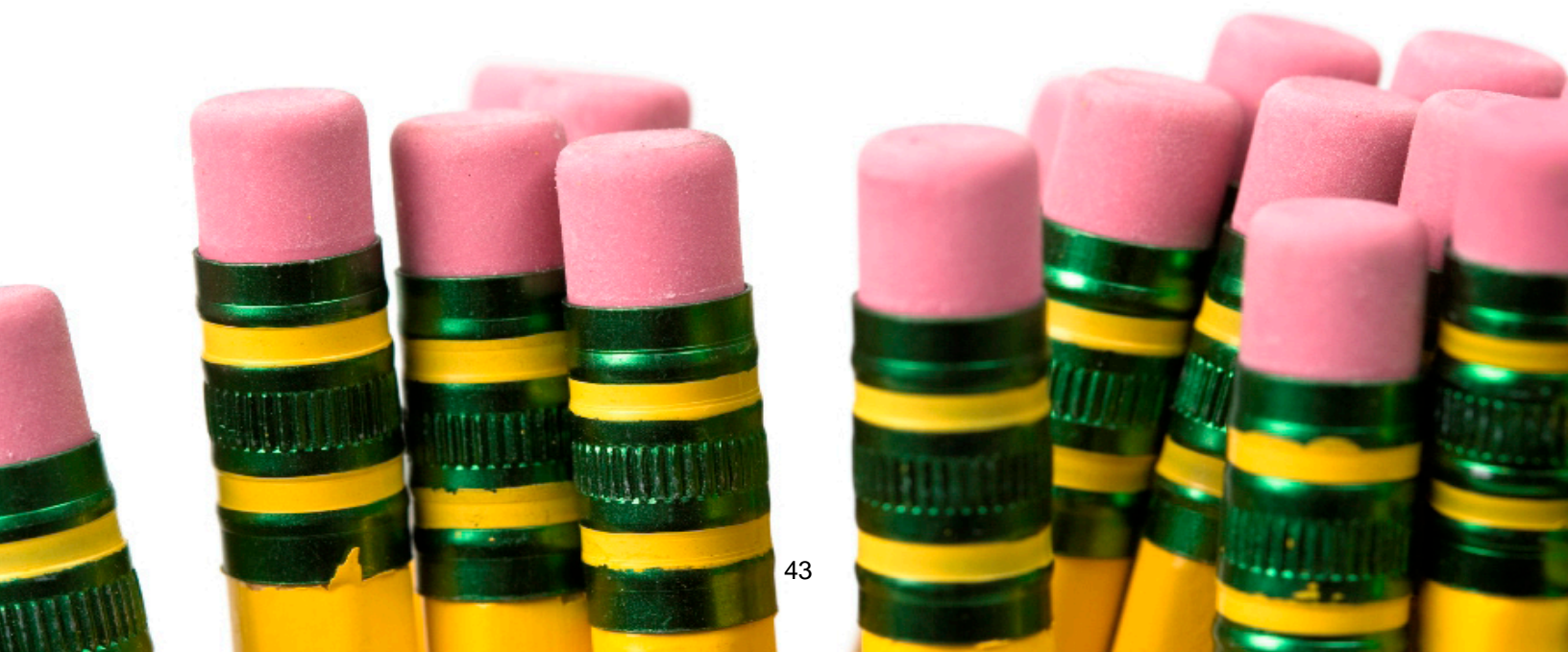
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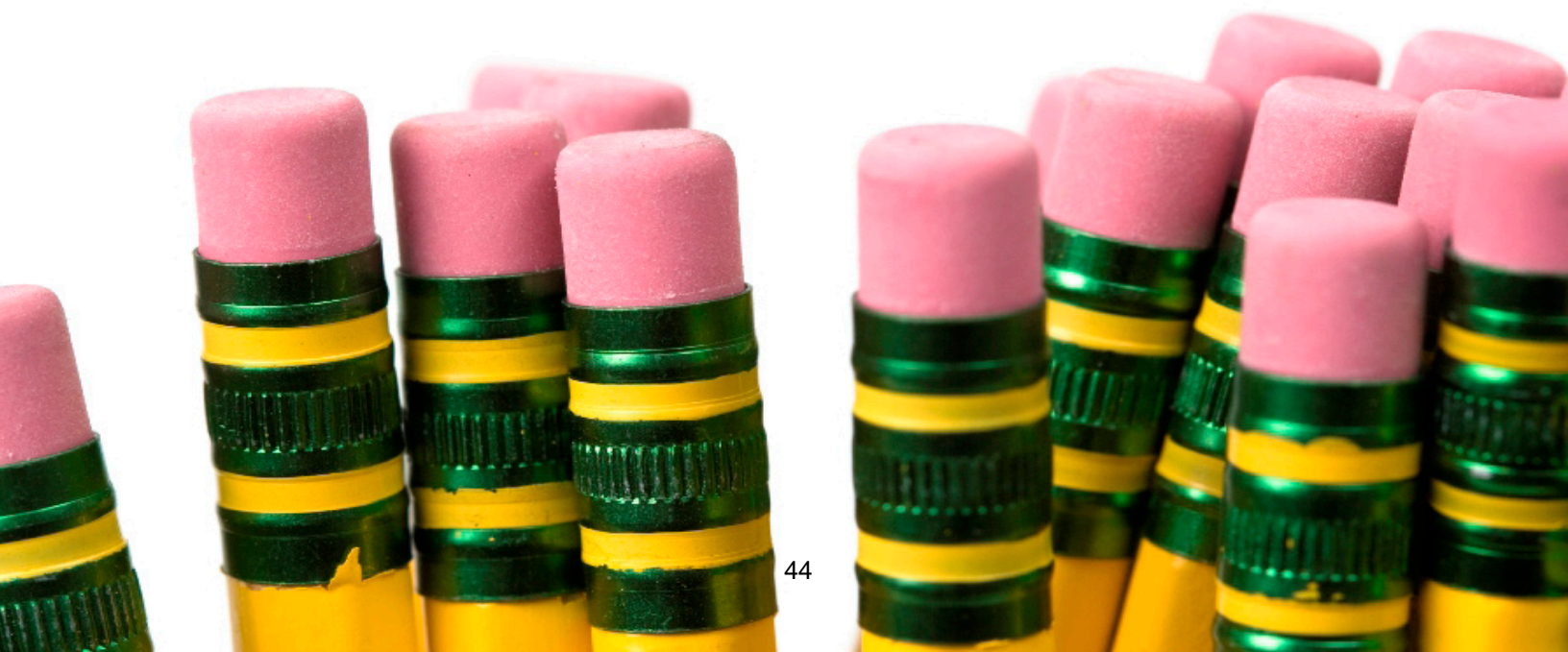
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thoughts.



wise
judgement



to leverage talent, intuition and expertise.

essential element number

4

thoughts on wise judgement.

Fortune truly helps those
who are of good judgement.
Euripides

The measure of success
is not whether you have
a tough problem to deal
with, but whether it is the
same problem you had
last year.

John Foster Dulles

*The key to wisdom is knowing all
the right questions.*

Wisdom is not a product of schooling
but the lifelong attempt to acquire it.

Albert Einstein

John A. Simone, Jr.

If you're not learning while you're earning, you're cheating
yourself out of the better portion of your compensation.

Napoleon Hill

Why is Wise Judgement important to being an Expert Leader?

Expert Leaders understand that everything comes down to choice. When you develop your ability to make Wise Judgements, you inherently strengthen and “remarkablize” your projects, your relationships and your goals. This remarkable nature also serves as a powerful force for influencing others because people are greatly inspired by people who can effectively mix emotions and critical thinking.

How to Develop Your Wise Judgement

Get great at making tough choices.



Always consider the hidden opportunity cost.



Pursue the win-win strategies first.



Learn when and why you make poor choices.



How do you know if you’ve made a good choice?

“If the eighth wonder of the world is compound interest
the ninth wonder is compound choices”

PLI Crew



The Stop Light Principle

"Great decision making is a combination of emotions and systems."

The Stop Light Principle allows millions of drivers to operate safely and securely every day. Every driver that pulls up to an intersection with a stop light instantly knows the recognized protocol for how to make their next decision - red light means stop, green light means go, yellow light means caution. Expert Leaders learn, practice and implement a system for making simple, daily decisions and for making huge, defining-moment decisions.

Trust Your Gut

Your Great Understanding Tool. Listen to your gut – it is the experienced, listened, subconscious element of your decisiveness that tells you what is right and what is wrong.

In *The Nature of Leadership*, Joseph White writes about the Helicopter View: great leaders have an extraordinary sense of perspective. They routinely put an immediate challenge into a larger context of the past, the future and current events, while keeping the organization's mission and practical consequences firmly in mind. This is also like field vision, a metaphor from sports. Being able to see the entire picture and making big and small decisions based on a wealth of information. How do we develop an effective field vision? Experience is the multiplier, but it is just that, a multiplier of other skills. You need to acquire a deep awareness of a very thin-slice of experiences. You need to be able to see things others cannot see and things that are vitally important to your needs and goals.

Step 1. Develop a large résumé of experiences in a narrow field.

Step 2. Practice awareness through learning, capturing that learning (writing it down, committing it to memory, talking about it with others, etc.) and repeating the process.

Our ability to make wise judgements is based largely on our experiences. Take this quick word association quiz to highlight how your experiences have shaped you. Write down the first word that comes to mind when you read each of the words below...

Wise Associations

Stress

Success

Past

Future

Relationships

Failure

Your reputation needs a bodyguard. Business, school, peers and even family members can and will ask you to help prop up their shortcomings by looking out for them first and your values and integrity second.

This is a basic survival instinct, but is contrived. The best way to mentor and model for others is to stick to your core values on a yearly, monthly, daily and hourly basis.

To do this, your reputation needs a bodyguard to save your life as a leader. This bodyguard is your ability to make wise choices in the face of bad information.



Child *Leading a Child*

by Rhett Laubach

In Spring of 2007, I was reading an article in the Wall Street Journal about the current state of our airline industry. With airlines still at "just after 9-11" reduced staff and airline schedule level, the stress produced from the customer and staff experience was at an all-time high. This was resulting in packed planes, delayed schedules and Denver luggage ending up in Sheboygan. The decisions having to be made by the airline leadership were complicated and it reminded me of a decision I was faced with on a recent trip.

Standing in the ticket line at the DFW airport, the man in front of me was talking on a cell phone. He had a 4-year old girl trying to run around the airport in front of him. I say "a" and not "his" because I hope that he was just transporting a child movie star or helping out his brother and that he was not one of the primary care givers to this girl. After being repeatedly warned to stay put, she finally made one final dash for anywhere other than the ticket line. He grabbed her arm, literally threw her back into him (her feet flew off the ground), picked her up and proceeded to threaten her within an inch of her life, all while still on the cell phone - obviously not talking to his anger management coach.

My "manly-man" instinct was to find someone four times larger than him, have that person give him the Vulcan death grip and throw him into a wall. Seeing that no one resembling Andre the Giant was traveling to Dallas that day, I just bit my lip. However, my "leaderly-man" instinct was to not react, have empathy for his impatience and then thoughtfully consider whether I should intercede. Her life wasn't in immediate danger and I was not an authority figure in her life or in his life. In retrospect, I could have carefully asked him if he needed help.

Question: *What Would You Have Done?*

Say something to him? Say something to her? Say something to security?

Choosing Magnets

Magnets are a powerful and mystic force. Their presence is both undeniable and invisible. Individuals who have the ability to make wise choices, even in the face of erroneous, too much or too little information, have a force similar to magnets guiding their decisions. It pulls them in a direction they might not want or realize they need to go, but their "choosing magnet" forces them to go.

To leverage the power of your choosing magnet on a consistent basis, use this checklist...

1. Correctly align your choosing magnet's power source with your core beliefs. I.e. - if you believe in the value of hard work, make decisions to reflect that. If family is at the heart of your core value system, use that belief to drive your decisions. Stay centered.

2. Get good at being aware of your choosing magnet's pull - that little right/wrong voice that is constantly chatting. You need to be receptive to it in order to benefit from it. This is a major reason why so many success experts tout the benefits of having at least 30-minutes of quiet time during your day (preferably first thing in the morning.) This is your time to stop doing and to start listening, thinking, reflecting and making yourself quiet enough to be aware of your magnet's pull.

3. Be disciplined in your daily path to listen to and follow your choosing magnet's pull.

The discipline can start today and should start with the smallest decisions. Once you get great at following the pull in the thousands of small choices you face daily, you will be better equipped to follow the pull in big decisions. The more you follow the pull, the clearer it will be, the stronger it will be and the more trustworthy you will be.

What is pulling you?

List your core values and beliefs.



A Compelling Reason for Good Decision-Making

Everyone is born with what it takes to be a positive leader. We were all born with ears to listen, not just hear; mouths to build others up, not just tear others down; eyes to see the good, not just the bad; minds to learn, not just to waste; and hearts to care, not just to beat.

The great leadership question of our time is, "Are leaders born or made?" Consider this answer - leaders are born and then they are un-made. Our ability to listen, to build others up, to see the good, to learn and to care become filtered and weakened and neglected and over time the leader in us becomes un-made. We teach each other not to be leaders by criticizing and demoralizing those who step away from the pack and risk boldly. We have also created too many attractive reasons to be a negative leader.

Are you a Leader-in-Waiting *or a Leader-in-Gear?*

A leader-in-waiting is in.

A leader-in-gear is involved.

***Risk, fail, learn, try again**

A leader-in-waiting seeks comfort.

A leader-in-gear seeks challenges.

***Get your hands dirty**

A leader-in-waiting says I can't get better.

A leader-in-gear says I must get better.

***Continually improve and never settle**

A leader-in-waiting has dreams in his head.

A leader-in-gear has goals in her pocket.

***Commit to a direction**

A leader-in-waiting wants to be a leader.

A leader-in-gear has decided to be a leader.

***Take personal responsibility**

A leader-in-waiting ends up somewhere.

A leader-in-gear ends up somewhere on purpose.

***Live purposefully**

A leader-in-waiting doesn't want to start.

A leader-in-gear doesn't want to quit.

***Be your own coach**

A leader-in-waiting thinks about self.

A leader-in-gear thinks about others.

***Be a part of the solution**

A leader-in-waiting wishes and hopes. A leader-in-gear wishes and hopes and then acts.

***Use this curriculum and these lessons to guide your behavior and your actions.**

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service.....
mindedness

to operate primarily for the benefit of others.



Only a life lived
for others is a life
worthwhile.

Albert Einstein

The first responsibility
of a leader is to define
reality. The last is to say
thank you. In between,
the leader is a servant.

Max DePree

*Unless we think of others and
do something for them, we miss
one of the greatest sources of
happiness.*

Ray Lyman Wilbur

I don't know what your destiny will be, but
one thing I do know: the only ones among
you who will be really happy are those who
have sought and found how to serve.

Albert Schweitzer

When you become detached
mentally from yourself and
concentrate on helping other
people with their difficulties,
you will be able to cope with
your own more effectively.
Somehow, the act of self-giving
is a personal power-releasing
factor.

Norman Vincent Peale

Why is Service Mindedness important to being an Expert Leader?

Expert Leaders invest their energy and time in using their skills, talents and abilities to serve and help others. As you develop your Service Mindedness, you will have fewer challenges and better stress because you take the focus off of you and put it onto others. This concentration on others also serves as a powerful force for influencing others because people are more lonely today than ever before and you become a critical component of their emotional and social well-being.

How to Develop Your Service Mindedness

Understand how to move through the five stages of life.

Find an unmet need and fill it.

Be able to connect and empathize with others.

If you have the ability to take care of something you have the responsibility to act.



What are some creative methods for showing your appreciation?

“As a child, a great day is defined by what you **get.**
As a leader, a great day is defined by what you **give.**”
Bill Cordes



The Escalator Principle

"Develop personal structures to lift others up."

The Escalator Principle states that a leader's primary goal is to create value and growth by lifting the people and situations within their sphere of influence. This is accomplished through encouragement, focusing on others, listening and being solution-oriented.

No Regrets.

What have you done today
to give without regard to what you would get?

1.2.3.4.5.6.7.8.9.10

This week spend 10 minutes each morning thinking and journaling about one and only one thing: how you can repay two to three people who have helped you to get where you are today.

That's it. Simple. Solid. Service.



YourSpace...Not MySpace

Expert Leaders must constantly fight the MySpace attitude, the MySpace lifestyle and the MySpace thought pattern. MySpace is a vivid example of how the masses think they must act and speak to get ahead today - it's all about me.

Expert Leaders think differently. They are more interested, concerned and focused on YourSpace than they are on MySpace. They think of others before, during and after they speak. They think of others before, during and after they act.

Expert Leaders get their MySpace right privately, but then their public time is spent in YourSpace. At a basketball camp every year for the top 100 players in the nation, we describe it like this: "You must be me-focused in practice and we-focused in play."

The FIVE Stages

apply it now.

Our job as leaders is to define and understand which stage we are currently in, learn how to move to the next stage by understanding and overcoming that which might be holding us back and to see the final stage, Carrying Others, as our primary purpose in life.

Life is a team sport. Life might contain family, friends, work and play, but life is made out of relationships. The healthier the relationships, the healthier the life. And the more focused we are on serving those relationships and growing those relationships, the higher our quality of life will be.

Still, relationships are at the core of many of life's challenges and frustrations. They are complex, dynamic and ambiguous organisms. So, make one simple vow today and grant yourself the gift of one less challenge and frustration on your list:

Do something today for the sole purpose of carrying others.

This is not a touchy-feely, "oh, how sweet of you to do/say/buy that" to-do list item. This is a reality of life that the people who are more focused on others than they are on themselves live happier, more meaningful lives. They call their friends regularly. They treat their family members with respect and dignity. They smile and are cordial to strangers. They have difficult conversations with others out of care, not spite. They understand that in order to gain trust in their relationships they have to be trustworthy. They are always striving to move to the next stage in life and when they reach the fifth stage, they understand that their real purpose in life has only just begun.

The FIVE Stages of Life

Crawling .	when we are struggling.
Falling .	when we are surviving.
Walking .	when we are strengthening.
Running .	when we are succeeding.
Carrying Others	when we are significant.

Go Beyond



Lucky

Rhett Laubach

One of our little girl's favorite toys when she was two was Lucky the Incredible Wonder Pup. It is a Labradoodle that responds to a stagnant list of voice commands; sit, put em up, good dog, go get the paper in the freezing cold, etc. He is pretty cool, but our little girl thinks he is magic!

Lucky is similar to us in that we are all fortunate enough to learn "commands" and the appropriate response for each. Lucky is somewhat un-lucky in that his list of commands will never change. He is as smart today as he will ever be.

The most Expert Leaders of men, women and children go beyond lucky. They change, adapt, learn and grow over time. And the highest level of leadership is accomplished when this process is guided by a focus on service for others. Some people change for selfish reasons. Some people change for servant reasons. Bring a meaningful smile to someone in your life by improving your list of "commands" and the response you have learned for each.

100

Ways To Be A Service Minded Leader

1. Think more about others than yourself
2. Invest time influencing others
3. Make someone smile today
4. Talk to someone you made smile yesterday
5. Make plans for making someone smile tomorrow
6. Solve a problem
7. Solve a problem for someone else
8. Write down a dream and turn it into a goal
9. Do one thing today to move closer to a goal
10. Act in accordance to your values
11. Help someone else live up to their values
12. Don't force your values on someone else
13. Create something new
14. Improve something old
15. Overcome your fear
16. Do something that isn't your job
17. Make a smart choice
18. Reverse a bad choice
19. Learn from a mistake
20. Help someone without letting them know
21. Take personal responsibility
22. Learn a new skill
23. Make a small adjustment to reach a goal
24. Practice patience
25. Do something you love to do
26. Help someone else do what they love to do
27. Take time to think about your strengths
28. Engage your strengths
29. Take time to NOT think about your weaknesses
30. Stop doing something that makes you weak
31. Think about how you could improve your work
32. Act on that thought
33. Think about how you could improve your home
34. Act on that thought
35. Think about how you could improve your community
36. Act on that thought
37. Recognized the challenges in front of me
38. Spent more time on solutions
39. Recognize the negative side of something
40. Decide to focus on the positive
41. Hold your tongue
42. Don't complain when everyone else is
43. Don't complain about others complaining
44. Make time for play
45. Make time to reflect
46. Make time to laugh
47. Make time to learn
48. Make time to read
49. Make time to think
50. Make time to smile
51. Encourage a stranger
52. Encourage a friend
53. Call someone you haven't talked to in a year
54. Talk to your parents
55. Listen to your parents
56. Talk to your teachers
57. Listen to your teachers
58. Talk to your friends
59. Listen to your friends
60. Follow up with someone you met yesterday
61. Say thank you
62. Say please
63. Say no to something you knew you couldn't do
64. Say no to something you knew you couldn't do great
65. Stop doing something you're not doing great
66. Make eye contact with someone important to you
67. Make eye contact with a stranger in conversation
68. Prepare before a talk
69. Ask questions before a presentation
70. Ask questions during a presentation
71. Ask questions after a presentation
72. Use specific language during a talk
73. Use simple language during a talk
74. Use visual language during a talk
75. Help others know more
76. Turn your anxiety into enthusiasm
77. Listen actively
78. Speak with respect
79. Play politics the right way
80. Work hard
81. Listen to great music
82. Watch and learn from a child
83. Stop hurting your integrity
84. Rebuild trust with others
85. Arrive 14 minutes early to a meeting
86. Call your mentor and chat
87. Mentor someone else
88. Be totally authentic
89. Do the most important things on your to do list first
90. Do the most difficult things on your to do list first
91. Clean out your inbox
92. Call someone back sooner rather than later
93. Spend more time with your real friends
94. Become a better leader and a better person
95. Forward this list to three important people in your life
96. Read this list again next month
97. Read your favorite leadership author
98. Think about yourself as a leader
99. Act upon that thought
100. Make today a story you can be proud of



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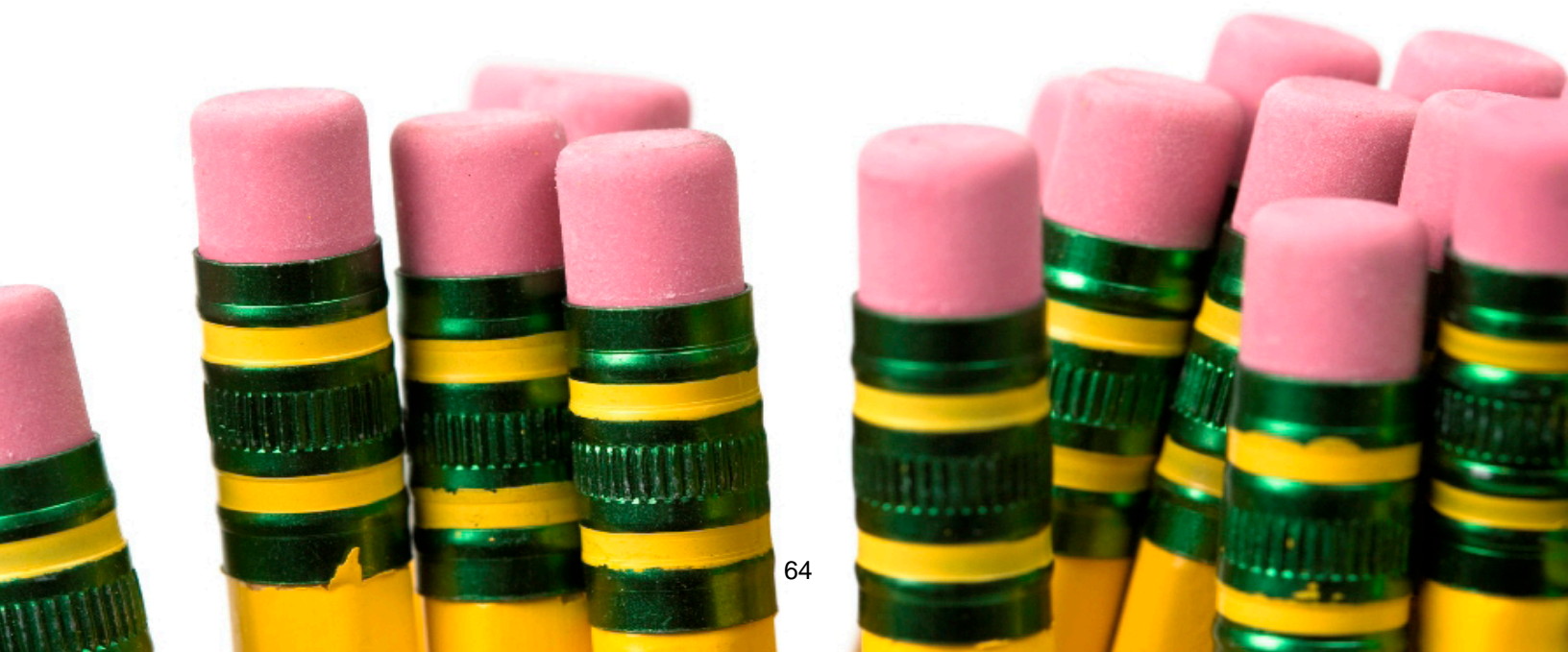
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thoughts.



goal
processing

to complete a plan with excellence.

essential element number

thoughts on goal processing.

6

You want to set a goal that is big enough that in the process of achieving it you become someone worth becoming.

Jim Rohn

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.

Michelangelo

When you discover your mission, you will feel its demand. It will fill you with enthusiasm and a burning desire to get to work on it.

W. Clement Stone

The reason most people never reach their goals is that they don't define them, or ever seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way and who will be sharing the adventure with them.

If you're bored with life, you don't get up every morning with a burning desire to do things, you don't have enough goals.

Lou Holtz

Denis Waitley

Why is Goal Processing important to being an Expert Leader?

Expert Leaders get more done than other people because they leverage their time and resources efficiently. When you get great at Goal Processing, you streamline your inputs and you sharpen and add significant purpose to your outputs. This lifestyle also serves as a powerful force for influencing others because people are greatly inspired by accomplishments and purpose-filled behavior.

How to develop your **Goal Processing**

- Understand you have a great purpose and you have to find it.
- Manage your time effectively to reach goals.
- Write down your goals, act upon them and lean on a trusted accountability partner.
- Make small adjustments on the way.

What **little** things do you need to stop doing to make room in your life for the **BIG** things?



“Goals are the things we use to accomplish our dreams.”

the PLI Crew

The Airplane Principle

"Locate your goal and make small adjustments along the way."

The Airplane Principle is from old-school aviation. Before the age of modern technology and planes that basically fly on their own, an airplane in-flight was off course 95% of the time. The pilot's primary task (other than keeping the wings level) was to make small adjustments along the way to maximize fuel and time and keep the plane on track. Expert Leaders set goals and create patterns in their life to move toward their goals.



G.R.E.A.T. Goals

APPLY IT NOW.

Our ability to maintain a course of disciplined action is important. Most people think you get motivated first and then you start or continue doing something second. This can prove rich temporarily, but poor as a long-term strategy. The best strategy is to start doing something first and then you will feel like doing it second. However, this takes the key ingredient of being a self-starter and a self-starter over the long haul. You must be great at being a self-continuer. We need to get better at setting the right type of goals.

Use the following formula to set and work towards G.R.E.A.T. goals.

Genuine

The goal has to be something you have identified as personally important and relevant to your life today. It needs to align with your core beliefs and values. You also must want to achieve the goal more than other people want it for you.

Real Benefit

You not only need to write down your goals, but you also need to write down the benefit of reaching each goal. Keeping your eye on your goal is important. Keeping your eye on the outcome of reaching your goal is more important.

Exact

This is the BIGGEST DOWNFALL of most goals that are set - they are too general, too vague and too broad. Your goals need to be very specific. You need to be able to know exactly when you have reached them. This also allows you to benchmark your progress.

Accountability

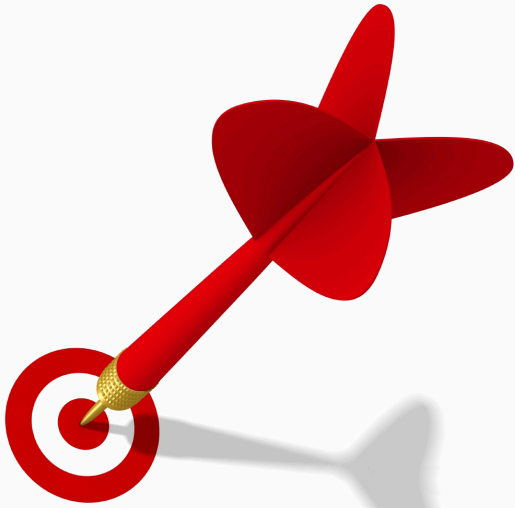
The strongest motivation to achieve goals is a combination of self-motivation to act and having a support team around you for accountability purposes. Make a list of three trustworthy people and ask them to hold you accountable for achieving your goals.

Time Factors

There are three time factors to consider: Timeline - set a timeline to benchmark your progress. The right time - make certain the progression toward this goal fits into your life today. Give it time - G.R.E.A.T. goals take effort, work, dedication, self-motivation and time.

Long Term Leadership Goal

Set a long term G.R.E.A.T. goal that you can accomplish in one year.



Short Term Leadership Goals

Set three short term goals that you need to accomplish to reach your long term goal.

1.

2.

3.

"Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great."

Mark Twain

You are going to need the following time management tips to be G.R.E.A.T.!

1. **Don't multitask.** It tanks your productivity.
2. **Unplug.** Turn the cell phone off. Turn off the wireless on your laptop (unless you need the internet).
3. **De-socialize.** If you are connected to the web, close your Facebook notifier, turn off your email notifier, etc.
4. **Retreat.** Find a place where you can retreat from everything and really get important things done.
5. **Leverage your gap times.** Be productive between activities, waiting in line, during your downtime, etc.
6. **Hit the pillow.** Sleep is still the best thing you can do to increase productivity.
7. **Maximize in the morning.** Your brain is most ready to work right after you wake up. Make the most of it.

Identifying the Cause

Expert Leaders understand the importance of correctly identifying the cause of problems. We do an activity called Balloon Toss that clearly demonstrates this principle. The object of the leadership experiment is for a team of 6-8 individuals to keep 10-15 balloons in the air and in motion at the same time. The balloons are fed to the team one at a time, the balloons can't be tied together and the team members must keep one hand behind their back the entire time.

After the first round of competition is over (most teams don't figure out the best strategy during the first round), we discuss how to improve their chances of success during the second round. We begin this by discussing possible answers to the question, "What was the main reason you were not able to accomplish your goal?"



The leaders normally begin to list conditions, instead of causes. They say things like too many balloons, we could only use one hand, we didn't have a good plan, etc. These are true, but most of the conditions they list are unchangeable within the constraints of the activity (just like most of the conditions we are faced with as leaders every day.) Once the leaders get bogged down in discussing conditions, they handicap their ability to 1) recognize a cause and 2) make any real improvement in their strategy for round two.

The primary cause for not achieving their goal of getting all balloons in the air at once is that the balloons are out of control. Once the leaders recognize this primary cause they are better able to creatively discover the best strategy for getting all balloons in the air at once.

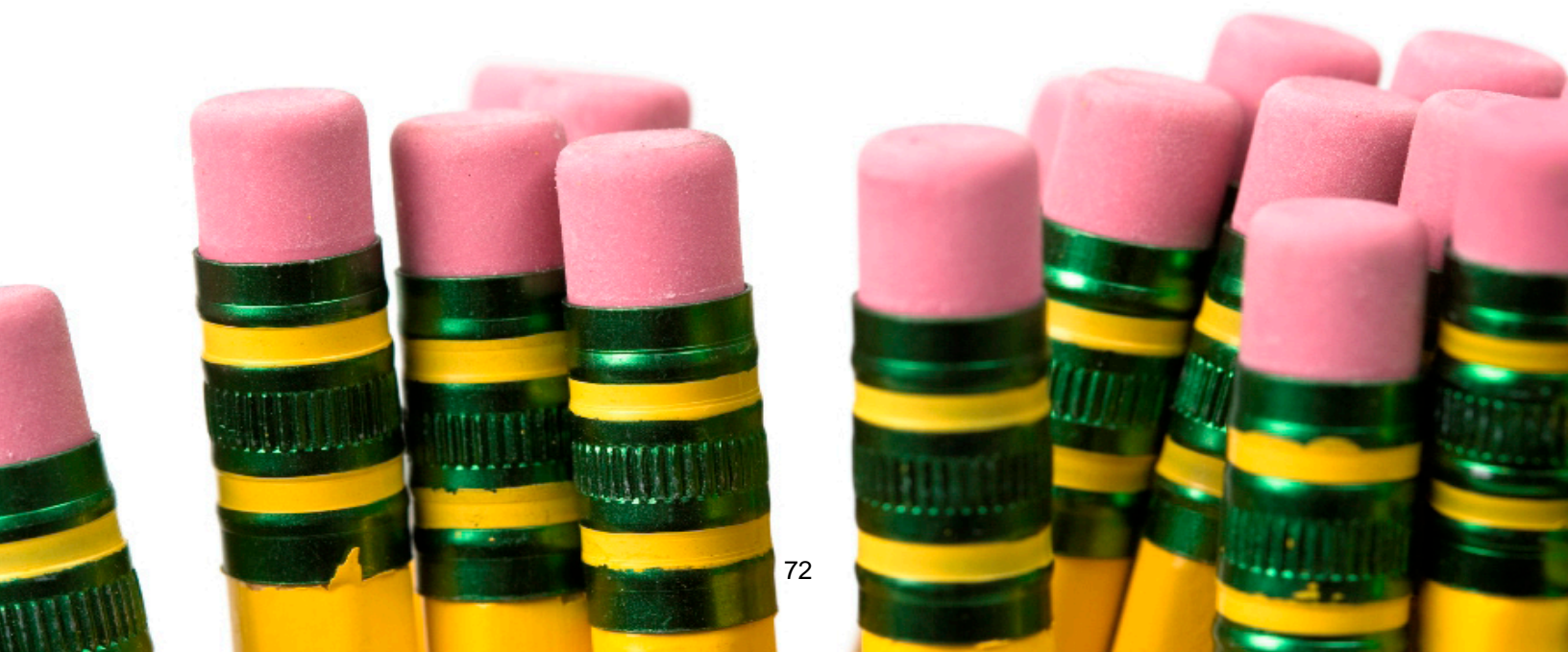
Your job as a leader is to step back and look at where you and your team have your focus - is it on unchangeable conditions or solvable causes?

Three Mind-Altering Excellence Tips

- 1. If you can't commit to being excellent at IT, don't commit at all.**
- 2. If you aren't failing, you aren't pursuing excellence. If you aren't learning from your failures, you will never be excellent. Re-read Tip #1.**
- 3. If you aren't excellent today, there is a reason. Something needs to be changed, improved or deleted.**

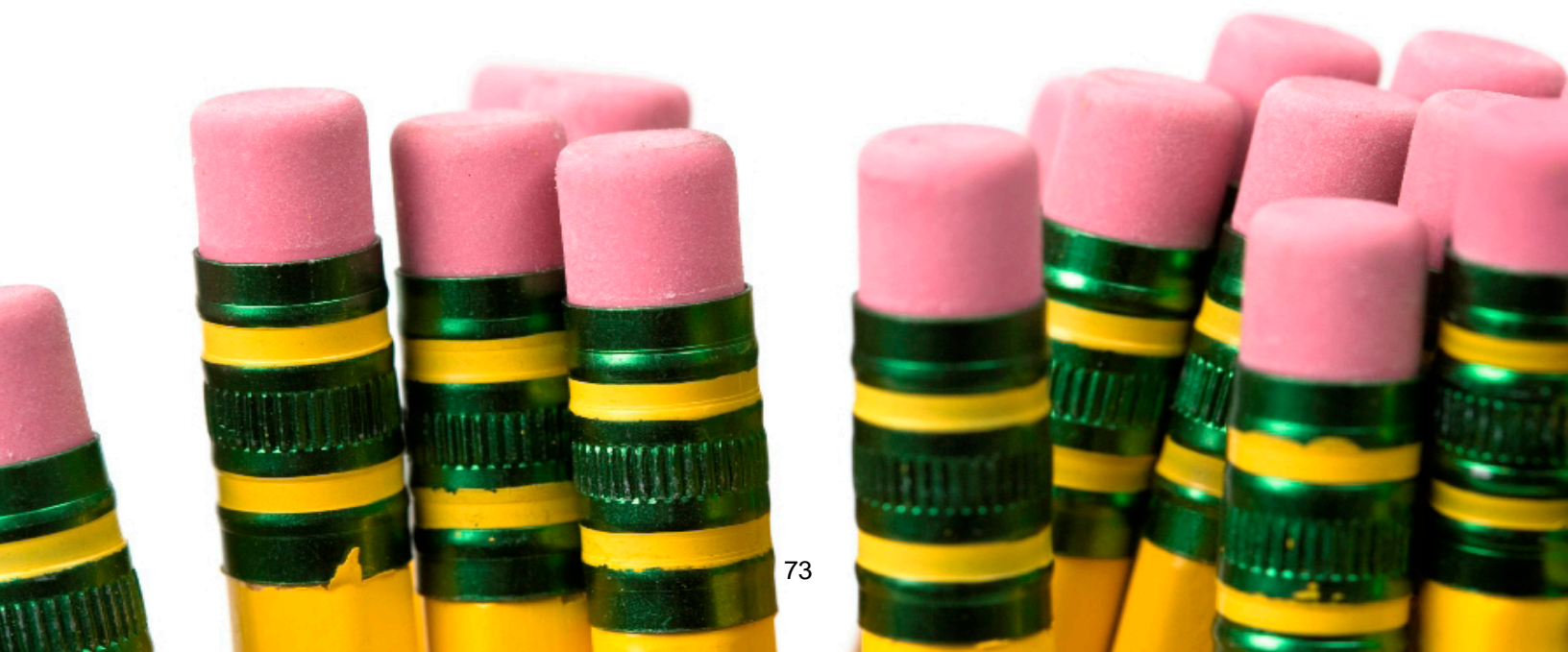
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thoughts.



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thoughts.



skill
assessment

to act upon a clear understanding of your and
your organization's core strength and challenges



I think self-awareness
is probably the most
important thing
towards being a
champion.

Billie Jean King

*Ninety percent of the world's woe comes
from people not knowing themselves, their
abilities, their frailties and even their
real virtues. Most of us go almost all the
way through life as complete strangers to
ourselves.*

Sydney J. Harris

Success is achieved by
development of our strengths, not
by elimination of our weakness.

Marilyn Vos Savant

What you seek, exists within you.
Every resource you need is available
to you. Marcia Wieder

Everybody
has talent. It's
just a matter
of moving
around
until you've
discovered
what it is.

George Lucas

Why is Skill Assessment important to being an Expert Leader?

Expert Leaders are very self-aware. As you develop your Skill Assessment, you learn what you should be doing with your life and what you shouldn't be doing. This deep self-understanding also serves as a powerful force for influencing others because people are greatly inspired by the productivity and excellence of someone who is doing what they were meant to do.

How to Develop Your Skill Assessment

- Get so good at your strengths that your weaknesses become irrelevant.
- Be a genuinely excited ambassador for your organizations.
- Figure out your brand. What do other people think of when they think of you?
- Give and receive candid and constructive feedback.

What talent, skill or ability do you possess that you love to do?



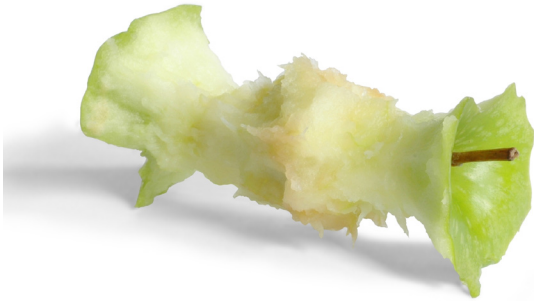
“ Effective teamwork occurs when each individual **understands** how their primary **strength** plays a valuable role in the team accomplishing its shared goals and then acts accordingly.”

the PLI Crew

The Apple Principle

"Find your core strength and maximize."

The Apple Principle connects us back to the primary purpose of the core of the apple core. The flesh of the apple is to provide nourishment for animals and insects. But in the core of the apple resides something different - seeds that return to the ground and produce more apples. Expert Leaders have recognized their core strength and use it daily to serve others.

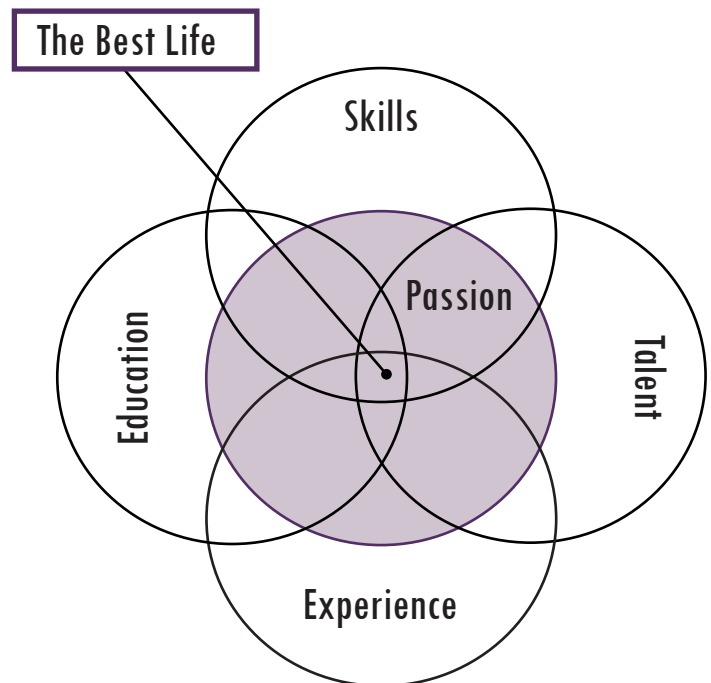


The Best Life is STEEP

As you think about who you are today and where you want to be tomorrow, consider the STEEP model of deciding where you should put your efforts. Your best life can be found when we are able to align:

- apply it now.
- Your **S**kills | what you have learned to do
 - Your **T**alent | what you do naturally well
 - Your **E**xperience | what you are doing
 - Your **E**ducation | what you have been taught
 - Your **P**assion | what you love to do

Make a list of 10 items under each part of the STEEP Model. The items that are similar across the model represent your Best Life.



The Dirty ^{little} Secret of ^{BIG} Performers

Write down three wildly successful individuals in three significantly different fields.

Write down why you associate the concept of "successful" with each person.

Think about the nature of these characteristics. Which category are they in...

skills
or
attitude
talents

Chances are your big performers have very different reasons why they are successful and chances are almost as good those "success attributes" fall under different categories. The lesson here is that successful people seem to be very unique in terms of how and why they are high achievers...

The dirty little secret of big performers is they do have two very important "somethings" in common.

1. Regardless of industry, position, personality, market conditions, expertise, training, talent, skill or attitude, big performers are willing to do the small, unsexy, gritty, "down in the trenches" tasks the average or under performers either don't want to do or don't think they should have to do.
2. Big performers don't see themselves as "big performers." They see themselves as growing performers. They are constantly getting better, learning, stretching, risking, pursuing and running.

The Vrou Maria

The Vrou Maria was a Dutch vessel ship that sunk in the Baltic Sea in October 1771. It was carrying priceless Dutch Masterpieces by Vermeer and Rembrandt from Amsterdam to St. Petersburg, Russia for Catherine the Great. It went down off the coast of Finland and was lost at sea until July 1999. The treasures inside are worth millions, but only if they are brought to the surface. Your talents and strengths are the same.

The question is...

Do You Really
Want It?

It is not a matter of whether you can or cannot do something, it is a matter of how badly you want to do something and if you are able to engage your core strength while learning and excelling at this task.



Torchbearers

A Torchbearer is someone who is actively engaged in and who actively supports their organizations. Review the list below to see if you qualify as a Torchbearer.

The torchbearer Defining 7 Qualities

- Thirsty for personal and professional growth
- **Strong allegiance to organizations***
- Values and fosters relationships in and out their organizations
- Self-assure and gains partial or full identity from organizations
- Self-aware of how they play a role in moving their organizations forward
- Intelligently optimistic about the future
- Effective communicators (public and private)

* Organizations are defined as any entity that brings people together for a common cause (family, neighborhood, community, business, professional association, state, nation, religion, etc.)

What are your most important organizations?
(And how can you improve your influence in them?)

Leverage Specialization

Our entire economic structure is built on the principle of specialization. Some people get very good at doing certain tasks and others very good at other tasks.

Where can you contribute the great value?

What's Your P.L.I. ViewPoint?

Personal Leadership Insight is our understanding of how to positively influence people and situations to create value and growth. The ten P.L.I. Essentials are vision, integrity, innovative, wise judgement, service minded, goal processing, skill assessment, emotional maturity, fostering relationships and masterful communication. Your P.L.I. ViewPoint is a snapshot of your leadership style. It is a reflection of how you communicate your influence to others. Your ability to apply and engage your P.L.I. is determined in large measure by how clearly you understand your ViewPoint.

How To Score The Test

There are word groupings or descriptions that are placed across the page. We have supplied three words in each grouping to give you a better idea of the personality trait that we are describing. Please read and score the groupings going across the page. You will be required to evaluate yourself and then place your scoring of the descriptions according to how your personality relates to those words.

You must score each box with a 4, 3, 2, or 1. You can use each number only once per row. Place a 4 under the group of words that BEST describe you. Then choose the next with a 3, the next with a 2 and finally the LEAST like you with a 1.

SECTION A

Active
Opportunistic
Spontaneous

Competitive
Forceful
Impactive

Realistic
Open-Minded
Adventurous

Daring
Impulsive
Fun

Exciting
Courageous
Skillful

Total of A:

SECTION B

Parental
Traditional
Responsible

Practical
Sensible
Dependable

Loyal
Conservative
Organized

Concerned
Procedural
Cooperative

Orderly
Conventional
Careful

Total of B:

SECTION C

Authentic
Harmonious
Compassionate

Unique
Empathetic
Communicative

Devoted
Warm
Poetic

Tender
Inspirational
Dramatic

Spirited
Affectionate
Sympathetic

Total of C:

SECTION D

Versatile
Inventive
Competent

Courious
Conceptual
Knowledgable

Theoretical
Seeking
Ingenious


Determined
Complex
Composed


Philosophical
Principled
Rational

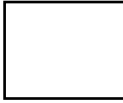
Total of D:


What's Your P.L.I. ViewPoint?

Transfer your scores from the exam to the corresponding box below.

A

 A c t o r

B

 D i r e c t o r

C

 M a n a g e r

D

 W r i t e r

Understanding P.L.I. ViewPoints

Your highest score represents your Primary ViewPoint. This is also the leadership style you most readily identify with in others. Your lowest score represents your Shadow ViewPoint. You probably struggle communicating with this leadership style. The key understanding that adds tremendous value to your Personal Leadership Insight is knowing how to maximize the value of your Primary ViewPoint and knowing how to recognize the value of the other three ViewPoints.



ACTORS see self as:

Fun-loving
 Spontaneous
 Here and now person
 Curious
 Problem-solver

Others see as:

Irresponsible
 Not serious
 Indecisive
 Disobeys rules
 Not able to stay on task

Dislike:

Rigidity
 Authority
 Rules

Praise their:

Cleverness
 Skill
 Motivational skills



DIRECTORS see self as:

Stable
 Dependable
 Executive type
 Goal-oriented
 Orderly, neat

Others see as:

Rigid
 Bossy
 Opinionated
 Dull, boring
 Stubborn

Dislike:

Non-conformity
 Ambiguity
 Waste

Praise their:

Accomplishments
 Sense of responsibility
 Thoroughness



MANAGERS see self as:

Warm, caring
 Romantic
 Creative
 People-person
 Caretaker

Others see as:

Over-emotional
 Naïve
 Touchy-feely
 Talks too much
 Ignores policies

Dislike:

Insincerity
 Hypocrisy
 Deception

Praise their:

Honesty
 Contributions to the group
 Personal achievement



WRITERS see self as:

Superior intellect
 Efficient
 Calm, not emotional
 Objective
 Great planner

Others see as:

Intellectual snob
 Arrogant
 Cool, aloof
 Afraid to open up
 Doesn't care for people

Dislike:

Incompetence
 Unfairness
 Injustice

Praise their:

Competence
 Quality of work
 Good ideas

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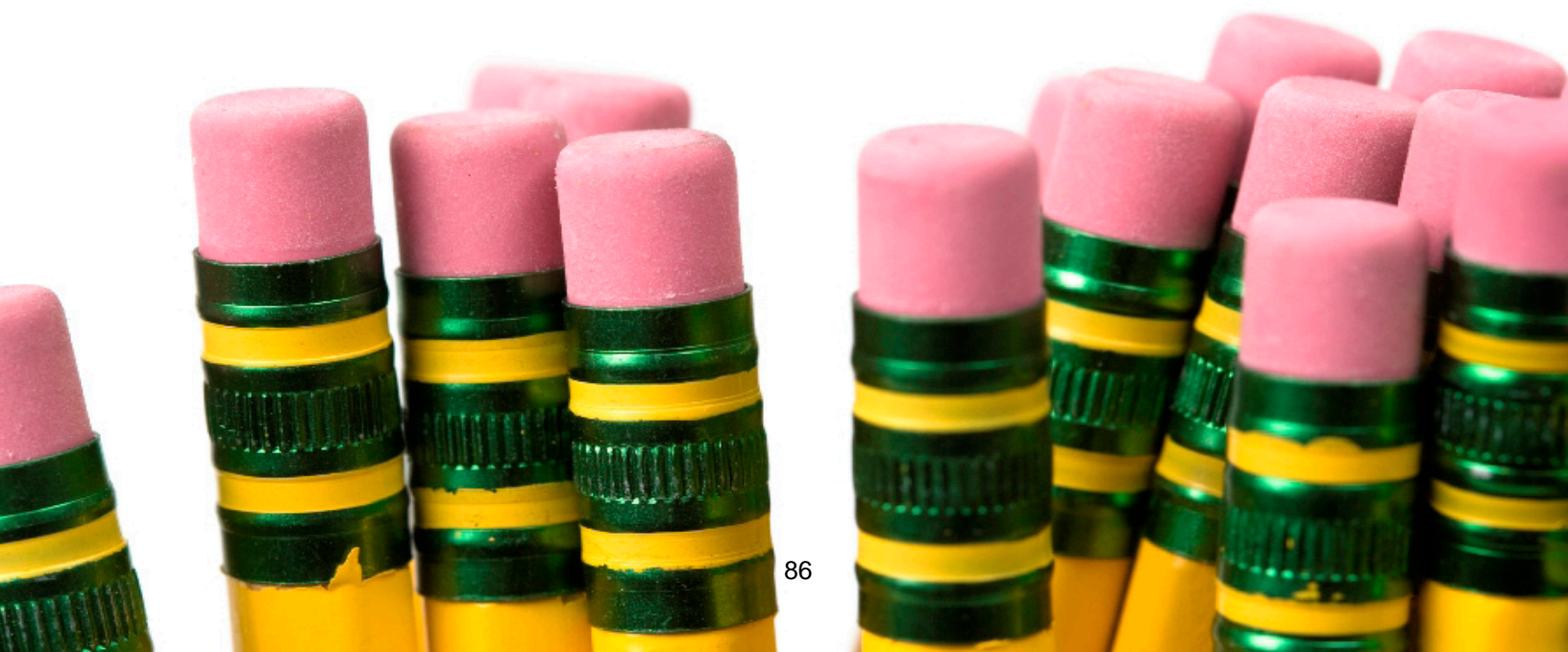
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thoughts.



emotional
maturity



to effectively manage and control emotions.

essential element number

8

thoughts on emotional maturity.

When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion.

Dale Carnegie

The greatest part of our happiness depends on our dispositions, not our circumstances.

Martha Washington

If I feel depressed, I will sing. If I feel sad, I will laugh. If I feel ill, I will double my labor. If I feel fear, I will plunge ahead. If I feel inferior, I will wear new garments. If I feel uncertain, I will raise my voice. If I feel poverty, I will think of wealth to come. If I feel incompetent, I will think of past success. If I feel insignificant, I will remember my goals. Today, I will be the master of my emotions.

Og Mandino

A mature person is one who does not think only in absolutes, who is able to be objective even when deeply stirred emotionally, who has learned that there is both good and bad in all people and all things and who walks humbly and deals charitably.

Eleanor Roosevelt

Weakness of attitude becomes weakness of character.

Albert Einstein

Why is Emotional Maturity important to being an Expert Leader?

Expert Leaders remain in control of their emotions. They know how to apply the right emotions in the right situations and how to leverage the tremendous power of feelings to maximize the success of the organization. When you develop Emotional Maturity you know how to control the positive and negative feelings all people experience. This command of personal behavior serves as a powerful force for influencing others because people are greatly inspired by individuals who can respond effectively to life.

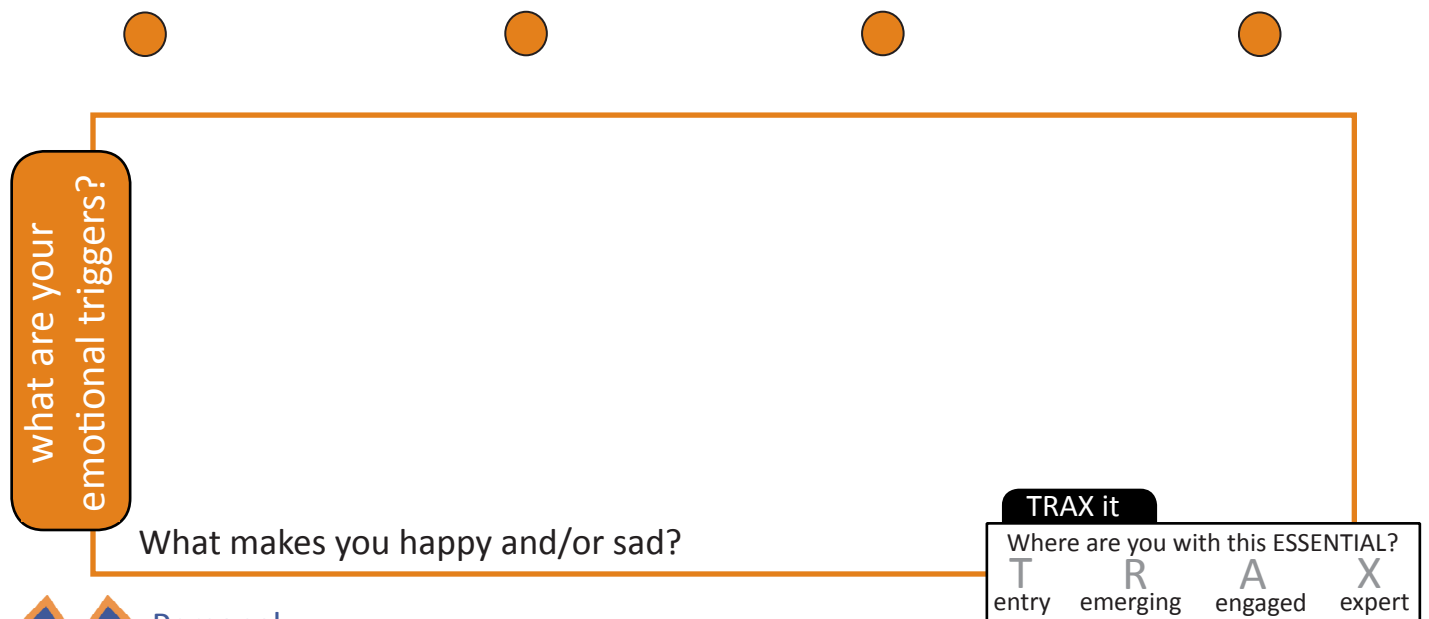
How to Develop Your Emotional Maturity

Recognize the power of your attitude.

Analyze the gap between stimuli and response.

Deliver the appropriate response.

Understand and accept that humans are emotional beings.



“A smooth sea never made a skilled mariner.”

English Proverb



The Bamboo Principle

“Be strong and flexible.”

The Bamboo Principle connects the defining characteristic of the bamboo shoot with a defining characteristic of Expert Leaders. Bamboo is as strong as it is flexible. Expert Leaders are strong in principle, strong in skill and strong in creating value.

Yet, they also are flexible enough to make adjustments, improve constantly and overcome the challenges that come along with the path of leadership. We must be flexibly strong.

ask yourself...

Are you a thermometer or a thermostat?

Is your attitude controlled by the environment around you or do you use your attitude to control the environment?

Inside-Out Motivation

All motivation is internal. You and I only do things that we have either passively or actively decided to do. However, every single one of our internally motivated

decisions are either passively (via prior experiences) or actively (via what we are experiencing right now) influenced by external motivators. Leverage your team's external motivators. **De-emphasize** the negative and **emphasize** the positive. Your ability to do this one thing has a dramatic impact on your success.

Describe three leadership situations (stimulus) and the best response for each.

stimulus

1. _____
2. _____
3. _____

response

1. _____
2. _____
3. _____

The Failure Factory

Failure is a reality of life for all of us. None of us achieve what we want all the time. Expert Leaders do not have less failure than Entry Leaders. Expert Leaders simply have a better built Failure Factory.

This Failure Factory is not the production line; failure is a given in life and is produced just by being alive. This is a processing factory and everyone has one. Failure goes in, how we choose to respond or react to it is the processing part inside the Factory and our leadership effectiveness is strongly impacted by what comes out the other end, which is how we are fundamentally changed (for good or bad) by the failure.

Expert Leaders positively influence people and situations to create value and growth. This means they are able to remain positive even when failure is fed in. They are able to influence others and opportunities even when failure is fed in. They have the uncanny ability to be valuable and grow **EVEN WHEN FAILURE IS FED IN**.

Take a good look at your Failure Factory. You can drastically improve your ability to create value and growth by improving its inner-workings. Take the assembly line strategies below and recreate your Failure Factory.

Your Factory's Assembly Line

- 1. Recognize and be okay with the fact that you are flawed. Be very self-aware.**
- 2. View failure as temporary. Set your sights on the long-term.**
- 3. Actively seek out learning lessons by asking why did this happen, not just how did this happen. Look for meaning.**
- 4. Laugh at yourself. Take your job seriously, but not yourself.**
- 5. Risk, fail, learn, adjust. Risk again, fail, learn, adjust. Risk again, fail, etc.**

Regret

Regret is a powerful force because it is a today feeling about yesterday. It is a state that is both changeable (forget about the past) and unchangeable (the past cannot be changed). The only way to subdue regret is to deal with it in your own way. Whether that is by talking it out with a kindred soul, coming to peace with the unchangeable past or simply filling your days with so many great things there is no room in your day for thinking about your less than stellar past.

Picking the *Perfect Cup*



How do people learn how to order at Starbucks? We haven't seen the official list, but the list of potential drink options at Starbucks has got to be huge. Venti soy non-fat latte. Grande caramel macchiato. Tall chai latte whipped. Etc. Etc. Etc. Most of these drink orders are not specifically on the menu. So, how do people know in which form they would like to be caffeinated? And with the thousands of options out there, what is the process to filter the list down to something they can call "their drink?"

The answer, of course, is trial and error, repeated over time and a great need to learn what works for them. This correlates to exactly what great leaders do regarding the mastering of their Emotional Maturity. They know there are a thousand options for how to deal with life in an emotionally mature manner. If one isn't working, they pick a different one. And they continue this process until they land on the perfect cup. The key lesson is, they don't let life order their response for them.

Think about it. What menu option do you choose when someone upsets you? When you are disappointed with a loss? When you are not feeling well? When your stress level gets a little out of control? When a friend does something nice for you? When you experience a win? When you finally decide that most of the things in life that you normally let crush you are not really worth it?

Focus = Attitude

Rhett Laubach

In the Spring of 2007, American Airlines cancelled a flight of mine to Georgia. I desperately needed to get there, but things did not look good. Right before we finally decided there was no way I could make it (and my frustration was off the charts) I noticed an elderly lady in a wheelchair in the line next to me who was in the same situation. Her flight was cancelled. She couldn't get out until the next day. And she didn't live in Oklahoma City, which is where I live. My focus immediately switched from my cancelled flight to hers. My attitude went from frustration to compassion. I helped her find a hotel and a ride to it. My entire demeanor changed and it was like the Georgia trip didn't exist in the first place. When you are on your way or at the height of a battle with a negative attitude, switch your focus and your attitude will switch with it.

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thoughts.



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thoughts.



fostering
relationships

to value and connect with diverse individuals.

thoughts on fostering relationships.

9

essential element number

Leadership is all about people. It is not about organizations. It is not about plans. It is not about strategies. It is all about people; motivating people to get the job done. You have to be people-centered.

Colin Powell

Charisma is the result of effective leadership, not the other way around.

Warren Bennis

Success depends above all, upon people. Build relationships, teams, partnerships and motivate people to contribute. Cultivate leadership, creativity, excellence. Listen - seek new ideas and advice.

Ruth Scott

The most important single ingredient in the formula of success is knowing how to get along with people.

Theodore Roosevelt

In the face of leadership flaws, too many people assume cynical perspectives, rather than do the hard work of building relationships in which they can have more positive influence.

Ira Chaleff

Why is Fostering Relationships important to being an Expert Leader?

Expert Leaders understand and act accordingly to the fact that life and leadership are team sports. When you develop your ability to Foster Relationships, you greatly strengthen your ability to solve problems, create opportunities and enjoy the robustness of life. This people-orientation serves as a powerful force for influencing others because people are greatly inspired by someone who is known by people, who knows people and who knows how to take care of people.

How to Develop Your Fostering of Relationships

Understand and practice the essentials of networking.



Search, find and recognize common ground.



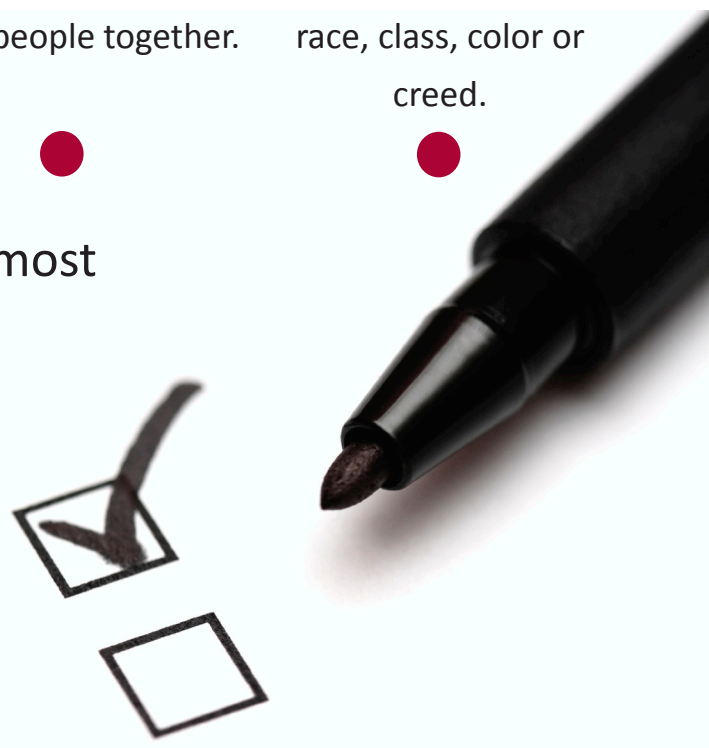
Develop your charm, class and charisma to bring people together.



Genuinely appreciate others regardless of race, class, color or creed.



What is your relationship like with the most important people in your life?



TRAX it

Where are you with this ESSENTIAL?

T	R	A	X
entry	emerging	engaged	expert

“ You get the best out of **others**
when you get the best out of **yourself.** ”

Harvey Firestone



The DNA Principle

"You are who you were at birth mixed with who is around you."

The DNA Principle reminds us how we are built. Research states that 50% of who we are is purely genetic. We get it from mom and dad. The other 50% is a combination of sheer chance and peer influences. Effective teams are comprised of individuals who take time to learn each others' wiring and learn to deal with the differences. They also work hard to bring out the best of their wiring when dealing with the team. Basically, our relationships determine who we are.

The Art Of Conversation

Conversation is a lost art - particularly holding a conversation with a stranger. If you struggle with this, remember this visual tool for accessing seven conversation topics.

draw it.

[your **conversation house**]:
apply it now.

- draw a big **sun** above the house
[weather]
- draw a group of **people** in the yard
[family]
- color the **door** a bright color
[where they live]
- sketch clouds and place an **airplane** in the sky
[career/work]
- doodle a **person skiing** on top of the roof.
[hobbies]
- give the skier a **graduation hat** and a **briefcase**
[education]
- draw a **highway** that leads away
[future plans]



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Leadership
Insight

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Up Close

Rhett Laubach

My wife and I were sitting in church one Sunday in July 2007 and she noted that the lady singing looked like a mutual friend. We were sitting close to the back and I responded that from this distance she looked like a number of people.

Think of your leadership roles in this way. From a distance, your leadership can not be distinctive. It looks like the leadership of so many others. Depending on people's perception of leadership, this can be a good thing or a bad thing. If they hold a negative viewpoint of leaders in general, they will see you in a negative light and vice-versa. If you keep a distance between you and those you are charged with leading, you do not control the effectiveness of your influence. It is also tremendously difficult to let your personal leadership style reach its full potential when you keep a wall between you and your followers. Being an authentic leader may not be your main goal, but it is a must if you are to accomplish any significant leadership goal.

To be distinctive and authentic with your leadership, you need to go closer. Ask questions. Listen. It is messier at times, but leadership is messy. If you don't like the mess, get out of the bunkhouse. Approach others with a willingness and wanting to connect, learn and serve. For it is only when we shorten the distance between our leaders and their followers that true human leadership happens.

Five Differences Between Groups and Teams

Most "teams" are not actually a team. They are just a random group of people thrown together. Here are the five big differences between a group and a team.

- Teams have an identified, trusted leader.
- Teams have an identified, specific goal that everyone is working towards.
- Teams have an identified and agreed upon system for decision making.
- Teams make and revisit big, unique memories.
- Teams are comprised of individuals who are able to engage their core strength.



The Power of Perceptions

In developing your personal network and in your dealings with perfect strangers, remember this phrase: “

Get past the perception to get to the person.”

This phrase reminds us that in most cases there is a great divide between the perception you have of someone you first meet and the actual person. Expert Leaders who are great at fostering relationships develop a healthy interpersonal pattern of getting through the perception quickly and learning about and connecting with the real person.

Here are some quick tips!

- Ask questions and listen (demonstrate interest and respect)
- Paraphrase their comments (language barriers equates to trust barriers)
- Seek first to understand and then to be understood (put your interests second and the relationship's interests first)
- Smile and be friendly (puts you and them at ease)

The Chicken Little Syndrome

Keep the sky from falling

Chicken Little was confused and mistaken. He thought the cartoon acorn that hit him on his cartoon head was the cartoon sky. He thought the sky was falling. There are chicken littles in the real world, too. They are also confused and mistaken. But they are most aptly defined by their contagious negative attitude. Chicken littles in the real world brighten a room whenever they leave the room.

You probably have one or more chicken littles in your life today, either at home or work or both. These are the people that always have something going wrong, they will always tell you why something can't or won't happen and they seemingly love to point out your faults. For a chicken little, every "sky" is falling somewhere. What is the best way to deal with these little chickens? Can they have their mind changed? Why, out of all the emotions in the human spirit, have they chosen to allow a negative attitude define them? Here are three "understandings" that should help you to deal with and make life bearable (and maybe even better) for you and for your chicken littles...

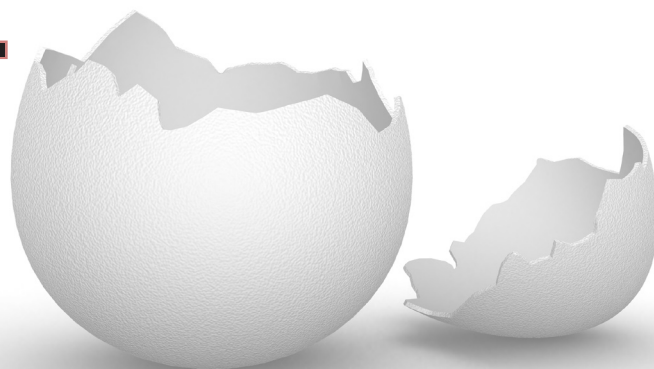
1. Understand they weren't born negative. They became conditioned over time. They learned this mode of operation slowly over the years. If you view your little chickens' negative attitude as a pervasive condition of their life, many times this makes it easier to deal with them because you know they don't have a beef with you, they have a beef with everyone and everything.

2. Understand they can't be "chicken big" overnight. It will take time. Chicken littles have perfected the art of negativity. Depending on their age, they may have been little for a long time. Don't expect overnight results or changes, but do expect them to respond (even in small, subtle ways) to your positive influence.

3. Understand you can't change a chicken little. Only they can. Chicken littles are the way they are for a reason. More than likely they enjoy (even if in a very twisted way) the results they get from being negative. It is a safe place to play - never getting your hopes up and always having low expectations. It is also an easy place to play because chicken littles are all about problems and not solutions. The problems are easily recognizable and take zero work. Solutions are many times difficult to see and obviously require action to come to life. A chicken little will only change if they are presented with enough evidence that it is worth the change. Your positive behavior and language can be this evidence.

Just remember, little people talk about problems. Big people talk about solutions.

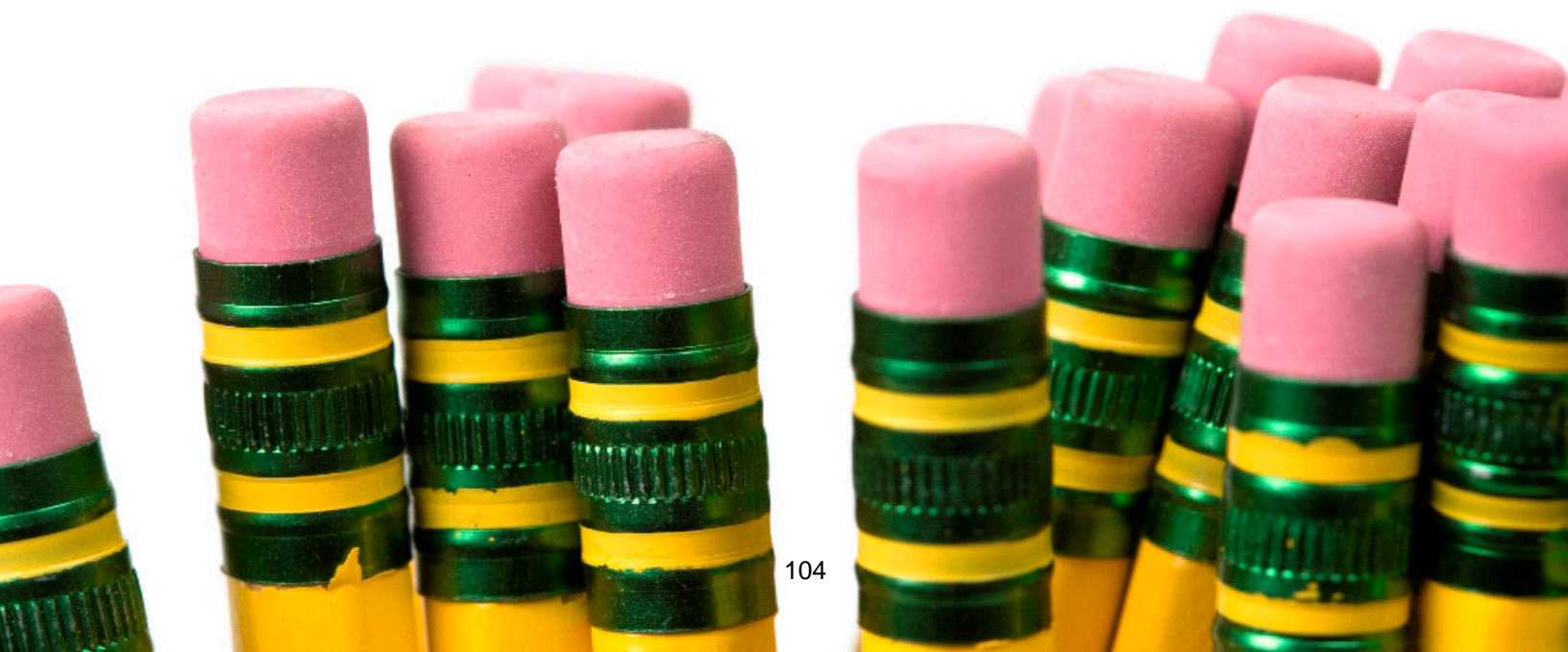
Be Big.



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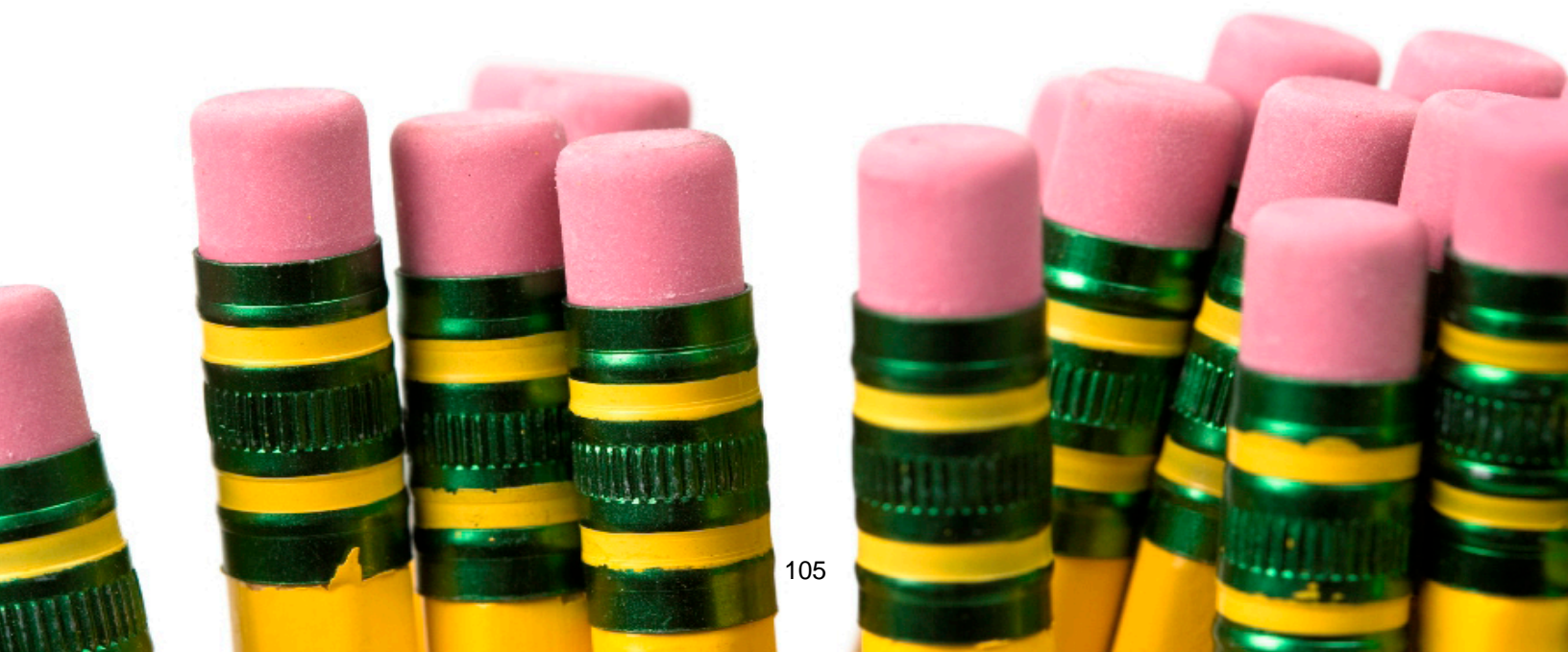
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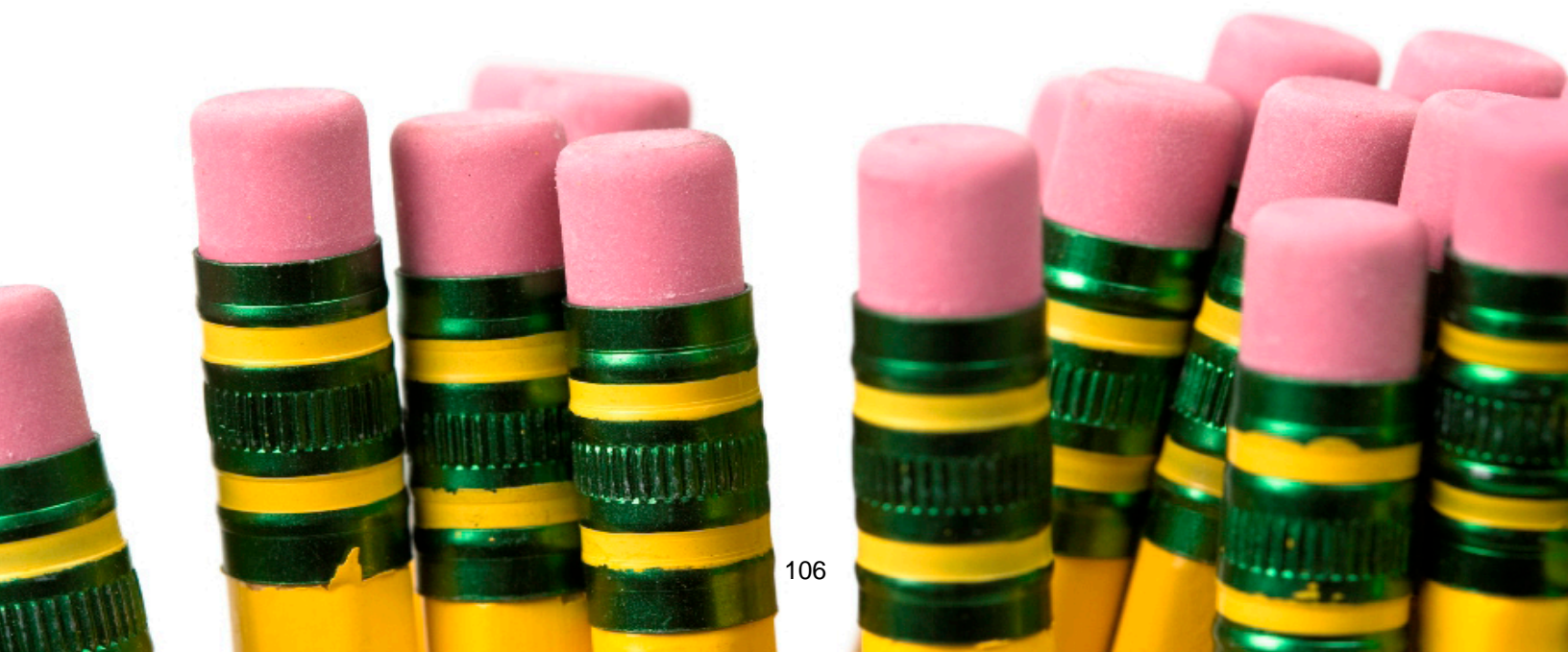
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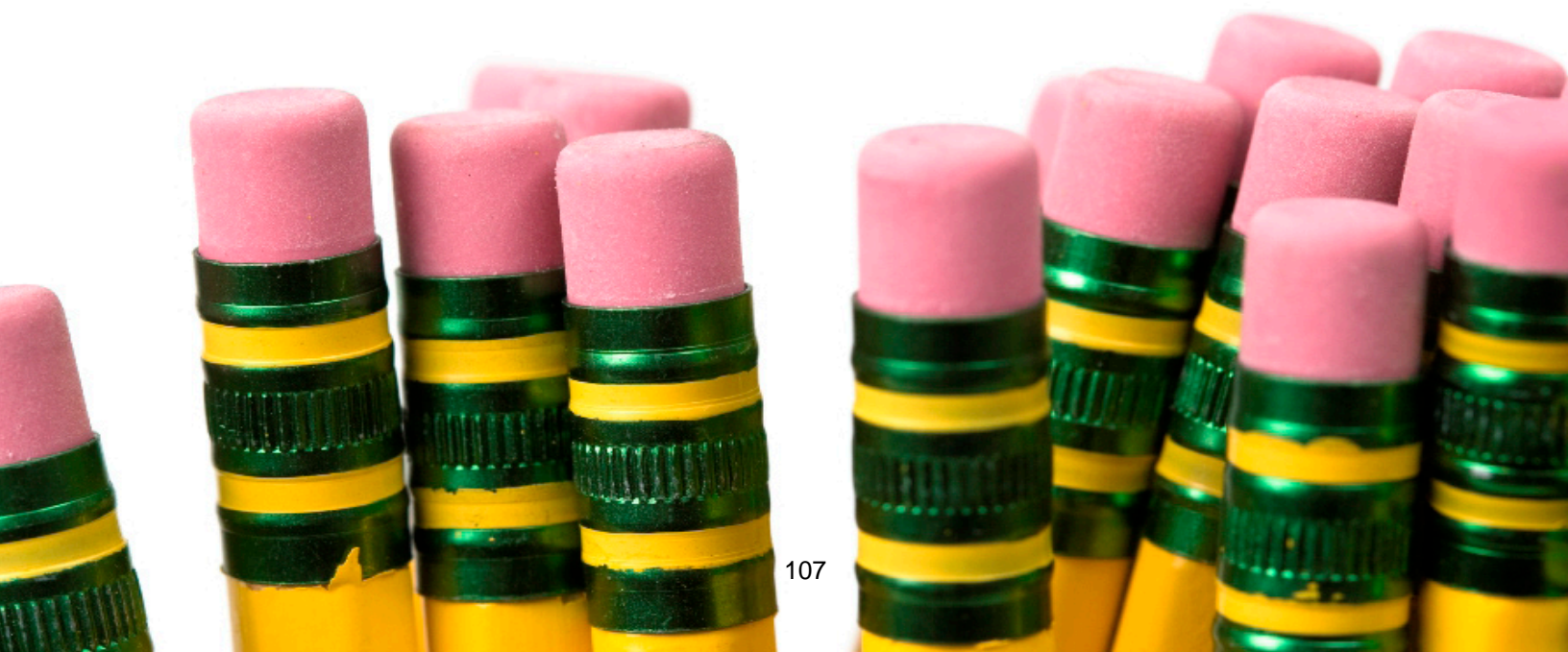
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thoughts.



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thoughts.



masterful
communication

to firmly command the right tool at the
right time with the right message.



Remember not only to say the right thing in the right place, but far more difficult still, to leave unsaid the wrong thing at the tempting moment.

Benjamin Franklin

Effective communication is 20% what you know and 80% how you feel about what you know.

Jim Rohn

The most basic and powerful way to connect to another person is to listen. Just listen. Perhaps the most important thing we ever give each other is our attention.

Rachel Naomi Remen

The most important thing in communication is to hear what isn't being said.

Peter Drucker

Two monologues do not make a dialogue.

Jeff Daly

Why is Masterful Communication important to being an Expert Leader?

Expert Leaders communicate on a significantly higher plain in terms of clarity, persuasion and concreteness. As you develop your Masterful Communication skills, you have less people problems, get things done faster, persuade people more often and achieve your goals and dreams faster. This communication proficiency also serves as a powerful force for influencing others because people are greatly inspired by individuals who can make genuine and strong connections.

How to develop your Masterful Communication

- Stop speaking and start communicating.
- Communicate with clarity.
- Leverage the power of your body language's thousands of outgoing messages.
- Sharpen your digital input and output streams.

List three people you know that are great listeners and one quality of each that makes them a great listener.

1. _____
2. _____
3. _____

“I like to listen. I have learned a great deal from listening carefully. Most people never listen.”

Ernest Hemingway



access over 100 presentation tips at
www.AuthenticityRules.com

The Rainbow Principle

“The combination of small things aligning creates big results.”

The Rainbow Principle is derived from the natural phenomenon that creates a rainbow when there exists the right combination of light, moisture and air and we are in the right position to see it. This principle speaks directly to an Expert Leader's ability to communicate successfully. There must exist the right mixture of message, personality, audience, environment, location and clarity of purpose. The best communication happens when you know what elements need to come together and how to put them together.

Presentation Tips

Know the Audience – Understand clearly the expectations of the group and get creative on how you can exceed those expectations.

Know Your Material - If you are not familiar with your material, your nervousness will increase. Practice your speech or presentation and revise it until you can present it with ease.

Practice to be Natural – Get control of your body. Learn and practice what to do with your hands, how to stand, when to speed up, when to slow down, when to talk louder, when to speak softly, etc.

Visualize Yourself Speaking - Imagine yourself speaking, your voice confident and clear, your content organized, relevant and interesting. When you visualize yourself as successful, you will be successful.

Realize People Want You to Succeed - All audiences want speakers to be interesting, stimulating, informative and entertaining. Remember they want you to do a great job and it will boost your confidence.

Don't Apologize for Being Nervous - Most of the time your nervousness does not show at all. If you don't say anything about it, nobody will notice.

Gain Experience - Experience builds confidence, which is the key to effective speaking. Most beginning speakers find their anxieties decrease after each speech they give.



OPEN Listening

Great leaders actively listen to others. They understand the power of one-on-one interactions and that each one counts. How do you know if you actively listen? Follow this simple guideline...

■ **Open body language** - Be mindful of your eye contact, responsive body language, facial expressions, etc.

■ **Paraphrase** - Repeat back what your partner said in your own words. This will demonstrate you listened to them and will be a clarity check.

■ **Encourage your partner to talk** - Dale Carnegie said, "The best conversationalists actually say the least."

■ **Not Talking** - Great listeners actually listen. They don't just wait to talk.

Presentation Time



3-Second Rule - People develop a first impression of you in the first 3-seconds; many times this is before you even meet them. Smile more and always dress up (rather than dress down.)

30-Second Rule - Listeners either check-in or check-out in the first 30-seconds. So, mind your first words and engage them quickly.

5-Minute Rule - Listeners need to be able to either find personal meaning in what they are hearing and/or be told something they can use (purpose) every 5-minutes or so. Give your audience tangible, real ways they can take action on what they are learning or experiencing.

7-Minute Rule - Listeners need a change in how they receive information every 7-minutes. This could be listening to the speaker, reflective thought, table discussion, writing, or doing an activity.

90-Minute Rule - When meeting in big groups, listeners need to unplug from the meeting every 90-minutes. Hopefully the schedule is already set-up to accommodate this, but if it isn't, remember this very important dynamic.

When it comes to public speaking, nerves are just like audience members - always there, a necessary part of the process and not always pleasant. However, just like our audience members, nerves can either help you or hurt you depending on how you think about them. Follow these rules to turn handling nervousness into a piece of cake...

C - Change your perspective

Anxiety and excitement are chemically the same thing. The only difference between the two is how you think about them. You can quickly convert your nervousness into excitement by simply changing the way you think about what is going on.

A - Audience-focused

Get your mind off of you and your content and put your focus on your audience. If you are pacing behind stage or sitting anxiously in class just thinking about how you don't want to mess up or how you wish you could stop your knees from knocking, you are only adding to the problem.

K - Knowledge

Knowing your stuff top to bottom is the number one way to control your nerves. If you don't have to be thinking about what you are going to say, you free up your mind to think about more important things - like connecting with the audience.

E - Experience

The more you do a task, the better your body and brain gets at responding to the emotions and physical elements related to it. Speaking in public is very much a physical, mental and emotional art form. Getting up and speaking A TON is the best medicine for a bad case of the nerves.

It's a Piece of CAKE...

"Personal Leadership Insight is our understanding of how to positively influence people and situations to create value and growth."

thoughts.



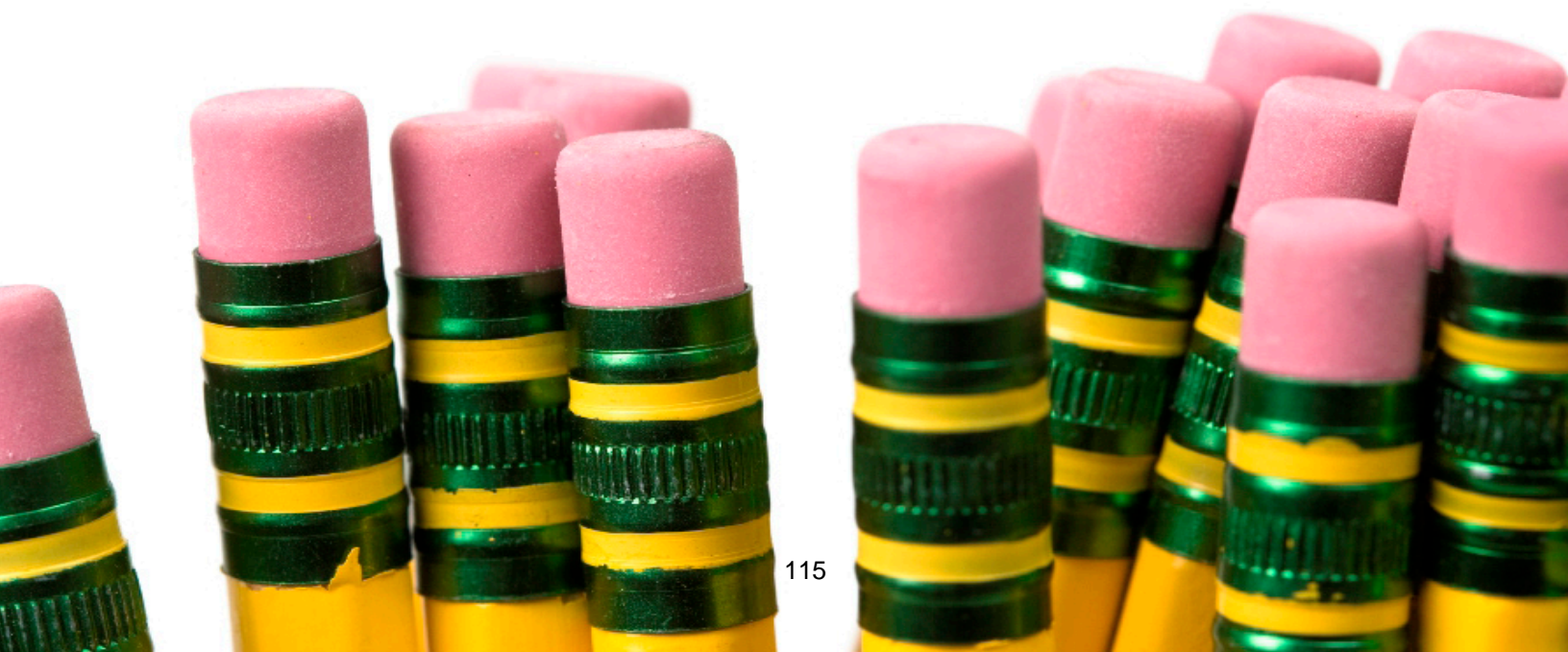
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