

— THE —
360°
LEADER
WORKBOOK

SECTION 1

THE MYTHS OF LEADING FROM THE
MIDDLE OF AN ORGANIZATION*Myth #1: The Position Myth*

Answer the following questions as TRUE or FALSE:

- My position within the organization limits my ability to lead others.
- The opportunity to lead will come only when I'm at the top of my organization.
- My influence with others is directly related to my title.
- It is "out-of-line" to try to influence those above me, and I resent it when someone who reports to me tries to influence me.

If you answered "True" to question A or C, consider the following:

- Do individuals have to be at the top of the organizational chart to develop relationships and persuade others to like working with them?
- Do people only work with you because they have to?
- How can you develop appropriate relationships with the people on your team or in your organization?
- Do people need to possess the top title to achieve results and help others become productive?
- What has a coworker—besides the president or CEO—taught you in the past year?
- What unique skills do you possess that you can pass on to others? This week, try to find an opportunity where you assist a coworker on your level in a project. You may even have an opportunity to teach that person a new skill or another way to approach a challenge.

If you answered "True" to question B or D, consider the following:

- Where do leaders get their start? William Wallace and Winston Churchill weren't the top-ranking officers in the first battles they fought. Mary Kay Ash didn't own the first company she worked for. Martin Luther King Jr. started his ministry as an assistant pastor.
- What would happen if you began to think and act like a leader in your current position? Would you approach your job differently? Would you approach the people you work with differently? Explain.
- Did Wallace, Churchill, Ash, and King wait until they were given a title or top position to influence others?
- How do you express your leadership potential to those around you?
- What could you gain by considering the ideas of those who work for you? This week, do more than just what is expected or required of you. Look for opportunities to step up and take responsibility for a project. Be open to the ideas of others. Approach your team with the attitude that you or someone who works for you could be the next "great leader."

Myth #2: The Destination Myth

Answer the following questions as TRUE or FALSE:

- To learn leadership skills I must first be in a position of leadership.
- It's too risky to emerge as a midlevel leader. If I make mistakes at my current level, I'll never be given the opportunity to move up in the organization.
- There is no need to prepare for a leadership position that I may never reach.
- I'll have time to learn about leadership when I'm placed in a position of leadership.

If you answered "True" to question A or B, consider the following:

- How are you learning to lead? What opportunities do you currently have that could further develop your leadership skills?

- How often do you volunteer to take ownership of a project or lead others? If you are doing only what is required in your position, how do you intend to stand out from your coworkers?
- This week, try to find an opportunity where you can volunteer to take a leadership role on a project or activity. If you are not comfortable developing your leadership skills at work, find a place within your community to serve (i.e., coaching a little league team, heading up a church committee, organizing a large family or social event).

If you answered "True" to question C or D, consider the following:

- How do you become the person you desire to be?
- What can you do right now to develop your leadership skills? How can you reshape your thinking and habits to better display the characteristics of a leader?
- How does a person prepare to become a leader? What does a leader need to know?
- List at least three goals you will try to achieve this year related to leadership. Chart out the steps you will take to prepare yourself for leadership:

Leadership Goals:

Books to Read:

People to Learn From:

Opportunities to Seize:

Myth #3: The Influence Myth

Answer the following questions as TRUE or FALSE:

- People automatically follow the person in charge.
- An impressive title ensures influence.
- To influence others I must be in an official leadership position within my organization.

If you answered "True" to question A, B, or C, consider the following:

- Do you automatically follow your boss, or do you sometimes question his or her direction?

2. Have you ever supported someone who didn't have an official leadership title? What prompts you to follow someone else?
3. Does every manager in your organization have the same level of influence?
4. What determines a person's level of influence with those around him or her?
5. Gauge your level of influence with those around you by making suggestions. The suggestions can be big, such as how your team should accomplish a major task, or small, such as where to go to lunch. Note how quickly people respond to your ideas. Do the people on your same level within the organization respond faster or slower than those who work for you? Who has more questions? Is someone ignoring your suggestions? Find out why.

Myth #4: The Inexperience Myth

Answer the following questions as TRUE or FALSE:

- A. When I'm at the top of my organization, it will be easy to get things done.
- B. People at the top of the organization have more security than those on the middle or lower levels.
- C. I will be free to do what I want when I'm at the top of the organization.

If you answered "True" to question A or C, consider the following:

1. How often do people in your organization question or criticize the decisions top leaders make?
2. What factors should top-level leaders take into consideration before making a decision?
3. If someone makes decisions without considering the opinions of others, is that person a leader or a dictator?
4. What prompts you to consider another person's opinion?
5. Investigate one of the instances where you found yourself saying "If I was in charge, things would be different." Try to discover the reasoning behind the decision. Are you seeing the whole picture?

If you answered "True" to question B, consider the following:

1. How often do you hear on the news that a top-level executive has been let go? Who receives public criticism when a company goes through a rough period?
2. What makes any employee valuable to an organization?
3. What makes a leader valuable to an organization?
4. Employment is not guaranteed at any level. All companies face change and transitions. Some fail. A number of factors—economy, trends, leadership—can affect the success of any organization. Although you cannot control all of these factors, you can make yourself as valuable to the organization as possible. Evaluate your skills. What makes you valuable to your company?

Myth #5: The Freedom Myth

Answer the following questions as TRUE or FALSE:

- A. When I get to the top, I'll have it made and won't have to work so hard anymore.
- B. When I finally finish climbing the corporate ladder, I'll have time to rest.
- C. When I own the company, I'll be able to do whatever I want.
- D. When I'm in charge, the sky will be the limit.

If you answered "True" to question A or B, consider the following:

1. What are the top leaders in your organization responsible for? How would the company be affected if they slowed down or lost focus?
2. Do you expect more from the leaders in your organization than those they lead?
3. What are your reasons for wanting to reach a higher level of leadership?
4. Take a closer look at the top leaders in your organization or an organization you admire. Do those at the top work hard to keep the organization going? What kind of hours do they work? What have they given up to attain their current positions?

If you answered "True" to question C or D, consider the following:

1. To whom do the leaders in your organization answer?

2. Do you agree that when you move up in an organization, the weight of your responsibility increases? Explain.
3. Write out the pros and cons of being the boss or owning your own company.

Myth #6: The Potential Myth

Answer the following questions as TRUE or FALSE:

- A. My current position limits my influence.
- B. There is no room for personal growth in my current position.
- C. I will only consider myself successful when I've reached the top of my organization.

If you answered "True" to question A, B, or C, consider the following:

1. Eleanor Roosevelt said, "No one can make you feel inferior without your consent." How does that idea relate to allowing a title or position to limit your potential?
2. What are you capable of achieving? What would reaching your potential look like?
3. This week, strive to be at the top of your game instead of focusing energy on reaching the top of the organization. What changes in attitude will you need to make? Will you need to reprioritize your schedule? What goals will you have for the week?

Myth #7: The All-or-Nothing Myth

Answer the following questions as TRUE or FALSE:

- A. Only those in top leadership positions really need to know how to lead.
- B. My contributions to the organization will be realized only if I reach the top.
- C. If I can't reach the top of my organization, then I won't be successful.

If you answered True to question A, B, or C consider the following:

1. The reality for most people is that they will never be the CEO. Does that mean they should just give up leading altogether?
2. What are the prospects for your getting to the top of your organization, of someday becoming the leader? What is your motivation for reaching the top?
3. Start believing that you can become a better leader wherever you are. By improving your leadership, you can impact your organization, and you can change people's lives. You can be someone who adds value. Who can you help this week?

SECTION II

THE CHALLENGES 360-DEGREE LEADERS FACE

Challenge #1: The Tension Challenge

1. How much authority and responsibility does the person above you give you, and how clear are those lines?
2. How do you balance initiating and not overstepping your boundaries?
3. Describe the leadership DNA of your organization and top leaders.
4. How well do you know your job and how to get it done?
5. How well do you do without getting the credit? Explain.

Challenge #2: The Frustration Challenge

What should you do when you find yourself following a leader who is ineffective? How do you continue to add value? Consider the following to help you connect with your leader:

1. Things I have in common with my leader:
2. My leader's strengths are:
3. I can leverage my leader's strengths by:
4. I can carry the ball for my leader in the following areas:
5. Resources I can tactfully suggest to my leader:
6. A strength I can use to complement my leader is:

Challenge #3: The Multi-Hat Challenge

List the "hats" that you are currently required to wear.

1. Define at least three roles you have as they relate to wearing various "hats":
2. How can you determine what "hat" you need to wear in a given situation?

3. Under what circumstances are you most tempted to modify your personality to fit the situation? How could this adversely affect the level of trust others put in you?
4. What tools or tactics can you utilize to better keep track of your various responsibilities?
5. How do you normally react to change? What can you do differently to become more flexible?

Challenge #4: The Ego Challenge

1. Do you tend to focus more of your energy on promotion or production? Why?
2. What I do adds value by:
3. I find satisfaction in my work because:
4. Name a middle-of-the-pack leader you will compliment today:
5. What ideas, products, or services provided by your organization are so important that you would allow someone else to take credit for them even though you contributed?

Challenge #5: The Fulfillment Challenge

List some of the advantages and disadvantages of being "out front" as a leader.

1. Who is "key" to your organization? How can you build strong relationships with these key people?
2. What things are most appealing about the team win? How will you contribute to your team's success?
3. My organization's vision is:
4. How can you gain more experience in your chosen field and as a leader?
5. In the past, how have you put your team above your own personal success? How will you in the future?

Challenge #6: The Vision Challenge

What would you rather do: see your own vision put into action and come to fruition, or help others fulfill theirs? Explain.

1. How can you clearly and positively communicate the vision of the organization to those around you?
2. How do you show support for the organization's values and vision?
3. If the vision violates your principles or doesn't speak to what you value deep down, do you feel leaving the organization is the right thing to do?
4. How do you relate to and align yourself with your organization's vision?
5. How does your work accomplish the leader's vision?
6. How can you add value to the leader's vision?

Challenge #7: The Influence Challenge

1. In what ways have you experienced the challenge of influencing others beyond your position?
2. Do people follow you now?
3. How do you consistently let the people on your team know that you care about them?
4. Describe the qualities of a leader you trust. Do you possess all of these qualities? If not, how can you become more trustworthy?
5. What skills will you learn or sharpen to become more competent in your current position?
6. Are you a leader who can be approached—one who is consistent?
7. Circle the top three qualities below in which you excel. Then list the qualities you intend to work on—along with a short note about your approach to improvement in that area:

Integrity—builds relationships on trust

Nurturing—cares about people as individuals

Faith—believes in people

Listening—values what others have to say

Understanding—sees from their point of view

Enlarging—helps others become bigger

Navigating—assists others through difficulties

Connecting—initiates positive relationships

Empowering—gives them the power to lead

SECTION III

THE PRINCIPLES 360-DEGREE LEADERS PRACTICE
TO LEAD UP**Lead-Up Principle #1: Lead Yourself Exceptionally Well**

1. How often do you express your emotions to your team? Do you usually express them to make you feel better, or does it in some way benefit your team? Explain. Consider a current team task, project, or goal—do you need to stir up emotion with your team or keep your emotions private? Why?
2. What is worth spending your life on?
3. List your priorities according to the 80/15/5 principle. What strengths should occupy 80 per cent of your time? What growth should occupy 15 percent of your time? What other required tasks should take 5 percent of your time?
4. Which of the ABCs do you struggle with the most at your job? How can you better manage your energy while dealing with this struggle?
5. Create a list of the ideas and challenges that need some good mental processing or planning at a later time. Where can you go to have “think-time”? What day and time can you schedule on your calendar for “think-time”?
6. One way to manage your words is to prepare what you will say before you speak with your leader or attend a meeting. (This is explained in greater detail in Principle #6.) Use the following space to jot down or outline an idea that you would like to present to your leader. Brevity is key. Try to be clear and concise.
7. Where does your family fall on your list of priorities? How is this reflected on your calendar, in your checkbook, and by your family members? (Ask them for their honest opinion.) Does an adjustment need to be made?

Lead-Up Principle #2: Lighten Your Leader's Load

1. What do you need to take care of in your own job before asking your leader for more responsibility?
2. List a challenge that you or your team is currently facing. Now list three possible solutions. Is there a way to work through the challenge without involving the top leader?
3. How comfortable are you with sharing truths with your leader? What would make your encounter with your leader easier? Besides truth, what else should you bring to your leader?
4. What is a small truth that your leader needs to hear? Why does he or she need to hear this? What would happen if you didn't share this truth?
5. What is a larger truth that your leader needs to hear? Why does he or she need to hear this? What would happen if you didn't share this truth? Do you have the credibility you need to share it? If not, how can you earn it?
6. Where does the “second mile” start in your job?
7. Do you support your leaders whenever you can?
8. Which bucket do you most often use—gasoline or water? Give an example. How can you help to put out a fire that is emerging or is already in full force within your organization?
9. This week, make it a point to ask your leader how you can lift the load. Write out his or her response and follow through by creating an action plan.

Lead-Up Principle #3: Be Willing to Do What Others Won't

1. What are you willing to do to improve your problem-solving skills? What difficult job currently needs to be done that you may have the skills to accomplish? What must you do to take it on?
2. What specifically will you sacrifice in order to grow as a leader this year?
3. Do you agree that a leader should learn to work in obscurity because it is a test of integrity?
4. In your organization, who produces results but is a challenge to work with? What common ground do you have with this person? How can you connect and try to improve your working relationship with that person?
5. Describe a risk that you could take to benefit your organization. How would you be putting yourself on the line? Would you be putting anyone

- else on the line? When considering the possible outcomes, what is the best-case scenario? What is the worst-case scenario? What makes you hesitate? What has prepared you to take such a risk?
6. If you are falling short in an area, are you working to overcome your mistakes—without making excuses?
 7. When was the last time you did more than was expected of you? Is there an opportunity to do so now?
 8. The kind of influence you gain from helping a peer is also gained with your leader when you step up and help others. Have you found that to be true?
 9. Do you have an opportunity to take on a task that isn't necessarily “your job” in order to help your organization? If so, explain.
 10. Do you agree with the statement that people who want to be effective are willing to do what others won't?

Lead-Up Principle #4: Do More Than Manage—Lead!

1. Look ahead. What are your personal long-range goals? What are your team's long-range goals? What are the organization's long-range goals?
2. Answer the following questions from this section:

How do I fit in my area or department?

How do all the departments fit in the organization?

Where does our organization fit within the market?

How is our market related to other industries and the economy?

3. What boundaries need to be challenged in your department in order to make progress?
4. What are the biggest challenges you expect to face today? What opportunities do you think could appear?
5. How are you learning to rely on your intuition and read intangibles to improve as a leader and know when something is right or wrong?
6. Who will you begin to mentor? How can you invest in this person?
7. If you desire to be a leader, are you comfortable with change?

Lead-Up Principle #5: Invest in Relational Chemistry

1. How well do you know your leader? What makes your leader laugh? What makes your leader cry? What makes your leader sing?
2. What is your leader's priority?
3. Are you energized by your leader's enthusiasm?
4. Do you have a clear understanding of your leader's vision?
5. What things does your leader really care about at work? What are your leader's outside interests?
6. If you have not done so already, invest in taking a personality test so you can discover your bent and strengths. As you learn about yourself, you will be better prepared to understand the personalities of others.
7. Do you have "change in your pocket" with your leader? Why or why not? How can you continue to build trust with your leader?
8. What weaknesses does your leader possess? How can you add value in these areas or use your own strengths to help him or her compensate?

Lead-Up Principle #6: Be Prepared Every Time You Take Your Leader's Time

1. How can you best prepare for the next time you meet with your boss?
2. Before asking your leader a question, do you ask yourself if the question can be answered by research or speaking to some other person?
3. What are you working on right now that you can "bring to the table" the next time you meet with your leader?
4. Do you prepare adequately for meetings with your leader?
5. How would you describe your boss's "language"? What traits have you already picked up on? How can you learn to speak it?

Lead-Up Principle #7: Know When to Push and When to Back Off

1. What great problem or great opportunity does your boss currently need to be made aware of? Identify the conditions under which you need to bring something to your boss's attention.
2. If waiting will make it impossible for your organization to seize an opportunity, are you willing to take a risk and push forward?

3. Are you comfortable asking for your leader's direction when you're having difficulty with a task? Why or why not?
4. What is the ideal atmosphere in which to introduce an idea?
5. What is the ideal time in which to introduce an idea to your leader?
6. Learn from those around you. When have others been successful in bringing new ideas to the top leaders? When have others failed?

Lead-Up Principle #8: Become a Go-To Player

1. What type of player are you in the workplace: detrimental, average, valuable, or invaluable? Upon what specifically do you make your assessment? How can you move up or build on your existing value?
2. When resources are scarce, how do you compensate? What internal "resources" do you draw upon? How do you enlist others as resources?
3. Describe ways in the past that you have overcome poor momentum in order to succeed. What skills did you draw upon?
4. How do you make yourself available to your leader? How do you present yourself as willing to help in challenging situations?
5. How can you prepare yourself to fill a leadership vacuum? What would you need to learn in order to step into your leader's shoes?

Lead-Up Principle #9: Be Better Tomorrow Than You Are Today

1. What will you do this year to better learn your craft?
2. Who is an expert in your field with whom you could talk your craft? What do you hope to learn from this person? What questions will you ask? Try to set up a meeting within the next few weeks.

SECTION IV

THE PRINCIPLES 360-DEGREE LEADERS PRACTICE
TO LEAD ACROSS***Lead-Across Principle #1: Understand, Practice, and Complete
the Leadership Loop***

1. What is your current attitude toward other people? Would you rather work alone? Do you enjoy groups of people exchanging ideas? Do you find the lives of others interesting or annoying? How do the people you work with know that you care about them?
2. Have you taken time to connect with your peers in the organization?
3. List the names of several of your peers at work, along with the qualities you appreciate about them. Write down how you can express your appreciation and respect for all of your coworkers.
4. If you want to influence your peers, share the good things you're doing with them. What can you share to help lighten the load for a coworker?
5. Have you taken the opportunity to praise your peers' strengths, to acknowledge their accomplishments and to say positive things about them to your boss and peers?
6. If your sole motivation is merely to get people to listen to you or do what you want, then you are really missing the boat as a leader. What else should motivate your leadership? Why?
7. Evaluate your current relationship with three coworkers on your level. What state are you in with each (caring, learning, appreciating, contributing, verbalizing, leading, or succeeding)? What action will you take to reach the next step in your relationship?

***Lead-Across Principle #2: Put Completing Fellow Leaders
Ahead of Competing with Them***

1. Give an example of positive competitiveness. How does it build your team and help the group succeed?
2. Which characteristic of healthy competition discussed in the book is most difficult for your team to maintain?
3. Think about the goal of healthy competition in your workplace.
4. How are you and your coworkers currently competing with each other? How does your competition contribute to the health of the team? In what ways could it hurt the team's productivity? Where do you draw the line between healthy and unhealthy competition in your workplace? When does the competition with one another end?

Lead-Across Principle #3: Be a Friend**Who are you a friend to at work? Why do you think the author recommends that you work to develop friendships on the job?**

1. What makes a person a good listener? Based on this description, are you a good listener at work? Why or why not? How can you change, if needed?
2. What do you have in common with your current coworkers? How did you learn about the things you had in common?
3. What type of activity can you arrange or become involved in that could allow you to get to know your coworkers outside of work?
4. Describe the last time you laughed at yourself for something you did at work.
5. In what types of situations are you hesitant to tell your coworkers the truth? How do you gauge your relational currency with coworkers? What is the ideal environment in which to share a truth with a work friend?

Lead-Across Principle #4: Avoid Office Politics

1. At what times of the day or in what situations are people at your office more likely to gossip? How can you remove yourself from such a conversation?
2. Describe the difference between a petty argument and one that is worthwhile.
3. Do you know how to stand up for what's right, even when such a stand will be unpopular?

4. Consider an issue that is currently up for debate at your place of work. What is your initial response to the issue? What are the other sides to the issue?
5. What could you consider your "turf"? Under what conditions would you be willing to give up some of your "turf"?
6. Can your coworkers trust you to tell them the truth with kindness?

Lead-Across Principle #5: Expand Your Circle of Acquaintances

1. List your closest friends. What businesses are they in? Who might they know that could be a helpful contact? Consider their interests. With whom have they connected through their hobbies and travels?
2. When you consider your friends from work, what departments are not represented? Who is a potential contact from the missing departments? How will you make a connection with these people?
3. Do you gravitate to people whose strengths are like yours? How do you broaden your circle and your experience?
4. What group of people do you find yourself disliking or mistrusting? Why do you hold such views? Has your vision been obscured by the actions of one or more individuals?
5. How will you get outside of your comfort zone to meet others today? This week? This month? This year?

Lead-Across Principle #6: Let the Best Idea Win

1. How can you create an environment that allows and even encourages people on the team to share their ideas?
2. As a leader, how many ideas do you normally listen to before making a decision? Explain.
3. What is the most unusual place you've found a spark for an idea? Where do you find inspiration? Where else could you look for inspiration?
4. When someone you don't like or respect suggests something, what is your first reaction? Why?
5. How do you show creative coworkers and team members that you value them?
6. When your ideas are not received well by others, do you take it personally? If so, how can you change?

Lead-Across Principle #7: Don't Pretend You're Perfect

1. What are some of your weaknesses, faults, and blind spots? Have you asked others on your team for help in these areas?
2. In what situations should you be asking advice? Who do you feel comfortable asking?
3. Who would be the best person to ask?
4. What is the best way to gain credibility with your peers?
5. What questions would you ask if you looked at each person on your team as someone you could learn from? Approach a coworker who consistently excels in an area you would like to learn about. Ask that person if they would be willing to share some of their knowledge with you.

SECTION V

THE PRINCIPLES 360-DEGREE LEADERS PRACTICE
TO LEAD DOWN***Lead-Down Principle #1: Walk Slowly Through the Halls***

1. At what speed is your team moving? How do you need to adjust your speed in order to build relationships with those you lead? How can you intentionally carve out relational time if yours is a high-paced working environment.
2. How do you show the people you lead that you care about them in their job? As an individual?
3. If you are a leader, why should you take the time to ask other questions besides business-related issues with your team members?
4. Once you begin walking through the halls and your people become more comfortable with you, ask yourself if anyone on your team is avoiding you. If so, jot down their names here. Then seek them out to find out why.
5. As you strive to walk slowly through the halls, what practices fit your personality, working situation, and leadership style? How will you make these practices part of your routine?

Lead-Down Principle #2: See Everyone as a "10"

1. Think about some of the people you lead: Who could they become if they "did everything right"?
2. Is there someone on your team who needs to borrow your belief in them? How can you lend them your confidence?
3. Do you tend to catch people doing things wrong or right? Explain. Each day look for something that one of your team members or the whole team has done well.
4. How does your attitude toward your team need to change in order to become a more trusting leader?

5. What are the characteristics of a "10"? List the names of the people you lead. Next to each name, list his or her best skill. Depending on the person's skill level, place a 1 to 10 next to that skill. In the coming months, find ways that you can encourage and help each person grow in his or her area of strength. In six months review your list. Has the number gone up? Why or why not?
6. What would it take for you to treat each person on your team as a "10"?

Lead-Down Principle #3: Develop Each Team Member as a Person

1. List the members of your team. Label each as an "A" or "B" player. Circle the names of the people you give the most attention to.
2. Build a strategy for how you will develop your team in the coming year. What characteristics will you concentrate on? What books will you ask them to read? What conferences will you take them to? What team-building activities will you plan? When will you schedule one-on-one time with each person (get your calendar out and plan ahead)?
3. List the names of the people on your team. Next to each name, write a brief description of that person's goal or dream. If you don't know this information, make an effort to discover it as you build relationships with your team members.
4. As a leader how well do you use different strategies and methods to develop individual team members?
5. For your team members, what would synergistic alignments look like using a goal, a strength, and an opportunity?
6. How will you help the people on your team to discover their strengths?
7. Who have you been avoiding when it comes to a hard conversation? If a name comes to mind, then you're overdue for one. List the person and the issue. Then describe the potential benefit of the conversation for the person and the organization. Use this process to help you prepare to actually have the conversation.

Lead-Down Principle #4: Place People in Their Strength Zones

1. Review the skill strengths you listed under "Lead-Down Principle #3" for each member of your team. How have you communicated your observations to your team members? How are you utilizing each person's skill strengths?
2. Choose one of the tools listed to help the members of your team discover their strengths. Plan a time for them to take the test. Also set aside a time when you will meet one-on-one to review each team member's results and how their strengths relate to their current responsibilities or additional opportunities they might take on.
3. As you build relationships with the members of your team, ask them, "If you could be doing anything, what would it be?"
4. Ask yourself two important questions: What am I doing to develop myself? What am I doing to develop my staff?

Lead-Down Principle #5: Model the Behavior You Desire

1. Take time to complete your own list with three columns: "What I Am," "What I Do," and "Results."
2. What values do you want expressed through your team? How do you already express these values through your own behavior?
3. What is the "temperature" of your attitude?
4. What three values you hold have shaped the culture of your team?
5. What reasons have you given your people to trust you? Do your words and actions align?
6. Has your work ethic impacted your team's productivity positively or negatively?
7. Develop a plan for your leadership growth:

What can you do right now to grow as a leader?

What will you do in the coming year to continue to grow as a leader?

How will you measure your growth?

Lead-Down Principle #6: Transfer the Vision

In "The Vision Challenge," you were asked to consider your vision. Write the vision of your organization based on what you have discovered while completing this workbook.

1. What do you want the members of your team to know and understand as you cast the vision of the organization? What do you want their reaction to be once the vision is cast? What specifically do you want them to do?
2. How did the vision of your organization resonate throughout the past, and how is it relevant to the present and future?
3. What is the purpose of your team? How do you connect the importance of your team to the overall vision and success of the organization?
4. What clear steps and goals have you given your team so they might help to fulfill the vision of the organization?
5. What challenge can you give your team that is an integral part of the vision?
6. What story can you share with your team to put a face to the vision? How has this story inspired you personally?

Lead-Down Principle #7: Reward for Results

1. Are you still “catching your people doing something right” as discussed in Lead-Down Principle #2? Did you compliment someone today? Is there any opportunity to compliment team members both privately and publicly?
2. Have you done research on compensation for your employees?
3. Do you reward everyone the same? Explain.
4. What perks can you offer your team members?

Some other thoughts.....

FROM BEYOND TALENT
**WHEN IS TALENT
ALONE ENOUGH?**

Talent is often overrated and frequently misunderstood. French poet and dramatist Edouard Pailleron pointed out, "Have success and there will always be fools to say that you have talent." When people achieve great things, others often explain their accomplishments by simply attributing everything to talent. But that is a false and misleading way of looking at success. If talent alone is enough, then why do you and I know highly talented people who are not highly successful?

Many American business leaders are obsessed with talent. Some think talent is the answer to every problem. Malcolm Gladwell, author of *The Tipping Point* and *Blink*, notes that many companies and consultants put finding people with talent ahead of everything else. He says, "This 'talent mind-set' is the new orthodoxy of American management." Certain companies hire dozens of MBAs from top universities, promote them quickly, reward them lavishly, and never accurately assess their performance. The prime example he gives is Enron. Its talent focus was legendary. For example, Lynda Clemmons, who started Enron's weather derivatives business, went from trader to associate to manager to director to head of her own business unit in only seven years! Gladwell asks, "How do you evaluate someone's performance in a system where no one is in a job long enough to allow such evaluation?"¹

Talent is never enough. Peter Drucker, the father of modern management, said, "There seems to be little correlation between a man's effectiveness and his intelligence, his imagination, or his knowledge . . .

Intelligence, imagination, and knowledge are essential resources, but only effectiveness converts them into results. By themselves, they only set limits to what can be contained." If talent were enough, then the most effective and influential people would always be the most talented ones. But that is often not the case. Consider this:

- More than 50 percent of all CEOs of Fortune 500 companies had C or C- averages in college.

- Sixty-five percent of all U.S. senators came from the bottom half of their school classes.
- Seventy-five percent of U.S. presidents were in the Lower-Half Club in school.
- More than 50 percent of millionaire entrepreneurs never finished college!²

Clearly talent isn't everything.

THE HIGH-JUMP PRINCIPLE

This is not an anti-talent book. I believe in the importance of talent. How could I not? All successful leaders understand its importance. Legendary college football coach Lou Holtz once told me, "John, I've coached teams with good players and I've coached teams with bad players. I'm a better coach when I have good players!" The more talent that a sports, business, or service team possesses, the greater potential it has—and the better its leader can be.

Most leaders understand the dynamics of ownership, shared responsibility, division of labor, committee governance, and delegation. Often leaders accomplish great tasks by dividing a job into its parts and coordinating the whole effort. Remarkable feats, such as the building of the pyramids or the Great Wall of China, were accomplished in that fashion. However, there are some tasks that are not improved by adding more people. Brooks's Law states, "Adding people to a late software project makes it later." More isn't always better, and some things are best done by an individual.

A wonderful, simple illustration of the importance of talent can be seen in a sports event like the high jump. Winning the high jump requires one person who can jump seven feet, not seven people who can jump one foot. Such an example may seem obvious, yet don't we often believe that we can accomplish more by throwing more people at a task? That isn't always the right solution. In fact, there are many tasks that call for talent more than numbers. Like high jumping, they require the extraordinary talent of one person, not the mediocre talent of many.

PUTTING TALENT INTO PERSPECTIVE

As I said, I don't mean to minimize the importance of talent. Talent is a God-given gift that should be celebrated. When we observe talented people . . .

1. We Should Marvel at Their Giftedness

Reading leadership books by Jack Welch, I am amazed by his deep wisdom mixed with common sense. It is no surprise that he was able to turn around GE and lift it to a dominant position in corporate America. He is a born leader.

Every time I have the opportunity, I go to Sarah Brightman's concerts. I find that her voice sets her apart from other vocal artists. I often close my eyes and just listen to her sing, marveling at the giftedness of this diva. Sarah Brightman is a born vocalist.

Professional football in Atlanta rose to a new level when Michael Vick came to town. His ability to run a football is guaranteed to thrill the crowd every game. He has lifted his team and the Falcons' fans with his extraordinary gifts. Michael Vick is a born athlete.

Talent can enable people to do extraordinary things, and we should acknowledge people's talent and marvel at their accomplishments.

2. We Should Recognize Their Contribution to Society

When we observe talented people, we should note their impact. Where would America be today if it had not been formed by talented leaders? I have been reading *Booknotes Life Stories: Notable Biographers on the People Who Shaped America* by Brian Lamb, the founding CEO of C-SPAN and host of C-SPAN's *Booknotes* program. The book has reminded me of the talent of America's Founding Fathers:

- THOMAS JEFFERSON, the nation's third president and primary writer of the Declaration of Independence, was a Renaissance man: He invented the first modern plow, was the president of the American Philosophical Society, sent Lewis and Clark on the country's first scientific expedition, redesigned Washington, D.C., so that the president in the White House would have to look up to see Congress on Capitol Hill, and offered his 6,500-volume personal library so that it could become the foundation of the U.S. Library of Congress.
- THOMAS PAINE produced the nation's first bestseller when he penned *Common Sense*. It sold half a million copies in a country of three million people.
- JAMES MADISON, the country's fourth president, was the primary thinker behind the U.S. Constitution. He was the MVP of the fifty-five men who created that world-changing document. He was a better thinker than

Jefferson.

- HENRY CLAY, orator, statesman, and lawyer, was a mentor to Abraham Lincoln and prevented a move by the southern states to secede in 1850. Many historians believe that the decade-long delay gave the Union enough time to build its industrial base, thus leading to the preservation of the United States.

The course of history the world over has been changed by talented men and women who have maximized their skills.

3. We Should Separate What They Can Do from Who They Are

Fred Smith, author and former president of Fred Smith Associates, shared a bit of wisdom with me many years ago. He said, “The giftedness is usually greater than the person.” By that he meant that the talent of some people is greater than other important personal attributes, such as character and commitment. As a result, they often fail to rise to the level of their talent. Talented people are always tempted to coast on their abilities. Or they want others to recognize their skills but overlook their deficiencies.

Haven’t you known people who should have risen to the top but didn’t? They had all the talent they should ever need, but they still didn’t succeed. Philosopher Ralph Waldo Emerson must have known people like that, too, because he said, “Talent for talent’s sake is a bauble and a show. Talent working with joy in the cause of universal truth lifts the possessor to a new power as a benefactor.”

So is talent ever enough? Yes, but only in the very beginning. Novelist Charles Wilson says, “No matter the size of the bottle, the cream always rises to the top.” Talent stands out. It gets you noticed. In the beginning, talent separates you from the rest of the pack. It gives you a head start on others. For that reason, natural talent is one of life’s greatest gifts. But the advantage it gives lasts only a short time. Songwriter Irving Berlin understood this truth when he said, “The toughest thing about success is that you’ve got to keep on being a success. Talent is only a starting point in business. You’ve got to keep working that talent.”

“The toughest thing about success is that you’ve got to keep on being a success. Talent is only a starting point in business. You’ve got to keep working that talent.”

—Irving Berlin

Too many talented people who start with an advantage over others lose that advantage because they rest on their talent instead of raising it. They assume that talent alone will keep them out front. They don’t realize the truth: if they merely wing it, others will soon fly past them. Talent is more common than they think. Mega-best-selling author Stephen King asserts that “talent is cheaper than table salt. What separates the talented individual from the successful one is a lot of hard work.” Clearly, more than just talent is needed for anyone who wants to achieve success.

DO YOU HAVE WHAT IT TAKES?

So what does it take to succeed? Where does that leave you and me? Can anyone be successful? And where does talent fit in? Here’s what I believe:

1. Everyone Has Talent

People have equal value, but not equal giftedness. Some people seem to be blessed with a multitude of talents. Most of us have fewer abilities. But know this: all of us have something that we can do well.

In their book *Now, Discover Your Strengths*, Marcus Buckingham and Donald O. Clifton state that every person is capable of doing something better than the next ten thousand people. And they support that assertion with solid research. They call this area the strength zone, and they encourage everyone to find it and make the most of it. It doesn’t matter how aware you are of your abilities, how you feel about yourself, or whether you previously have achieved success. You have talent, and you can develop that talent.

2. Develop the Talent You Have, Not the One You Want

If I asked you who would be more successful, the person who relies on his talent alone or the person who realizes his talent and develops it, the answer would be obvious. Then I’ll ask you this question: Why do most people spend the majority of their time focused on strengthening their weaknesses?

One thing I teach people at my conferences is to stop working on their weaknesses and start working on their strengths. (By this I mean abilities, not attitude or character issues, which *must* be addressed.) It has been my observation that people can increase their ability in an area by only 2 points on a scale of 1 to 10. For example, if your natural talent in an area is a 4, with hard work you may rise to a 6. In other words, you can go from a little below average

to a little above average. But let’s say you find a place where you are a 7; you have the potential to become a 9, maybe even a 10, if it’s your greatest area of strength and you work exceptionally hard! That helps you advance from 1 in 10,000 talent to 1 in 100,000 talent—but only if you do the other things needed to maximize your talent.

3. Anyone Can Make Choices That Will Add Value to Talent

The question remains: What creates the effectiveness that Peter Drucker says is necessary for converting talent into results? It comes from the choices you make. *The key choices you make—apart from the natural talent you already have—will set you apart from others who have talent alone.* Orator, attorney, and political leader William Jennings Bryan said, “Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved.”

The key choices you make—apart from the natural talent you already have—will set you apart from others who have talent alone.

I’ve discovered thirteen key choices that can be made to maximize any person’s talent:

1. Belief lifts your talent.
2. Passion energizes your talent.
3. Initiative activates your talent.
4. Focus directs your talent.
5. Preparation positions your talent.
6. Practice sharpens your talent.
7. Perseverance sustains your talent.
8. Courage tests your talent.
9. Teachability expands your talent.
10. Character protects your talent.
11. Relationships influence your talent.
12. Responsibility strengthens your talent.
13. Teamwork multiplies your talent.

Make these choices, and you can become a talent-plus person. If you have talent, you stand alone. If you have talent *plus*, you stand out.

YOU CAN DO IT!

I believe the ideas in this book can help you. *Beyond Talent* was inspired by something that happened to me in 2004. Coach Jim Tressel asked me to speak to the Ohio State football team on the weekend that they played Michigan. It was more than just a speaking engagement for me—it was a dream come true! I grew up in Ohio, and I have been a lifelong Buckeye fan.

Coach Tressel had read my book *Today Matters*. Because his players were very young and he wanted to teach them to keep their focus on the 2004 football season, the team studied the book throughout the year. Coach Tressel wanted me to speak to the team on the last and most important game of their regular season schedule. It was an unforgettable experience. I spoke to the Buckeyes on Friday night, walked with them to the stadium on Saturday, and went into their locker room where I saw a countdown clock for the Michigan game that also said, “Today Matters.”

Could it get any better? Yes! Coach Tressel turned to me while we were still in the locker room and said, “John, you and I will lead the team out on the football field.”

In front of one-hundred thousand screaming fans, we ran onto the field. I’ll never forget that moment. Could it get any better? Yes! I was on the sidelines with the team for the entire game. And it got even better than that! Ohio State won!

How does this relate to *Beyond Talent*? Prior to my visit, Coach Tressel had sent me some information on Ohio State football to help me prepare. One item was “The Winner’s Manual,” which contained an article titled “Things That Do Not Require Talent.” It emphasized that characteristics such as punctuality, effort, patience, and unselfishness were important to the OSU football program. Not one of those things required any talent. Coach Tressel told me that he and his staff were trying to help their talented players realize that their talent alone was not enough.

I loved the article and thought that if I wrote a book on the subject, it could help a lot of people. You see, people who neglect to make the right choices to release and maximize their talent continually under-perform. Their talent allows them to stand out, but their wrong choices make them sit down. Their friends, families, coaches, and bosses see their giftedness, but they wonder why they so

often come up short of expectations. Their talent gives them opportunity, but their wrong choices shut the door. Talent is a given, but you must earn success.

In contrast, talent-plus people come as close as humanly possible to achieving their potential. They frequently overperform. People see their giftedness and are amazed at how they continually rise above expectations. Their talent gives them opportunity, and their right choices open the door for even greater success.

Life is a matter of choices, and every choice you make makes you. What will you do for your career? Who will you marry? Where will you live? How much education will you get? What will you do with today? But one of the most important choices you will make is *who will you become!* Life is not merely a matter of holding and playing a good hand as you would hope to do in a card game. What you start with isn’t up to you. *Talent* is God-given. Life is playing the hand you have been dealt well. That is determined by your choices.

TALENT + RIGHT CHOICES = A TALENT-PLUS PERSON

The talent-plus people are the ones who maximize their talent, reach their potential, and fulfill their destiny.

I was reading a book by Dr. Seuss to my grandchildren called *Oh, The Places You’ll Go!* In it, I found a wonderful truth. It said,

You have brains in your head.
You have feet in your shoes.
You can steer yourself
Any direction you choose.

I believe that with all my heart. My prayer is that *Beyond Talent* will help you to steer yourself in the right direction and make right choices that will empower you to become a talent-plus person, build upon the foundation of your abilities, and live your life to its fullest potential.