



DO BUSINESS FASTER™

Jim's Profit Accelerator 239

Leadership Leeches

You may not recognize it in yourself, but you surely recognize it in others: personal behaviors that suck the effectiveness out of leadership. Every top leader has at least one “flat spot,” if not more, and it’s a drag on their performance and their lives. It seems obvious that each of us would want to reduce the drag, but it’s shocking how few go after it effectively. Here’s a path to do that:

Your first steps are to use this assessment in three ways:

- On yourself
- On each of your key reports
- On you by each of your key reports (and maybe your assistant—all without names)

User instructions: Choose one (or two) items from the list below. Choose items that you know are real flat spots, and that you really want to change. How do you choose them? The three best sources are:

- Your personal experience of seeing yourself fall short, or where more than one other person has pointed it out
- Your spouse’s suggestion (specifically from this list now; not your guess from the past)
- Your answers about you from each of your key reports

SPEED BUMP: Powerful blocks to success are sometimes hidden in plain sight.

Most leaders could improve in at least one of these:

1. Interrupting
2. Not listening through
3. Acting like the smartest person in the room
4. Avoiding apology as well as inability to express regret
5. Adding to every person’s comment
6. Needing to win every time
7. Expressing judgement
8. Making destructively critical comments
9. Using anger to motivate others
10. Adding “but,” “no,” or “however”
11. Explaining why each idea won’t work

12. Holding back information
13. Being slow to praise
14. Claiming credit unfairly
15. Making excuses
16. Showing favoritism
17. Seldom saying thanks

SPEED BUMP: Change is hard, so make it pay.

These are powerful, subtle, and common, so here's what change requires:

1. Individual chooses personal behavior she wants to reduce.
2. Individual tells peers what she wants to change.
3. Individual asks peers for praise when she changes.
4. Individual asks peers for reminder when she strays.

SPEED BUMP: If someone suggests a way for you to do better, say "thank you."

Consider going after this in three-month chunks. There may be an accountability partner or a supervisor who asks the questions:

- What are you trying to change?
- How's it going?
- How can I help you?

The climate is that each of us is working to improve, and we're helping each other. The help must be offered as help. Put your snark outside the company, and recognize that most of us fail a lot before we improve a little.

ACCELERANT: Where will you improve this quarter?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: "How can I use this today?" or "Who can use this?"

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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