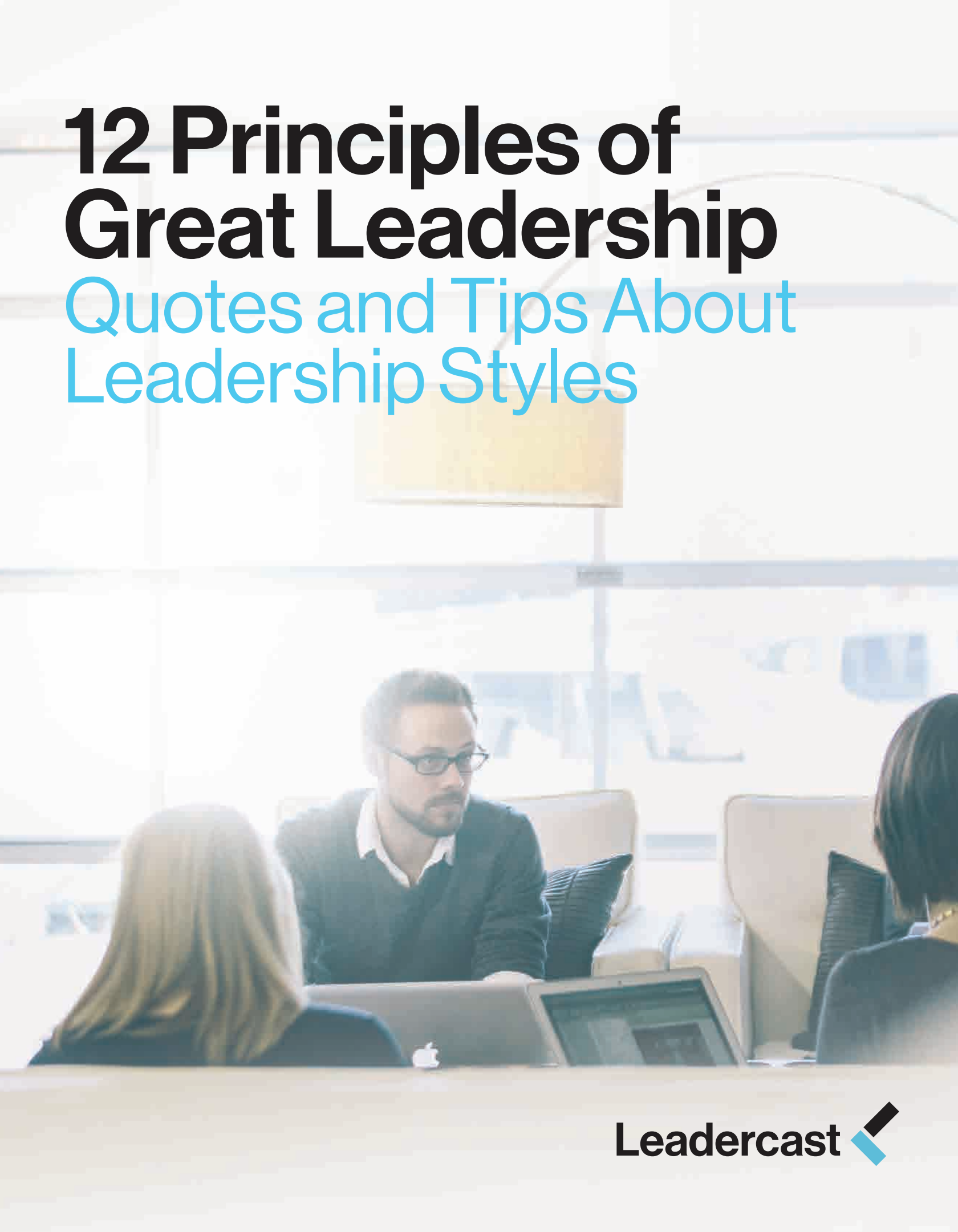


12 Principles of Great Leadership

Quotes and Tips About Leadership Styles



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What Defines a Leader?

Pg. 5 – Five Core Values of a Leader

- Integrity
 - Authenticity
 - People-First
 - Excellence
 - Discipline
-

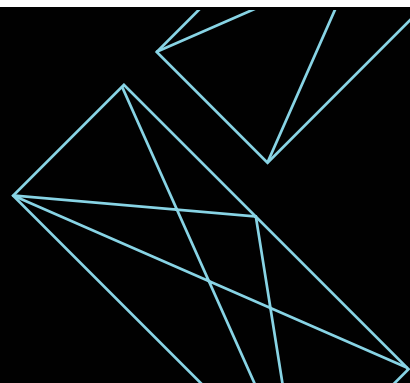
Pg. 10 – Seven Core Behaviors of a Leader

- Simplicity
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Pg. 15 – Summary

Putting Your Leadership Style into Action

Introduction: What defines a leader?



Experts have been researching and debating leadership for centuries. Since the beginning of time, there has been a natural need for individuals to take the reins and lead a group of people from point A to point B.

This doesn't necessarily mean it is a large pilgrimage or massive undertaking, yet with any project, business plan, event, or activity, an individual or set of individuals must take ownership and provide guidance to assure that everyone is heading in the same direction and the project is brought to a successful completion.

Even though this topic has been discussed for years, the word "leadership" is often confused with the word "management." In addition, many people believe that the title of leader is reserved for those with a nameplate on their desk or a fancy title on their business card.

*You don't need a title
to be a leader.*

Leadership is not reserved for those with a 'C' in their title. Leaders can be found at many levels in our communities, businesses, organizations, and in homes across the world.

On the other hand, a person can receive the title of manager based on an organization's

structure; but not all managers are true leaders. In contrast, true leadership can be determined, observed and measured by others' desire to follow you.

We believe leaders should think and behave differently; to strive to achieve the pinnacle of leadership; to become Leaders Worth Following.

It is through this approach that followers determine the designation of leadership -- not an organizational chart. With more than 10 years of research in the field of leadership, Leadercast has identified 12 principles of leadership that stand out among the greatest leaders worth following. These 12 principles can be summarized through five core values and seven core behaviors common among leaders -- whether in business, in government, on the sports field, across education, in non-profit organizations, and in the home. From around the world, the leaders in this report bring to life these key principles and provide insightful, applicable tips to help you shape your leadership style.

5 Leadership Values

- ① **Integrity**
Possess honesty and uncompromising morals.
- ② **Authenticity**
Represent yourself in a genuine nature.
- ③ **People-First**
Focus on individuals over numbers.
- ④ **Excellence**
Pursue surpassing ordinary standards.
- ⑤ **Discipline**
Exercise a commitment to a purpose.

7 Leadership Behaviors

- ① **Simplicity**
Bring clarity to the complex.
- ② **Creativity**
Foster an atmosphere that allows others to dream.
- ③ **Bravery**
Take a posture of unrelenting boldness.
- ④ **Beyond You**
Leverage influence for the sake of others.
- ⑤ **Insight**
Consistently do the wise thing -- bring wisdom to every situation.
- ⑥ **Vision**
Move toward a preferred future with little deviation.
- ⑦ **Culture**
Be the architect of the conditions to win.

"Manager" Does Not Equal "Leader"



Manager

Responsible for people or projects



Leader

Inspires people to follow

5 Leadership Values

Before adopting the behaviors of a leader, it's important to understand the core values of a Leader Worth Following. These leaders have a foundation of common values that consistently guide the way they act.

Leadership Value #1: Integrity

Possess honesty and uncompromising morals.



*"If you don't have integrity, then you don't have anything to build on."
- Gen. Hugh Shelton*

One of the most foundational elements of leadership is personal integrity. Integrity is a set of values about which you would never compromise, no matter the circumstances. When leading, assuring that you have a strong handle on those values is critical to the basis of trust and loyalty, and allows people to identify whether or not you are someone they want to follow.

Similar to the way in which people decide to align themselves with brands such as Nike, Starbucks, Apple, or various other companies, people look for cues that allow them to identify with another individual who they would accept to extend their personal brand. People must first confirm that the uncompromising values you possess as a leader align with their own; only then can they determine whether or not you will earn their time and trust.

In his talk, "Make Integrity the Cornerstone of Your Leadership," General Hugh Shelton tells a story about this cornerstone value of leadership and the effects that it will have on your team.

"I happened to be in special operations command; it was my first four-star assignment. I had been working very hard all day long, getting "Death by PowerPoint," as I call it. It was finally about 6:30 or 7 p.m. in the evening and I said, 'I can't take it anymore. I'm going home.' So I take these two catalog briefcases full with slides and presentations that I've got to watch the next day and start out of the building toward home.

But as I walk out of the building, there's a thunderstorm. My driver, a young sergeant, has pulled the vehicle under the overhang. He gets out, salutes me sharply and waits for me to get in. I said, 'Pete, you know DoD regulations prohibit me from taking a government vehicle from home to work and vice versa.' And with that I step off into the rain, carrying my two briefcases.

The next day, I go back to work and about 10 a.m. the phone rings and Admiral Smith is on the line. So, I go pick up the phone. Before I can say a word he blurts out, 'I hear you walked home in the rain last night and that you didn't take the sedan.' I said, 'That's right, Ray, I didn't take the sedan home because that's against DoD regulations.'

Already the word had spread to the West Coast that the General made the decision; that the General had done the right thing versus the wrong thing. I often wonder what message that would have sent if I had taken the sedan. "

People watch leaders very carefully. You set the example and those you lead take cues from your actions and mirror similar behaviors. Possessing an unshattering representation of integrity sets a critical foundation for your leadership.

Leadership style tip: Be certain to hold true to your integrity in the good times and the bad.

- 1) Do you value integrity more than anything else in your personal leadership? If not, which value is highest for you?
- 2) What are the values upon which you absolutely would not compromise?

Leadership Value #2: Authenticity

Represent yourself in a
genuine nature.



The authentic leader is one who sets out to provide a genuine picture of who he/she is. Authentic leaders are not afraid to expose their weaknesses or to be vulnerable in some of the toughest situations. Saying “I don't know” is real. People respond more positively to a leader with whom they can identify as being human versus someone who appears too perfect.

The behavior of authenticity results in people who are much more willing to follow you through thick and thin. It makes you more approachable and that usually results in having a more accurate picture of your team and state of the organization. In, “Trust – Leading by Example,” Patrick Lencioni highlights the actions of an authentic leader.

“*The leader has to be the one that strips down and dives into that pool naked before anyone else will. It's a leap of faith folks. And it's not comfortable. There's that moment when we're over our heads but we need to do it anyway. Now some people will say, 'Pat, Pat, Pat, Pat... what about that old saying: 'Don't let them see you sweat!' You know something? People see us sweating before we realize we're sweating. You know what the best leaders do? They're the ones that go, 'check this ooouutt!' pointing to their sweaty armpit stains. That's what we want, people who know themselves.*”

The truth is, people will walk through fire for a leader who is true and human. They want to know that we know our humanity. Vulnerability on a team starts with authenticity with the team. It may be uncomfortable at times, but it is an important step to leading a strong team.

Leadership style tip: Practice authenticity to set the tone for developing trust.

- 1) When cultivating your team's authenticity, why is it so important for you to go first?
- 2) List a recent example when you could have been vulnerable with your team (or a team member), but instead chose to play it safe. What contributed to that decision? And, if you were in a similar situation in the future, how could you be more vulnerable?

Leadership Value #3: People-First

Focus on individuals over numbers

Bill McDermott:
Don't Forget to
Celebrate the
Victories



"In every case in business today, everyone is so busy telling everybody what to do they forgot to listen to what they're supposed to do."
- Bill McDermott

In any industry, there is always a set of numbers that lets you know how you are doing. It could be revenue, test scores, wins, or any other manifestation of a metric that allows the world to compare your organization to another. However, often a leader's path to pursue a metric can blind him/her to what is truly important. More often than not, distractions occur that lead one to believe that shortcuts or cuts in resources or service may be the answer to achieving the expected numbers. Yet, it takes a team of people to execute a plan. It is these individuals who make the difference between the current state of an organization and the desired state. When you take the time to focus on the individuals in your organization, you'll usually not only find the answers you're looking for to advance your cause, but most likely a key to driving long-lasting change.

In "Don't Forget to Celebrate the Victories," Bill McDermott, CEO of SAP, talks about how focusing on the individuals allowed him to take an organization from last to first in under a year.

"I spent the first three weeks just listening and learning and asking people why are you #66 out of 66 operations? I didn't come in with a preconceived vision or notion of what had to be done. What do you think I learned? They told me three things. Number one, they said, 'The guy before you just wanted to cut costs. Will you please give us back the water?' The second thing they said was, 'Give us a clear vision of what you want us to do.' People always just want to know what you want them to do and once they do know, they'll execute the plan -- as long as it's a good, solid plan. And the third and the biggest thing was, 'Will you give us our holiday party back, please? Because we like to dance in Puerto Rico and we haven't danced in a long time, and that holiday party is everything to us.'

So, first meeting, we announced that we will hire Gilberto Santa Rosa, who was the number 1 salsa singer in Puerto Rico, to put on the annual holiday party. Then I said, 'So, now that I'm on the hook for spending all this money on Gilberto, you're on the hook for going from #66 to first.' That high level of expectation with an incredibly clear and simple plan, knowing full well that in the end, they will dance with Gilberto at the San Juan hotel in the most glorious setting possible, became the driving force of this underdog coming from behind to win the race.

Every day you saw this downtrodden office with people who didn't believe coming more and more to life. That year we went from 66 to 30 by the middle of the year. By the fourth quarter of the year we were number five and by December we were number one. The people, what it meant to their families, what it meant to job creation, what it meant to the customers, what it meant to the pride of Puerto Rico, was so heartfelt and powerful that today it inspires me just to think of it."

We are often moving so fast and focusing on what is expected of us that it can be easy to forget what it is that drives others to follow our lead. Yet, focusing on individuals first and establishing a reward system that aligns with their interest can sometimes make all the difference.

Leadership style tip: Focus on the individuals you lead in order to drive the desired results.

- 1) What questions are you asking your team to determine how you can make them more successful?
- 2) When numbers are lower than expected, what is your typical reaction? How will that change now?

Leadership Value #4: Excellence

Pursue surpassing
ordinary standards.

Craig Groeschel:
Build Powerful &
Positive Habits – The
Importance of
Standards



“There are certain disciplines that trigger other disciplines that can be life changing.”
– Craig Groeschel

One of the biggest indicators used to determine the potential of a leader is his or her pursuit of excellence. This behavior not only tends to be present during a leader's work day, but also in everything he/she does.

Just watch the leaders you respect in a restaurant or on the street. They tend to be the ones who will straighten the sugar packets or pick up litter that someone else has dropped. It's not because it is their responsibility that they do these things, but rather, the pursuit of excellence in everything they do drives them to see those things that stand out in defiance of perfection and they have no choice but to take action to rectify the situation.

In a talk titled, “Build Powerful & Positive Habits – The Importance of Standards,” Craig Groeschel shares a story about how good habits and high standards go hand-in-hand toward a pursuit of excellence.

“I was reading about this company, Alcoa Steel. They were in big trouble, losing money hand over fist, and they had a tremendous amount of injuries on the job--well above the industry average.

So they brought in this legendary leader to be a CEO and they had their first big meeting and this guy stood up and said, ‘This is what we’re going to do as a company.’ They expected him to say what everyone else said; that we’re going to cut costs and increase productivity. Instead he said, ‘We’re going to be the safest place to work in the world.’ And everybody thought he was joking, because you can’t be the safest place to work. It’s a dangerous industry. And he said, ‘Not only are we going to be the safest place to work in the world, but we’re not going to have any injuries at our place.’ And he gave this talk and he walked away and everyone was dumbfounded. There were managers who immediately retired, the stock tanked even more. Everyone couldn’t believe it and they thought, ‘Is this guy insane?’

And a couple weeks later there was another guy who got killed on the job and the CEO got everyone together and he said, ‘I want you to know that we killed this man. His wife is a widow and his kids don’t have a father and it’s our fault. This is not going to happen on our watch.’

What happened was their culture started to change, and you can imagine, suddenly there were people on the front lines making suggestions; suddenly there were lines of communication open both ways that hadn’t been open before; suddenly machinery that was old and outdated was updated; suddenly people were being more careful, people were being more thorough in who they interviewed, and there was more training. And before long, production started to increase; suddenly people were rallied around something and there was a positive feeling. Profits started to increase. Over a period of five years the stock increased five times.

When asked how he did it, the CEO said, ‘The company was such a mess, I knew we needed to focus on one thing; and if we could get one thing right, we could change the culture and the habits and we’d start doing things with excellence and start working together and communicating.’”

As a leader, you are not expected to be good at everything. However, it is the diligence by which you continuously pursue a level of greatness that others will notice and in turn, pursue in their own lives.

Leadership style tip: Pursue excellence in everything you do, both large and small.

- 1) What is currently preventing you from achieving excellence?
- 2) List out three standards that you will pursue across your work, your community and your home in pursuit of excellence.

Leadership Value #5: Discipline

Exercise a commitment
to a purpose.



Throughout childhood, most of us have heard, “practice makes perfect” as we were learning an instrument, a sport, or a new subject in school. It is the repetitive nature of the exercises that fine-tunes the muscles, creates memory patterns and ultimately adds to the quality of our performance. It's natural to understand the correlation between the hours spent training for an upcoming game or performance and positive results. Yet, when it comes to leadership, we often forget that like any other skill, we must continually learn, exercise and practice the same discipline for those we lead as well as in developing those who follow us.

Emmitt Smith expands on this concept in his talk, “Sport is the Training Ground for Life.” He highlights the potential distractions that can come into play when pursuing goals and the need to continue on a disciplined path.

“*If you want something bad enough you've got to make that sacrifice; you've got to pay the price for it. It doesn't just happen. You've got to be willing to work hard, go that extra mile, run that extra lap, run up that hill. You've got to be able to do things that keep you on track. But most importantly, you've got to be humble about it. You've got to understand that what I did yesterday was yesterday's news. I've got to make some new news. So, I think that all of those aspects of what sports have taught me, is what I've tried to instill in all my companies:*

- Leadership
- Working together with your co-workers
- Understanding that it's just not going to happen unless you put in the hours that you need to put in

I was talking to my son the other day. He wants to play video games, but, he's playing baseball. He made me go out there and put up a baseball net, wrap it around trees, and he doesn't want to go hit on it. Yet, he comes to me and says, 'I need to take hitting lessons, I need pitching lessons.' Oh, no you don't, you need to go back in the backyard and hit that net. And matter of fact, if you don't hit that net, you don't play those video games.'

You've got to go work at it. You may be talented, you may be gifted in a lot of areas. But if you don't work your talent, eventually your talent will slip away.”

While there are some leaders who have skills or talents that are far superior to their peers, it is usually a leader's habits that more directly predict their success. It is often those leaders who maintain a high level of discipline that will outperform others when put to the test.

Leadership style tip: Practice discipline in leadership with the same vigor as you would a sport.

- 1) Make a list of your top three aspirations, ranked in order of importance. Spend the next week logging how much time you are applying to each goal.
- 2) Schedule coffee or lunch with a veteran leader in your community, industry or area of interest. Draft five questions to ask about his/her discipline and how he/she has continued to pursue his/her goals.

7 Leadership Behaviors

Leaders Worth Following build upon their core values with a common set of behaviors. These behaviors drive the way leaders approach decisions, and are the litmus test by which they ensure they are providing a level of leadership that positively impacts those who follow them.

Leadership Behavior #1: Simplicity

Bring clarity to the complex.

Dr. Henry Cloud:
Leaders Create
Focus, Which
Leads to Brilliant
Simplicity



“Great leaders lead people in ways that their brains can actually follow”
– Dr. Henry Cloud

As your leadership responsibilities grow, it is easy to get caught up in greater complexities: the number of decisions you must make increases; the alternatives seem endless. Yet, our brains can only successfully attend to and focus on one thing at a time. Great leaders help create in others the focused attention necessary to collectively move toward a common goal.

How do they do that? By adopting a three-step approach to ensuring that their messages are clear and their guidance is easily understood and actionable:

- #1: They attend to what is relevant.
- #2: They inhibit everything else.
- #3: They create a working memory.

Check out an example of the power of simplicity from Henry Cloud, in “Leaders Create Focus, Which Leads to Brilliant Simplicity:”

“When Steve Jobs came back to Apple, the first thing he did was start walking the halls and he found 30 versions of the Mac. There was all this confusion and complexity. So he goes into a room and he screams, ‘This is crazy. Here is what we’re going to do.’ He draws two columns and two rows. Across the top he writes ‘consumer and professional.’ Down the side he writes ‘desktop and portable.’ ‘That’s what we’re going to do,’ he says. ‘We’re going to make four computers.’”

If you go into an Apple store today, that’s what you find. What he did was, he had them begin to attend to what’s really relevant, inhibit everything else and he kept that in front of them in a working memory.”

People crave simplicity. They want a clear plan with a focused goal and a path to get there. The leaders who can take a seemingly complex situation and simplify it with a common purpose will achieve their goals and gain the favor of those that follow them.

Leadership style tip: Bring simplicity and focus to each situation you encounter.

- 1) What are some examples of focused attention that you have seen in others or in organizations?
- 2) What would be the benefits of focusing your attention on one thing?

Leadership Behavior #2: Creativity

Foster an atmosphere that allows others to dream.

Chris Barez Brown:
Building Your
Creative Confidence



"Unless you have confidence in who you are and your creative output, nothing will change." - Chris Barez Brown

Many people would not include creativity as a behavior that is important in leadership. However, it is likely our perspective on the meaning of creativity that inhibits us from recognizing and leveraging our own creative capabilities. You don't have to be in a creative field -- such as an artist, designer, comedian, advertising executive, musician, engineer, or architect -- to be considered creative. In fact, if you want to be creative, you simply need to be willing to imagine that things can be different.

Chris Barez Brown highlights the importance of believing in your own creativity in, "Building Your Creative Confidence:"

"There's a classic example with Roger Banister. He was the first guy who beat the four-minute mile. Now, nobody believed it was possible until he did. Physicians said the human heart and lungs didn't have the capacity to carry a man so fast. And yet, Roger Banister managed to achieve the four-minute mile. Within one year, over 30 people had done the same and within three years, over 300 people had done the same. Now, the human species hadn't suddenly become faster and stronger, they just believed."

Creativity comes from our experiences and the way in which we interpret them. If you want to become more creative, you can focus on two simple things:

- Experiment more – not big risky things but little things.
- Get flexible in the way you interpret your performance – when it goes wrong say, "Great, I will try it differently the next time."

Leadership style tip: Take daily steps to foster your creativity and the creativity of your team.

- 1) What's the first thing you do when you have a great idea?
- 2) What would have to change for you to describe yourself as creative?

Leadership Behavior #3: Bravery

Take a posture of
unrelenting boldness.



When you think of some of the greatest leaders in history, they all demonstrated the characteristic of bravery -- whether in large or small ways. Bravery comes in many forms. It can simply be taking the first step toward a new idea or perhaps speaking up in a meeting when you believe a project may be going in the wrong direction. One of the most revealing indications of a person's bravery is how he or she leads in turbulent times. When times are challenging, leaders must get out in front and lead. Dr. Tim Irwin demonstrates this need in, "What Must Leaders Do When Conditions are Turbulent?"

“My wife Ann [and her roommate] were moving from Wisconsin to out West. They were pulling all of their possessions in this trailer behind the car. They were going down the hill when all of a sudden this trailer began to rock violently and Ann completely lost control of the car. She couldn't turn the car and the trailer was bumping the car and it was starting to jerk the car back and forth across the road. Cars were getting out of the way to avoid an accident. And this was happening in a few split seconds. Finally, Ann was about to step on the brake when all of a sudden her roommate said, 'Ann, don't step on the brake, step on the gas.' She said it went against every instinct to step on the gas, but she did it and within a few seconds it straightened out.

Now what happened in that situation? Well, they were going downhill, so gravity caused the trailer to begin going faster than the car. The car and the trailer had gotten out of their rightful relationship. The car was supposed to be leading the trailer.”

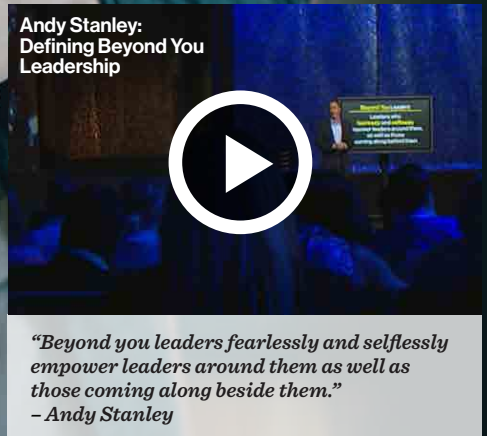
Bravery requires the ability to identify a situation, understand the need for a potentially difficult or unpopular action, and ultimately choose to lead with boldness. It's this combination that allows your leadership to demonstrate a level of confidence to those who are following you, no matter the organizational temperature.

Leadership style tip: Step out bravely in challenging or uncomfortable times.

- 1) Would you consider yourself a "brave" leader? Or has it been struggle for you to "get out in front?"
- 2) Have you felt any followers challenging you for leadership, or has it come naturally to you? Why or why not?

Leadership Behavior #4: Beyond You

Leverage influence for
the sake of others.



As you observe leaders growing and having greater influence within an organization, it is easy to see how they might use that influence to benefit themselves, whether it is having decisions go their way or reaping the rewards of others' success. Yet, true Leaders Worth Following always consider how their influence can assist those around them. These leaders recognize that their success is often owed to those who support and follow them.

"Beyond You" leaders fearlessly and selflessly empower other leaders as well as those coming along beside them.

There are three key elements in the sentence that capture the essence of a "Beyond You" leader. Andy Stanley discusses the importance of those key elements in his talk, "Defining Beyond You Leadership."

“Fearlessly – This means that you are not afraid of the 25-year-old kid in your organization who is smarter than you....the one that you hand your phone to for help with an app. The one that is cooler and hipper than you. You pour into that leader even though he or she may one day take your place.

Selflessly – I’m going to pour into a young leader without any return on my investment. A Beyond You leader says, ‘Regardless of what I get out of this, I’m going to pour into the young leader.’

Empower – If you are a leader in any capacity in your organization, then you have power. And the Beyond You leader leverages his/her power for the sake of the other people in the room.”

It is easy to get caught up in growing your own personal leadership. However, we often learn the most when we teach others. Investing in other leaders can provide an exponential growth opportunity for both you and them.

Leadership style tip: Make time for “Beyond You” leadership to invest in those who follow you.

- 1) Is there anyone on your team by whom you might be threatened and who you might have a hard time fearlessly leading? Why?
- 2) Why do you think a "Beyond You" culture is desirable?

Leadership Behavior #5: Insight

Consistently do the wise thing –
bring wisdom to every situation.



Much of the time it is easy to do the right thing; but there always comes a time in our lives when the wise thing to do doesn't come easily. Sometimes doing the right thing means we must make sacrifices; other times the decision results in undesirable outcomes; and still other times it's simply challenging to recognize the wise choice or what is needed.

Leaders must attempt to see the whole picture. They are required to have the strategic vision in mind at all times. According to Navy SEAL Commander Rorke Denver, "To See More, Look Less."

“One of the things you don't read about or see in movies is how hard it can be to find the enemy you seek on the battlefield. In our American experience of war, we fight on foreign soil. The locals know the terrain. It's their backyard and they have mastered their environment. So a large part of our job as warriors is to look for the bad guys.

One of the tricks is to limit your field of view. Warriors know this intimately. When you look at the entire battlefield, you see just that: the entire scene. It pays not to let the bad guys see you as well, so you start as far back as possible to conceal your location, yet position yourself to vector in on his. Picture yourself at the top of the hill with a valley below you and another hill on the other side of the valley; your target can be anywhere in this field of view. It is a natural inclination to use a wide-angle view so you can see everything as you try and find what you're looking for. Unfortunately, this almost never works. By looking at everything you almost always see nothing.

What a warrior knows is that you need to section off or build a grid system of the terrain and drill in crystal-like detail to exhaust your search. We use binoculars and spotting scopes to achieve a limited picture as well as a more focused one. Once you've effectively covered a sector, you methodically move to the next. When you focus in and restrict your field of vision, you see the details...information that is vital to making decisions. It's amazing what you will see and you will be astonished that you missed it the first time you gazed on the scene.”

Organizational goals, specific projects and professional or personal problems offer the same opportunity to consider the big picture as well as to see the details. If leaders look only at the big picture, they may miss the details that truly count.

Leadership style tip: Assure you are using focus and insight when making decisions.

- 1) What kind of details are you particularly good at spotting? Are there any that you routinely miss?
- 2) Think of a time when you had a "lucky" save in a situation that could have gone bad. What crucial detail did you notice that made the difference?

Leadership Behavior #6: Vision

Move toward a preferred future
with little deviation.

Cheryl Bachelder:
Constantly
Challenge Your
Vision



“Leaders have a responsibility to come up above the trees periodically and refresh the vision and make sure they look at the landscape as if they have never seen it before.” – Cheryl Bachelder

A vision can be defined as “a mental picture of what could be, fueled by a passion that it should be.” One of the most important characteristics a leader can have is the ability to cast a vision with clear direction and engage others to understand and follow that vision to completion. Unfortunately, it’s not always easy to convey your vision or convince others to follow it. Here are the three most common obstacles that can deter a successful vision path:

1. Not setting a vision - While a leader may have the desire to set a vision and may even have ideas about the vision, he/she may never move from desire to communication, and therefore the vision is not distributed among the organization or team.
2. Allowing a vision to “leak” - Even if a vision has been communicated well, often the team will get off-track or the focus get’s derailed or deemphasized. That’s when a vision “leaks.”
3. Not changing a vision when it needs to be modified - This occurs when a leader is faced with significant change -- in the organization, the business environment, the analytical data, for example -- and continues to hold onto a position that is no longer the optimal decision for the organization.

Vision is not something you can set in stone and then move on. Leaders must periodically evaluate and revise their vision to reflect the ever-changing needs of the organization. Cheryl Bachelder highlights Popeyes® Louisiana Kitchen’s need to reevaluate its vision in “Constantly Challenge your Vision.”

“I’ll never forget walking into a board meeting and a board member said, ‘I’m not sure I understand your vision...Maybe you’re missing things. Maybe we should do this or maybe we should do that.’ I said, ‘No, we have a plan and our conviction is strong.’ The board asked me that night to look at three alternative strategies that weren’t on my plan. To be honest as the leader I was annoyed. They don’t get it. But, I listened carefully, stewed about it and took it back to my team. So we decided to back up, and look at the landscape again as if we had never seen it before. And it was really painful, because frankly, we were getting really proud of what we had done. And so we brought an outside party in to throw eggs and say ‘You don’t have it all together, I have some questions for you.’ And, we all went through that process of getting mad and then getting smart. We had missed some parts of the landscape and one was the service proposition. We were getting faster, but we weren’t getting any friendlier and we weren’t doing the people work to create the strong people culture. The three ideas the board gave us were the wrong ideas, but they were the provocator for a bold new vision of where we go next at Popeyes and to create the people culture that will provide service as great as our food. Leaders have a responsibility to come up above the trees periodically and refresh the vision and make sure they look at the landscape as if they have never seen it before.”

While many leaders talk about the need to set a vision, it is often difficult to constantly monitor the pulse of your organization and the relevance of that vision as time goes on. Yet, making this a priority tends to generate the guidelines that are needed for your team to be successful.

Leadership style tip: Set the vision for those you lead in a way that is easy to follow.

- 1) Have you clearly articulated a vision to your team?
- 2) Where has your vision grown fuzzy or perhaps even obsolete?

Leadership Behavior #7: Culture

Be the architect of the
conditions to win.

Tim Sanders:
Strong Cultures are
Built on Shared
Values



“You as a leader need to think like a filmmaker, where you’re always looking for the next great story to tell or to show others as an example of someone in your culture that you’ve caught doing it right.”
– Tim Sanders

Culture is a conversation led by leaders and punctuated by their actions regarding, “How we do things around here.” Your culture defines the consistency of your group, the quality of relationships among people in your group, and whether the group is aligned around the vision and mission of the organization. In “Strong Cultures are Built on Shared Values,” Tim Sanders talks about the importance of pushing your core values to the edges of your organization, and how storytelling is a significant component in building a strong culture.

“The first thing you need to figure out are the values that you hold the highest; that drive your business. Not the pet values that you have, but the values that drive the performance and the sustainability of your business. You need to take time to identify three to five of them. And you should figure out the priority of where they should sit and push those values out to the edges of your organization.”

Also, as a leader, you need to think like a filmmaker. where you’re always looking for the next great story to tell or to show others as an example of someone in your culture that you’ve caught doing it right. So look out to the field and share those stories widely, and you will build strong culture.”

Your organization’s culture can deteriorate if you’re not careful. Just like a growing plant, culture constantly needs attention and pruning to make sure that it is allowed to blossom.

Leadership style tip: Establish and maintain a solid culture to foster group cohesion.

- 1) How are you currently pushing a strong culture out to the edges of your organization?
- 2) How are you making sure that your team members know how to act according to your organization’s culture, even when you’re not around?

Summary: Putting Your Leadership Style into Action

This report has provided you with the key principles and behaviors shared by great leaders at every level of leadership, in all types of organizations and industries. Their insight, tips and memorable statements provide a path to pursuing and developing your own leadership style. To help you apply these insights, we recommend the following four steps:

- 1) Choose the top three principles that most resonate with you, and work on them over the next month. Review those sections in this report; search for related videos and articles, and practice the qualities in both your personal and professional life.
- 2) Set a date by which you will complete the questions and action items at the end of each of those three sections. Mark reminders on your calendar as well as your target date for completion.
- 3) Commit to memory one quote from each of the three principles you've chosen, so they can provide guidance when you need it.
- 4) Share what you've learned with others around you. This will not only help firmly implant the principles you're pursuing, but will also provide insight to those you lead.

[Bonus: Share your lessons and experiences with us on [Facebook](#), [Twitter](#) or [LinkedIn](#), and help inspire an even wider audience!]

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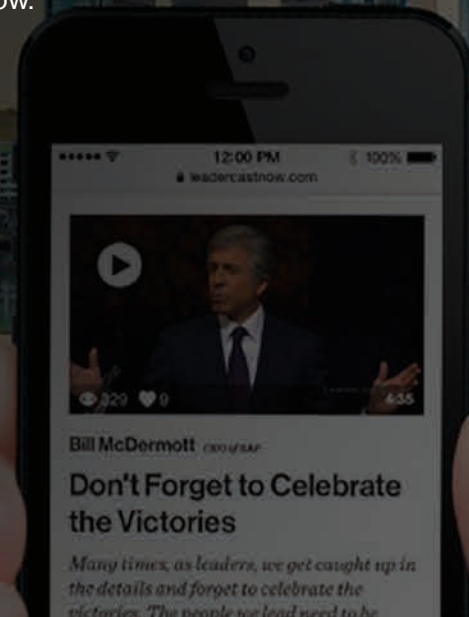
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