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MENTORING

PREVIEW

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# Leadership

## WORKBOOK

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“True leadership is achieved not by reducing people to one’s service, but in giving of oneself in selfless service to them.”

– J. Oswald Sanders

PREVIEW



# LEADERSHIP IS NOT MEANT TO BE EASY

Wow was I surprised when I found out! I thought when I got the title and office things would suddenly get easier. It turns out it gets harder!

I thought leadership meant being a Marine Corps Drill Instructor. After all, that's what I grew up with. I was only partially right. Being a "DI" (using the DiSC® assessment) is a form of leadership, but not necessarily one that translates well to the civilian world.

So, I had to start all over again and learn what leadership really means. Fortunately, I had some very good mentoring and role models, but there were still some hiccups. I couldn't just coast along and hope everything went well. Neither can you. Leaders take control of their futures instead of hoping it goes the right direction.

Yes, it's true, leadership is not meant to be easy, but it also doesn't have to be impossible. I've been blessed to work with some great leaders, and I have always appreciated them.

## WHY LEADERSHIP?

Asking the question, “Why lead?” is one that should be asked of everyone who wants some form of help in understanding leadership or becoming a more effective leader.

Unfortunately, often the answer to the question, “Why lead?” is “I want to get a promotion,” or “I need to earn more money and that comes at the higher levels,” or “I want to be the boss.” If that’s what you are thinking, this might not be the best workbook for you. Here’s the deal: to lead, you need followers, and as a reminder, following is a volunteer activity. In other words, followers make the choice to follow or not. People can be assigned to you, they can report to you, they can be in your department, but it still doesn’t mean they’re following you. Without people who are willing and eager to be on your team, you’ll never be much more than a supervisor, respective of the title on your business card.

In other words, it’s key to your success that you understand that the people you’re leading are as important to your success as you are. Leaders who are recognized for “great leadership” are typically surrounded by teams of competent and committed people. There’s a difference between leadership and management. Management is all about controlling things. Finances, processes, resources and so forth. Leadership, on the other hand, is all about moving people, inspiring them to achieve strategies and goals and teaching them about working with other people.

People are meant to be led, not managed. In this context, manage refers to exertion of force and control, imposing things on people. Anyone who manages anything, including themselves, is a manager. Anyone who influences others is a leader, and you can learn to influence others. For additional insight, refer to these videos offered by [Simon Sinek](#) (3:38) and [Seth Godin](#) (42:55).

## LEADERSHIP BOOTCAMP

Since its release in 1982, Ken Blanchard's, *The One Minute Manager*, has sold more than 13 million copies worldwide, and translated in more than 37 languages. It's the best place to start understanding leadership. It's simple and effective procedure has three main points:

- 1.** Set goals with your team member. Both the employee as well as the employer know what their goals are. Writing them out is important so you can periodically review your performance against your target and check your progress. Goal setting makes clear what is important to focus on, and provides a way to measure performance.
- 2.** Let your team member know they're doing a good job. After goal setting, the second step in one minute management is to catch people doing something right. Frequently people think the opposite way - they look for something wrong. It's easy, especially early on in leadership, to think that's your job. However, it's very important to look for progress toward the goal between meetings. When you see it, say so! One minute praising is so-called because it hardly takes a minute for you to tell someone they did a good job. One minute praising includes praising the people immediately, telling them what they did right, sharing how you feel about it, giving them confidence, and encouraging them to do more of the same.
- 3.** Redirect your team member's efforts if they've not achieved their goals. Remember to stay focused on the behavior that has caused the challenge, not the person. Tell your team member you're aware of the failure and ask why they think it failed. Listen to them and talk with them. Then, tell the person how much you think they are capable of and how much you value them. Discuss with them how else they could have accomplished the goal with success. One important aspect of one-minute redirection is that it focuses on the