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LEADERSHIP COACHING

HOME

SERVICES

ABOUT

For More Information or Questions:

[www.BKLeads.me](http://www.BKLeads.me)

**(828)329-7963**

[bkleadershipcoach@gmail.com](mailto:bkleadershipcoach@gmail.com)



Or SCAN:



# HELPING LEADERS MOVE FORWARD

ONE STEP ■ ONE LEVEL ■ ONE LEAP AT A TIME

**FREE DISC ASSESSMENT**



**Individual & Group Leadership Coaching ■ Speaking ■ Teaching ■ Training ■ Masterminds**

**LET'S WORK  
Together.**



**BILL KEEL**



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# SERVICES

## **Leadership Coaching:**

One-on-one  
Group

## **Speaking and Teaching**

## **Training and Workshops**

## **Mastermind Studies**

## **Lunch 'n Learns**

## **Retreats**

## **Customized Services**

## **CURRENT PARTNERS:**



*Carolina Village*<sup>®</sup>

— THE —

**SHARON**

AT SOUTH PARK





THIS NO ANTIBIOTICS EVER,  
BONELESS CHICKEN IS FRESHLY  
BREADED AND COOKED IN  
100% REFINED PEANUT OIL

Chick-fil-A

# GET THE MOST OUT OF TODAY: *IDENTIFY YOUR NUGGETS*

- **A** – **Apply** to Yourself - Leadership, Professional, Personal
- **C** – **Challenge/Change** in Your Leadership, Professional, Personal
- **T** – **Teach** or Share with Someone Else



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To dip or not to dip

Chick-fil-A

Chick-fil-A  
Sauce

INGREDIENTS: SOYBEAN OIL, SUGAR, BBQ SAUCE, TOMATO PASTE, CORN SYRUP, VINEGAR, NATURAL HICKORY SMOKE FLAVOR, CARAMEL (COLOR), SPICES, GARLIC\*, ONION\*, NATURAL FLAVOR, DILGEMIN PAPRIKA\*, WATER, MUSTARD (DISTILLED VINEGAR, WATER, MUSTARD SEED, SALT, TURMERIC, PAPRIKA\*, SPICE, GARLIC\*), DISTILLED VINEGAR, EGG YOLK, SALT, MUSTARD FLOUR, XANTHAN GUM, NATURAL FLAVOR, GARLIC\*, CALCIUM DISODIUM EDTA ADDED TO PROTECT FLAVOR. \*DEHYDRATED CONTAINS: EGGS

Packed for Chick-fil-A, Inc.  
Atlanta, GA 30349

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# JOHN MAXWELL SAYS:

- Developing yourself to become the leader you have the potential to be will change everything for you. It will add to your effectiveness, subtract from your weaknesses, divide your workload, and multiply your impact.
- What could change in your life if you developed as a leader?



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# ASK YOURSELF:

- What effectiveness could you add?
- What weaknesses could you subtract?
- How could you divide your workload?
- How could you multiply your impact?



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# GOALS VS. GROWTH

- **Goals are good**

- **Time-based**
- **Specific**
- **Upon completion, set another one**

- **Growth is better**

- **On-going**
- **Multiple areas**
- **Compounded over time**

# YOUR GROWTH

- Do you have a clear plan for individual growth?
- Do you have a plan for your professional growth?
- Achieving big results often does not require big life changes. Small improvements over time compound into big results.

# GROWTH: ONE NUGGET AT A TIME



# GROWTH:

- **Diagnosis:**
  - **Where do you need to grow in your leadership?**
  - **Where does your team need to grow in its leadership?**

# DEVELOPING THE LEADER WITHIN YOU

- INFLUENCE
- PRIORITIES
- CHARACTER
- CREATING POSITIVE CHANGE
- PROBLEM SOLVING
- ATTITUDE
- SERVING PEOPLE
- VISION
- SELF-DISCIPLINE
- PERSONAL GROWTH

# GROWTH:

- **Diagnosis:**
  - **Where do you need to grow in your leadership?**
  - **Where does your team need to grow in its leadership?**



# YOUR GROWTH

What will commit to doing every day for growth?

- 1.
- 2.
- 3.
- 4.
- 5.



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DEVELOPING

*the*

LEADER

WITHIN

YOU 2.0

# THE DEFINITION OF LEADERSHIP:

***INFLUENCE***

***The world becomes a better place  
when people become better leaders.***



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# 360 degree Leadership

## Leader 360



Lead your subordinates



Lead yourself



Lead your boss



Lead your peers



leader360



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# THREE QUESTIONS TO ASK YOURSELF WHEN INTERACTING WITH OTHERS:

## 1. Do You Care For Me?

- Mutual concern creates connection between people.

# THREE QUESTIONS TO ASK YOURSELF WHEN INTERACTING WITH OTHERS:

## 2. Can You Help Me?

- Are you selling when you are communicating or are you helping?



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# THREE QUESTIONS TO ASK YOURSELF WHEN INTERACTING WITH OTHERS:

## 3. Can I Trust You?

- When have you connected because you trusted someone?



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# WHY MANY PEOPLE DON'T DEVELOP AS LEADERS



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# WHY MANY PEOPLE DON'T DEVELOP AS LEADERS

1. I'm Not a Born Leader, So I Can't Lead.



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# WHY MANY PEOPLE DON'T DEVELOP AS LEADERS

1. I'm Not a Born Leader, So I Can't Lead.
2. A Title and Seniority Will Automatically Make Me a Leader.



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  2. A Title and Seniority Will Automatically Make Me a Leader.
  3. Work Experience Will Automatically Make Me a Leader.
  4. I'm Waiting Until I Get a Position to Start Developing as a Leader.
- *Which of the above reasons to not develop leaders has been your default?*



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# HOW WILL YOU DEVELOP THE LEADER WITHIN YOU?

**Influence is the beginning of true leadership.**

*As you evaluate your life, where can you increase your influence to enhance your leadership?*



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# INSIGHTS ABOUT INFLUENCE



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# INSIGHTS ABOUT INFLUENCE

1. Everyone Influences Someone.



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# INSIGHTS ABOUT INFLUENCE

1. **Everyone Influences Someone.**
2. **We Don't Always Know Who or How Much We Influence.**

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- 2. We Don't Always Know Who or How Much We Influence.**
- 3. The Best Investment in Tomorrow is to Develop Your Influence Today.**



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# INSIGHTS ABOUT INFLUENCE

1. **Everyone Influences Someone.**
2. **We Don't Always Know Who or How Much We Influence.**
3. **The Best Investment in Tomorrow is to Develop Your Influence Today.**
  - *Where are you leading someone now that you could expand your influence?*



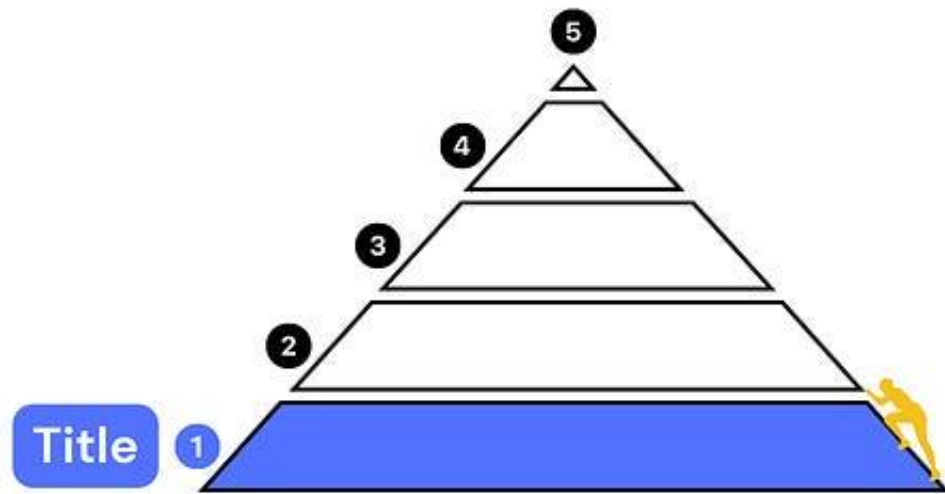
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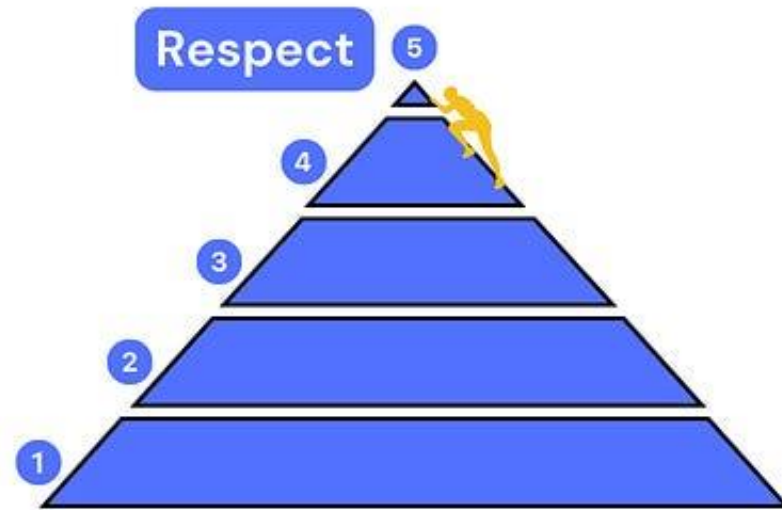
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Climbing

# The 5 Levels of Leadership



Ineffective Leader



Effective Leader

# LEADERS ALWAYS LEAD BY EXAMPLE.





# John Maxwell 5 Levels of Leadership

The 5 Levels of Leadership



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The 5 Levels of Leadership



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The 5 Levels of Leadership





# John Maxwell 5 Levels of Leadership

The 5 Levels of Leadership

## Pinnacle – Respect

People follow you because of who you are and what you represent.



## People Development – Reproduction

People follow you because of what you have done for them.



## Production – Results

People follow you because of what you have done for the organization.



## Permission- Relationships

People follow you because they want to.



## Position – Rights

People follow you because they have to.



# John Maxwell 5 Levels of Leadership



# YOUR INFLUENCERS

- **Who are the FIVE people who have influenced you? How?**

- 1.

- 2.

- 3.

- 4.

- 5.



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# WHO YOU INFLUENCE

- **Who are the FIVE people who you most influence? How?**

- 1.

- 2.

- 3.

- 4.

- 5.



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# LET'S GET PERSONAL

- *Keeping in mind the people you lead and influence and the environment you help to create, respond to each of these:*



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# LET'S GET PERSONAL

- The people I lead know that I care about them as individuals.
- The people I lead can and do trust me.
- I know my people's personalities, talents, values, and aspirations.
- The people I lead are willing to do more than the minimum for me.
- I like my work environment and so do the people who work for me.



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# LET'S GET PERSONAL

IF YOU ANSWERED

**NO**

to any of those statements,  
make the effort to develop relationships  
with people so that you can answer

**YES!**



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# REFLECTION

- **Levels of Leadership Awareness**
  - **Where are you with each team member?**
  - **How can you navigate the levels of influence with others?**
  - **Which working relationships need more of your investment?**
  - **Which working relationships need more of your influence?**
  - **What concrete, measurable step can you take this week to grow in the area of influencing others?**



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# SO WHAT? NOW WHAT?

- **Prioritize Your Growth**
  - Develop Consistency!
  - Do What Matters Most!
  - Establish Margin
- **Levels of Leadership Awareness**
  - Where are you with different team members?
  - How can you navigate the levels of influence with others?
- **Leverage your INFLUENCE for others!**



THE KEY TO LEADERSHIP:

***PRIORITIES***





# DISCUSS AT YOUR TABLE

***WHAT HAS BEEN YOUR GREATEST  
CHALLENGE IN STAYING FOCUSED ON  
YOUR PRIORITIES?***



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***WHAT MATTERS MOST!***



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# PRIORITY PRESSURES



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- 1. Most People Overestimate the Importance of Most Things.



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- 4. Making Everything a Priority Means Nothing Is a Priority.



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# PRIORITY PRESSURES

- 1. Most People Overestimate the Importance of Most Things.
- 2. Having Too Many Priorities Paralyzes People.
- 3. When Small Demands Are Given Too Much Attention, Big Problems Arise.
- 4. Making Everything a Priority Means Nothing Is a Priority.
- 5. Sometimes It Takes An Emergency To Force People To Prioritize.



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# PRIORITY PRESSURES

- *When has a crisis demanded you adjust your priorities?*



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# PRIORITY PRINCIPLES



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- 1. Working Smarter Has A Higher Return Than Working Harder.



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- 2. You Can't Have It All.



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- 1. Working Smarter Has A Higher Return Than Working Harder.
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- 3. Good Is Always The Enemy Of Best.



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# PRIORITY PRINCIPLES

- 1. Working Smarter Has A Higher Return Than Working Harder.
- 2. You Can't Have It All.
- 3. Good Is Always The Enemy Of Best.
- 4. Proactive Beats Reactive.



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# PRIORITY PRINCIPLES

<b>Initiators</b>	<b>Reactors</b>
Prepare	Repair
Plan ahead	Live in the moment
Pick up the phone and make contact	Wait for the phone to ring
Anticipate problems	React to problems
Seize the moment	Wait for the right moment
Put their priorities in their calendars	Put others' requests in their calendars
Invest time in people	Spend time with people



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# PRIORITY PRINCIPLES

- **In what areas can you take steps to move from reactor to initiator?**



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# PRIORITY PRINCIPLES

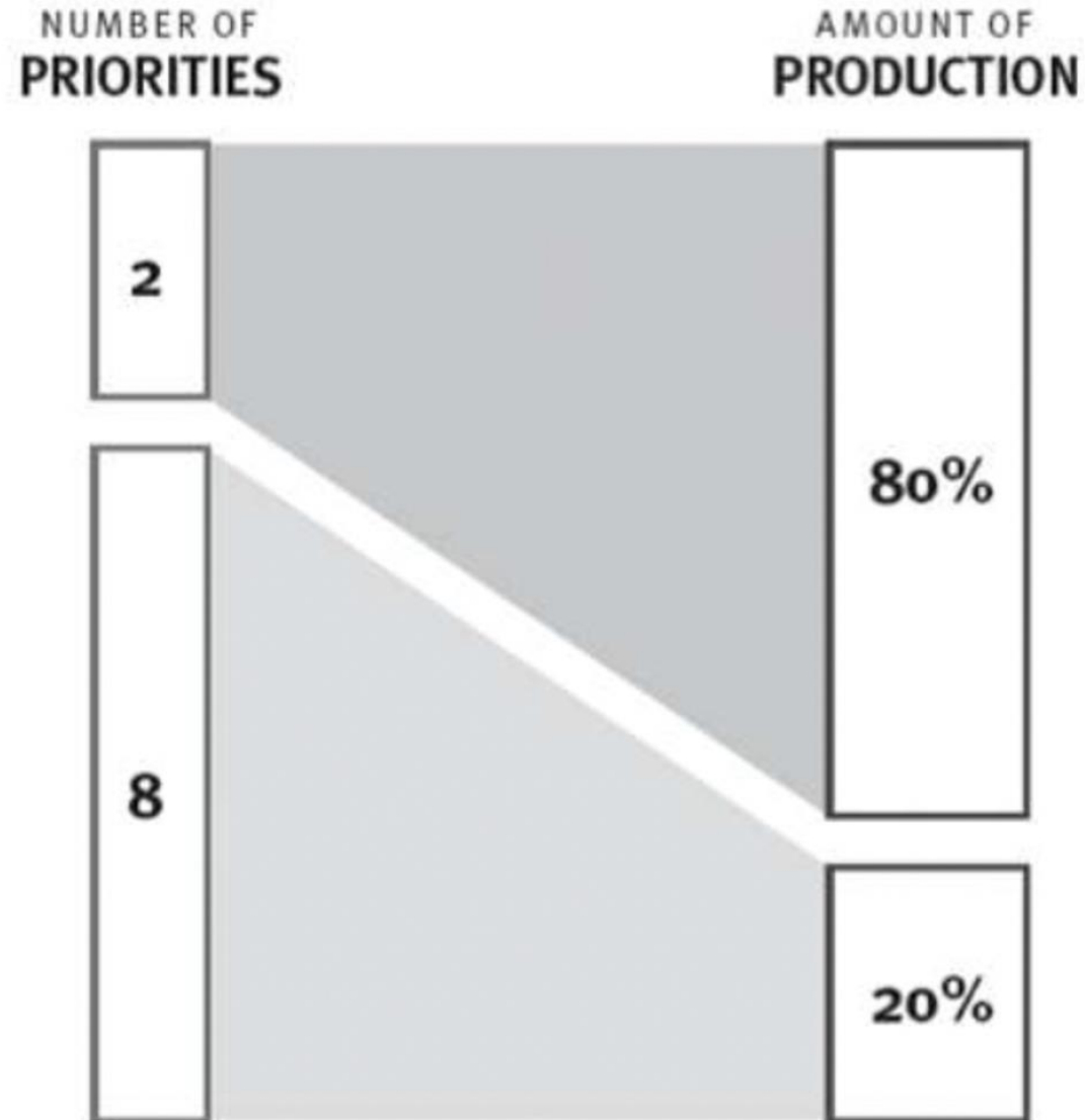
- 1. Working Smarter Has A Higher Return Than Working Harder.
- 2. You Can't Have It All.
- 3. Good Is Always The Enemy Of Best.
- 4. Proactive Beats Reactive.
- 5. The Important Needs To Take Precedence Over The Urgent.



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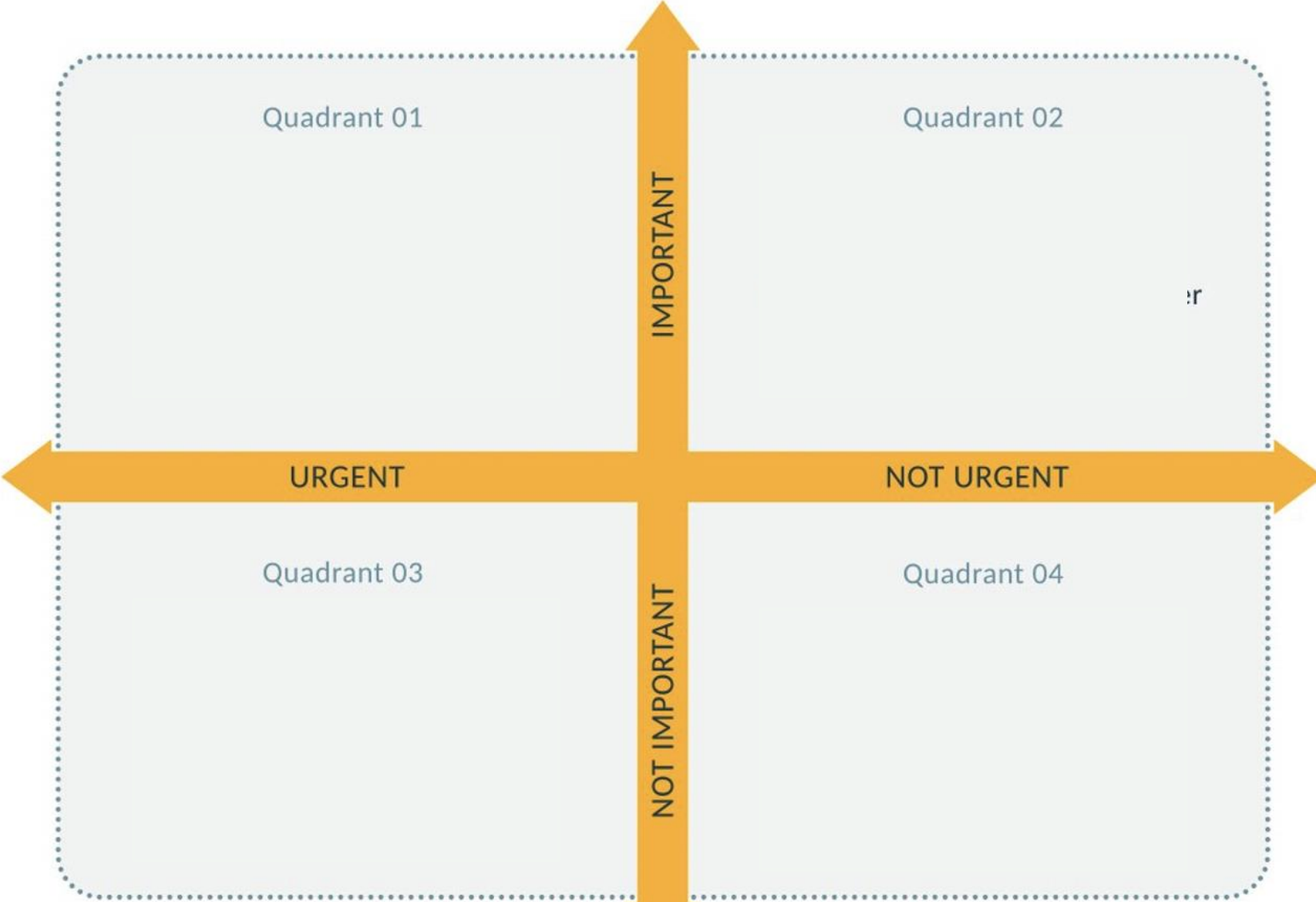
# Proactive Priority Solution # 1: The Pareto Principle

## The Pareto Principle



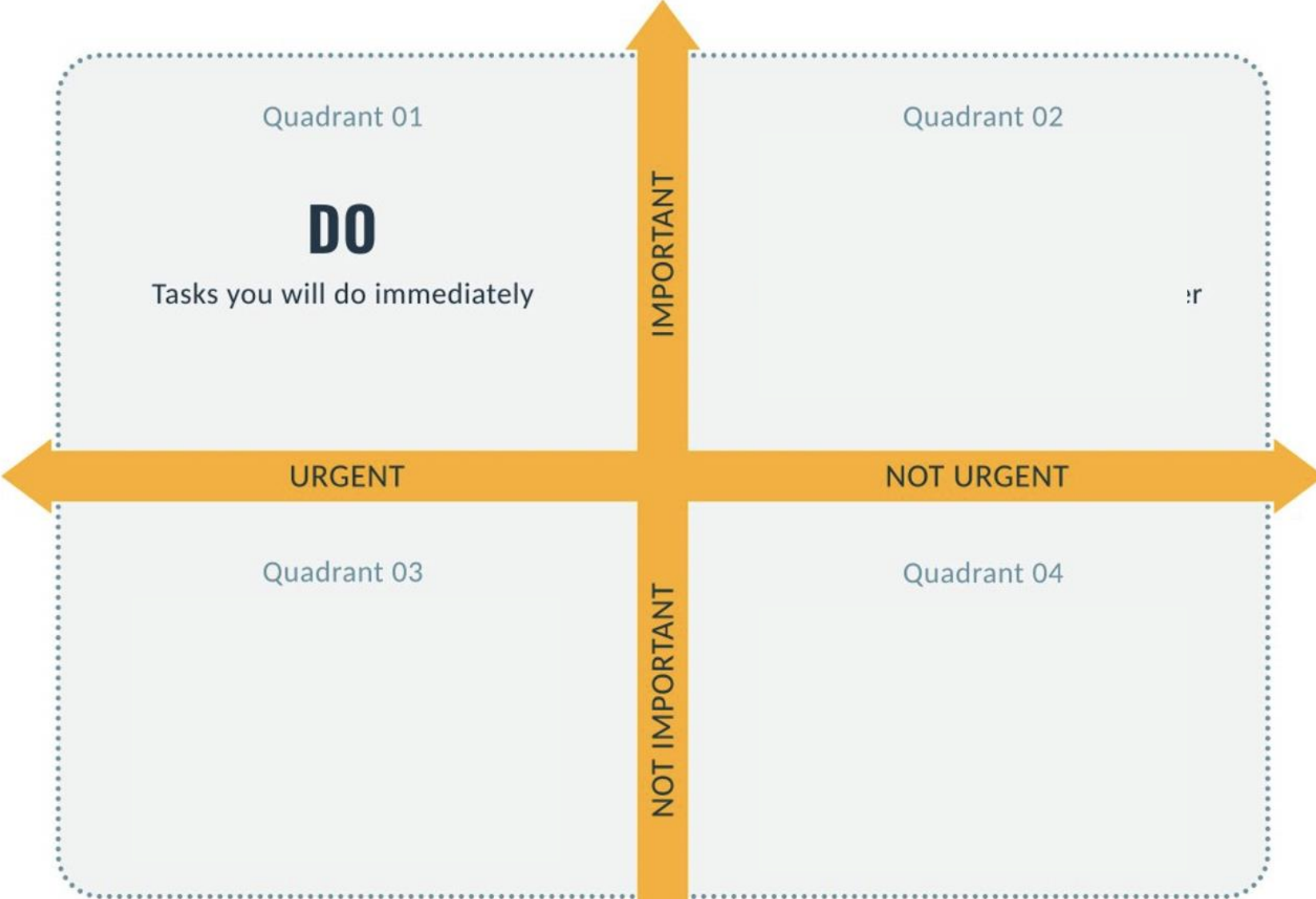
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# URGENT Vs. IMPORTANT



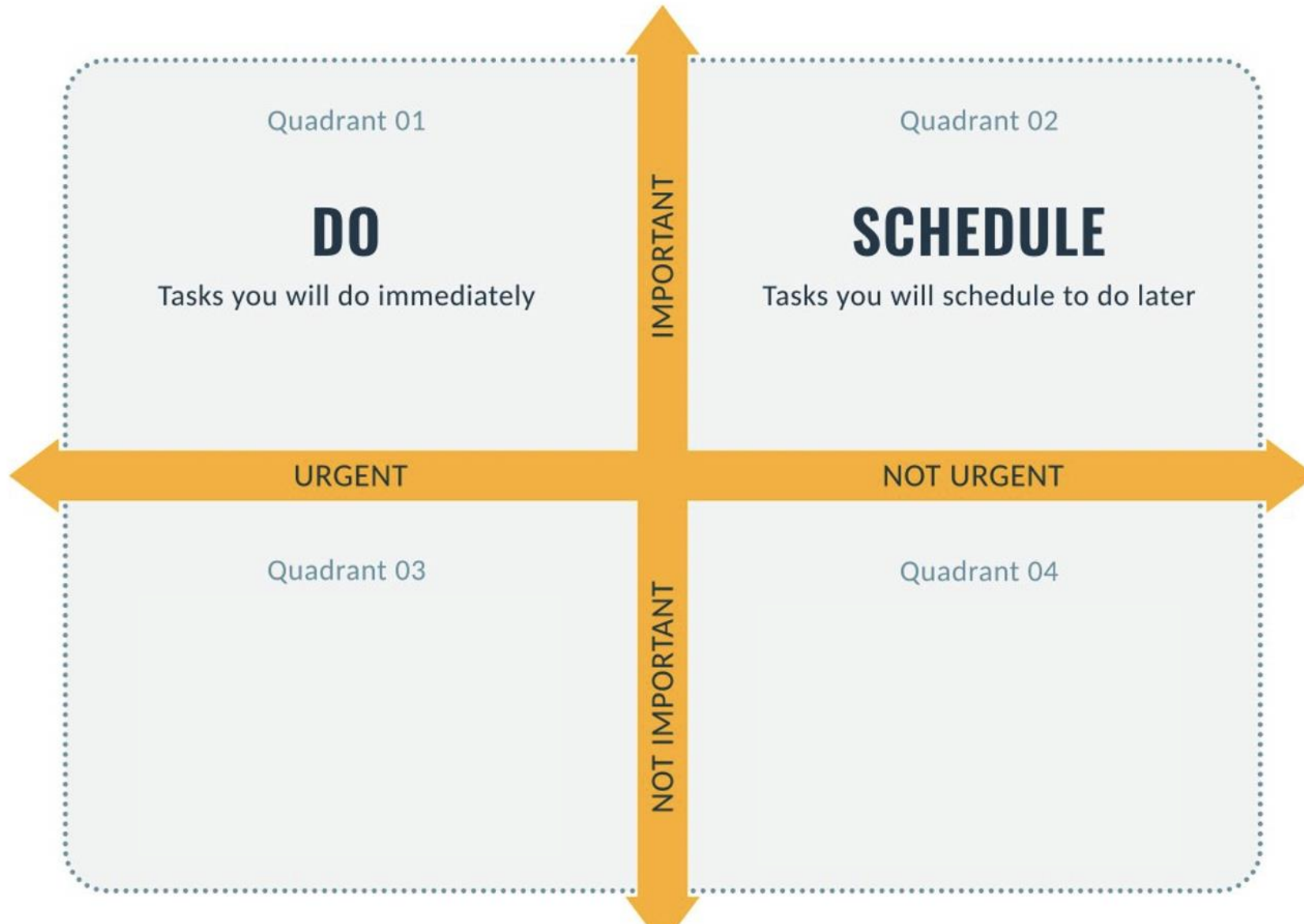
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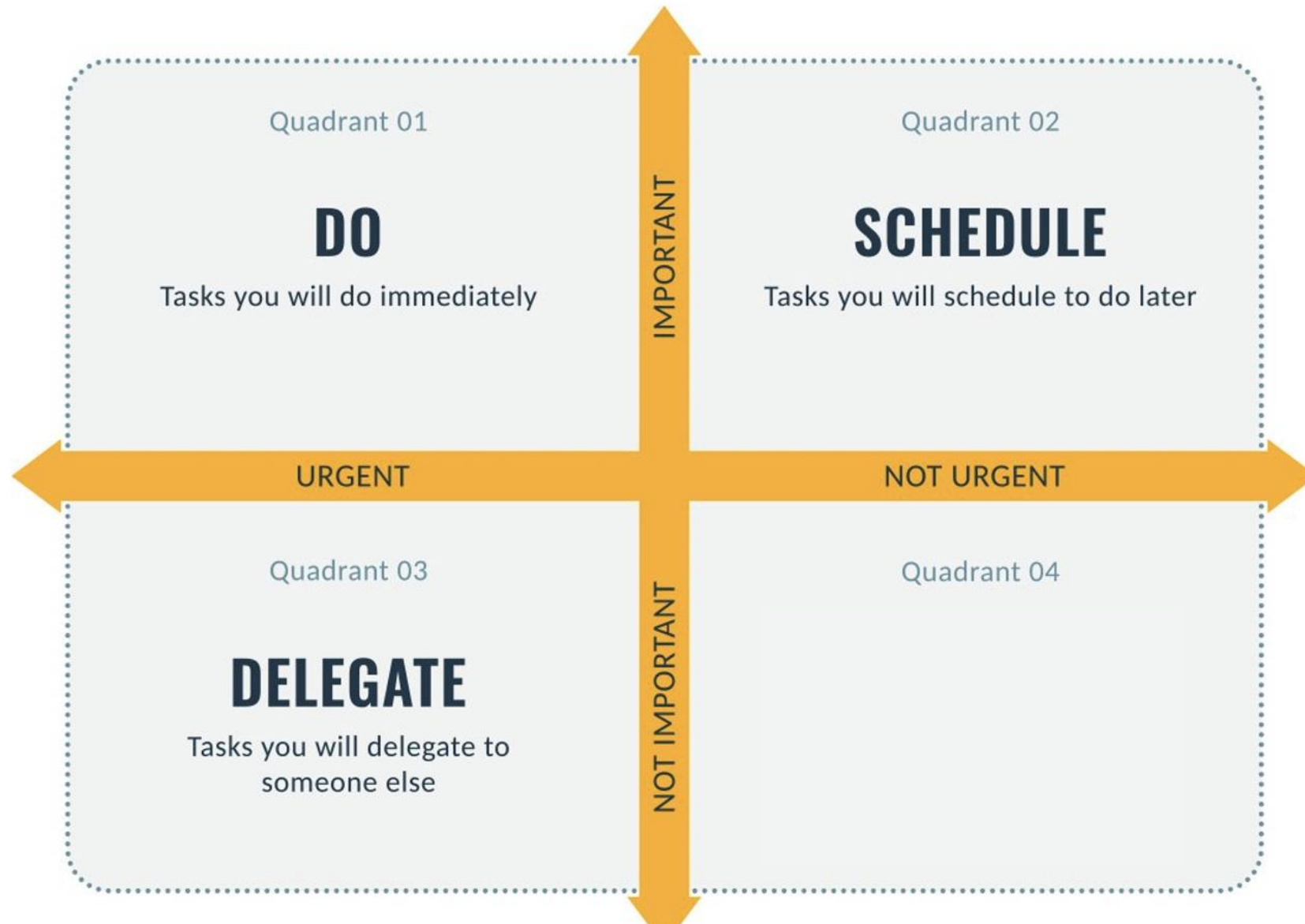


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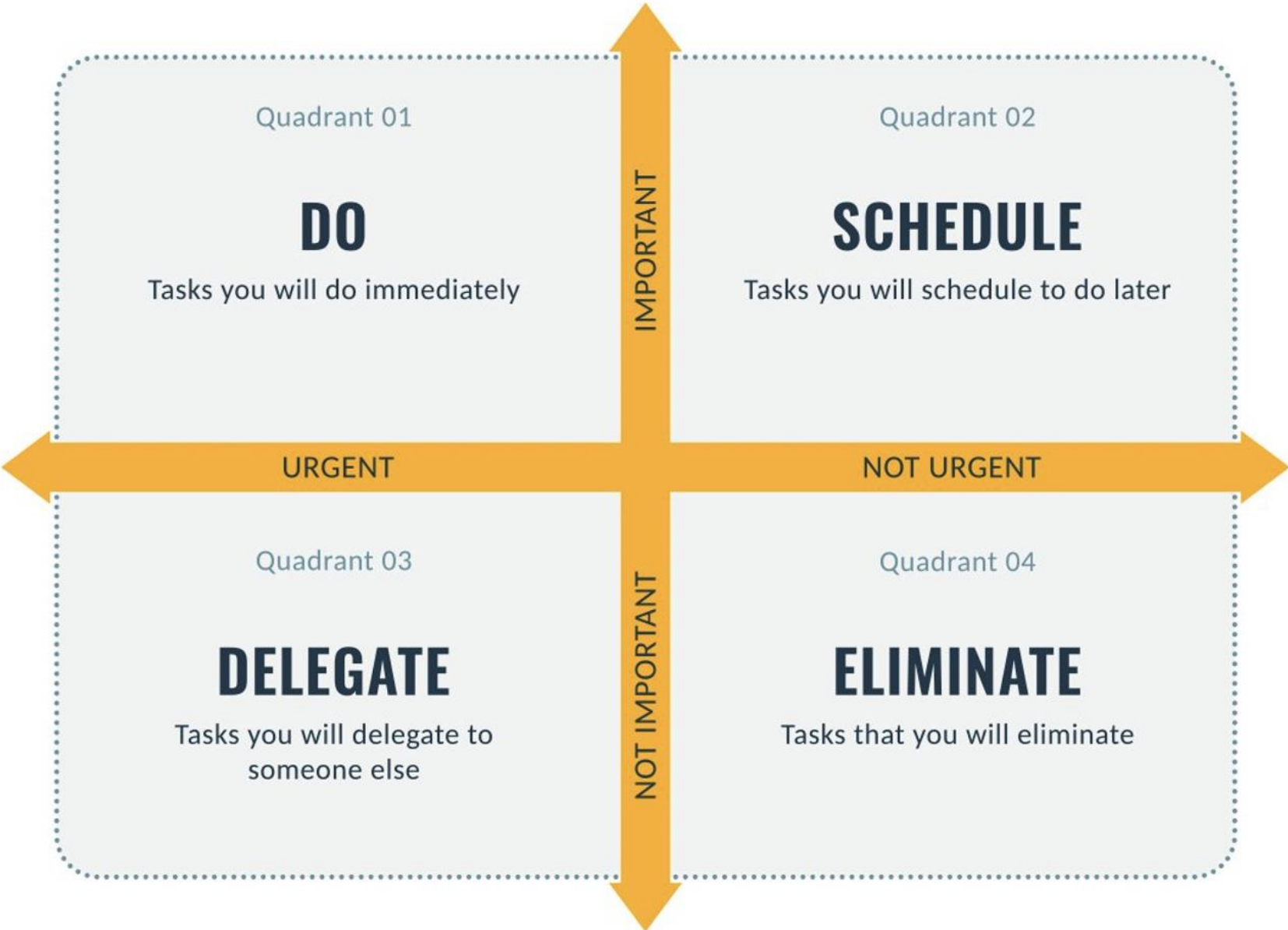
# URGENT Vs. IMPORTANT



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# PROACTIVE PRIORITY SOLUTION: *THE THREE R'S*

- *What are the tasks that you feel are required of you but you would rather have someone else do them because they don't leave you feeling fulfilled or accomplished? What would need to change for you to delegate them?*



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# REFLECTION

- What Is Required Of Me?
- What Gives Me The Greatest Return?
- What is Most Rewarding?



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# PROACTIVE PRIORITY SOLUTION: *MAKE ROOM FOR MARGIN*

- 1. Margins Improve Self-Awareness.
- 2. Margins Give You Needed Think Time.
- 3. Margins Provide You with Energy Renewal.
- *Which of these three points could you take action on to increase your margins?*



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# PROACTIVE PRIORITY SOLUTION: *MAKE ROOM FOR MARGIN*

- *On a scale of 1-10 with 10 being very organized, how would you rate yourself in the ability to get through your daily tasks and still be able to meet the demands of emergencies that may arise throughout the day? Why?*
- *What could you do tomorrow to raise that by 1?*



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# **APPLICATION: *DEVELOPING THE PRIORITIZER WITHIN YOU***

**Answer the following five questions based on the priority principles:**

- 1. Where do I need to work smarter instead of harder?**
- 2. What must I change to stop trying to have it all?**
- 3. What good things can I stop doing in order to do the best?**
- 4. What must I do to become more proactive instead of reactive?**
- 5. What can I do to stop doing urgent but unimportant things?**



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# THE QUICKEST WAY TO GAIN LEADERSHIP:

***PROBLEM SOLVING***



# 1<sup>ST</sup> WORLD EVERY DAY PROBLEMS:

- Having a runny nose
- Call from unknown numbers
- Being left on hold when calling a company
- People who ignore etiquette in line
- Having no WiFi
- Wanting to log into an account but being unable to remember the password
- Not finding anything you like when clothes shopping
- No-one replaced the toilet roll
- Running out of milk
- Blisters from new shoes
- Not being able to fast forward live TV
- Coffee going cold
- A wardrobe full of clothes but nothing to wear
- Hotels with plug sockets too far from the mirror/bed
- Important emails go into the junk folder
- Chipped nail polish
- Running out of hot water
- Leaving the phone charger at home



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HOW DO THOSE IN YOUR  
ORGANIZATION FEEL ABOUT  
PROBLEMS AND CONFLICT?



# PROBLEM SOLVING:

## LIFE IS HARD FOR EVERYONE!

- Life is tough for individuals.
- Its difficulty is multiplied for leaders.

# PROBLEM SOLVING:

- Individuals can think *me*.
- Leaders must think *we*.

# PROBLEM SOLVING:

- A leader's life is not his or her own.
- Thinking *we* means other people are included, and that means their problems are also yours to deal with.



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# PROBLEM SOLVING:

- **Problems don't have to be problems unless you allow them to be.**
- **Problems do hold potential benefits, which is why problem solving is the quickest way to gain leadership.**



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# PROBLEM SOLVING:

- **Problems introduce us to ourselves.**
- **Problems introduce us to others.**
- **Problems introduce us to opportunities.**



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# PROBLEMS INTRODUCE US TO OURSELVES:

- 1. Our decisions are often impacted by our proximity to the problem.**
  - **Disconnected from your people, disconnected from their problems.**
  - **May lose the human touch in your leadership.**



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# PROBLEMS INTRODUCE US TO OURSELVES:

- **Stay close to the people you are leading.**
- **Instead of staying in your office, go to where the people are – team and residents.**
- **Walk slowly through the crowd.**



# PROBLEMS INTRODUCE US TO OURSELVES:

**2. Our plates as leaders will always be filled with problems.**

- **“The hardest thing about milking cows is that they never stay milked.”**
- **“If you can smile whenever anything goes wrong, you are either a nitwit or a repairman.”**



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# PROBLEMS INTRODUCE US TO OURSELVES:

- **Problems are what you deal with every day.**
- **Expecting anything other than that is being unrealistic.**
- **Don't be surprised when problems arise and it's your responsibility to solve them.**



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# PROBLEMS INTRODUCE US TO OURSELVES:

## 3. Pragmatism serves us well as leaders.

- Lead with a patient-persistent mindset.
- Patience develops wisdom.

# PROBLEMS INTRODUCE US TO OURSELVES:

- **Become aware of:**
  - **Your strengths**
  - **Your limitations**
  - **Your emotions**

# PROBLEMS INTRODUCE US TO OURSELVES:

- **The Result:**
  - **Let go of your need to be right and focus on the greater need to do right.**

# PROBLEMS INTRODUCE US TO OURSELVES:

- **Jim Collins:**
  - **“There is a sense of exhilaration that comes from facing head-on the hard truths and saying, “We will not give up. We will never capitulate. It might take a long time, but we will find a way to prevail.”**



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# PROBLEMS INTRODUCE US TO OURSELVES:

**4. Believing there is always an answer is an asset.**

- **Learn and practice mental agility.**
- **Always look for answers.**
- **Always believe you can find them.**
- **Be always convinced that there is more than one solution to your problem.**



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# PROBLEMS INTRODUCE US TO OURSELVES:

## 5. Our actions can make our problems increase in number and size

- When:
  - Lost perspective
  - Gave up on an important personal value
  - Lost sense of humor
  - Felt sorry for self
  - Blamed others for the situation
  - Wished them to go away instead of working for them to go away



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# PROBLEMS INTRODUCE US TO OURSELVES:

- **Learn through errors:**
  - **Take responsibility for addressing the problem**
  - **Take responsibility for your attitude and emotions**
  - **Give your best effort to landing a solution that is good for the team and the organization.**

# PROBLEMS INTRODUCE US TO OTHERS:

- You can learn a lot about others by the way they handle adversity!
- Based on how they react or respond!
- Response is critical.
- People's responses to problems and adversity impact the chemistry of your team and the outcome of their efforts.



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# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO MAKE PROBLEMS WORSE**
  - When they come across a “spark” of a problem:
    - Bucket of gasoline
    - Bucket of water



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# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO MAKE PROBLEMS WORSE**
  - How do the people around you react to the sparks of problems?
  - Are the fire lighters who blow things up?
  - Are they firefighters who calm things down?



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# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO BECOME PROBLEM MAGNETS**
  - Law of Magnetism:
    - “Who you are is who you attract!”



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# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO BECOME PROBLEM MAGNETS**
  - If you're someone who sees nothing but problems, you will get more problems.
  - If you see nothing but possibilities, you receive more possibilities.

# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO BECOME PROBLEM MAGNETS**
  - **The First Law of Holes:**
    - **“When you are in one, stop digging.”**



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# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO BECOME PROBLEM MAGNETS**
  - As a leader, can you help someone to stop being a problem magnet?
  - Can you take the shovel away from them and stop them from digging their own grave professionally?



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# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO GIVE UP IN THE FACE OF PROBLEMS**

- Excuse of “too much” or “too hard” or “not my problem:
- Must be willing to change
- Go from a problem spotter to a problem solver
- Must be willing to take responsibility for finding solutions



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# PROBLEMS INTRODUCE US TO OTHERS:

- **PEOPLE WHO USE PROBLEMS AS STEPPING STONES FOR SUCCESS**
  - Don't see problems as stumbling blocks
  - Spurred on by problems
  - Problem solving is a choice, not a function of circumstance.



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# PROBLEMS INTRODUCE US TO OTHERS (MY TEAM):

- **PEOPLE WHO MAKE PROBLEMS WORSE**
- **PEOPLE WHO BECOME PROBLEM MAGNETS**
- **PEOPLE WHO GIVE UP IN THE FACE OF PROBLEMS**
- **PEOPLE WHO USE PROBLEMS AS STEPPING STONES FOR SUCCESS**



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# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- Albert Einstein said, “In the middle of difficulty lies opportunity.”
- Shift your thinking:
  - From “Is there an answer?” to “There is always an answer” to “There must be a good answer.”

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **1. Recognize a potential problem before it becomes a real problem.**
- **Downsides rarely have an upside unless you are ready for them on the front end.**

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- 2. Get a clear picture of the problem.
- Assumption is the mother of mess ups.
- No problem can be solved until it is reduced to some simple form.
- “The changing of a vague difficulty into a specific, concrete form is an essential element in thinking.” – JP Morgan



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# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- A decision is a choice you make between two or more alternatives.
- A problem is a situation that is counter to your intentions or expectations.
- The first responsibility of a leader is to define reality!

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **3. Ask questions to help you solve problems**
- **Most leaders are too quick to talk and lead, and too slow to ask questions and listen.**



# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **The Information Question:**
  - **Who knows the most about this problem?**

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **The Experience Question:**
  - **Who knows what I need to know?**

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **The Challenge Question:**
  - **Who wants to tackle this problem?**

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **The Magnitude Question:**
  - Who needs to buy in, and how long will it take?

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **The Trust Question:**
  - Have we earned enough trust to make the needed changes?

# PROBLEMS INTRODUCE US TO OPPORTUNITIES:

- **The Personal Question:**
  - **What questions do I need to ask myself?**
    - **Take your own temperature as you deal with problems.**
    - **Self-examination**
    - **Reflection**



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# THE ULTIMATE TEST OF LEADERSHIP:

*CREATING POSITIVE CHANGE*





# CHANGE EXERCISES:

## 1. Intertwine Your Fingers



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# CHANGE EXERCISES:

1. Intertwine Your Fingers
2. Cross Your Arms

# CHANGE IS INEVITABLE!

- **3 Inevitables in Life:**
  - **Death**
  - **Taxes**
  - **Change**



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# CHANGE IS INEVITABLE!

- **Change is Inevitable.**
- **Growth is Optional!**
- **Growth MUST be intentional!**



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# PHASES OF CHANGE:



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# PHASES OF CHANGE:

- **Going Backwards**
  - Decline
  - Survival



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# PHASES OF CHANGE:

- **Going Backwards**
  - Decline
  - Survival
- **Going Nowhere - Status Quo**
  - The Mess We Are In!

# PHASES OF CHANGE:

- **Going Backwards**
  - Decline
  - Survival
- **Going Nowhere - Status Quo**
  - The Mess We Are In!
- **Moving Forward**
  - Anticipation
  - Hope
  - Growth



Question	Not at all	Developing	Proficient
I believe that change is normal and beneficial to an organization.			
I look for ways to understand how my organization is changing and prepare myself mentally for it.			
I see change in my organization as an opportunity for personal growth and a way to break stale routines.			
I'm usually optimistic. I see difficulties as temporary and expect to overcome them.			
I bounce back from setbacks with perseverance and learn from my experience.			
I don't allow myself to become overwhelmed with all of the things on my "to do" list.			
I actively seek ways to incorporate healthy habits to reduce stress and burnout.			

# EXTERNAL VS. INTERNAL FORCES

- What would you do if you really wanted the change to work?
- Risk vs. Reward
- What would you do if you knew failure was not an option?



**LEADS**

# EXTERNAL VS. INTERNAL FORCES

- **The biggest challenge with change is realizing you need to change!**
- **Be a Goldfish!**
- **Focus your mind on the next play. What happened on the last play isn't going to help you in the next play, positive or negative.**



**LEADS**

# VISION AND VALUES

- **Vision does not change**
- **Values do not get compromised**



**LEADS**

# VISION AND VALUES

- **Never lose sight of your WHY!**
  - **Make decisions from your Why**
  - **Values guide your behaviors**



**LEADS**

# VISION: ILLUMINATING THE PATH FORWARD

- **At the heart of successful leadership lies vision, the capacity to envision a future that transcends the present. A leader's vision serves as a guiding light, offering direction and purpose to both the leader and their team. It is the compass that charts the course through uncertainty. But vision alone is insufficient; it must be coupled with a resolute commitment to challenge the status quo.**



**LEADS**

# BELIEVE!

- In order for change to even have a chance of success, you **MUST BELIEVE** that it is possible!



**LEADS**

# LEADING CHANGE CAN BE DIFFICULT:

- **People Feel Awkward and Self-Conscious Doing Something New**
- **People Initially Focus on What They Will Have to Give Up**
  - You have to give up to go up!
- **People Are Afraid of Being Ridiculed**
- **People Personalize Change and May Feel Alone in the Process**
- **How Does Each Member on Your Team React to Change?**



**BRAINSTORMING:**  
***WHAT IDEAS DO YOU HAVE FOR CHANGE  
WITHIN YOUR ORGANIZATION?***

- ORGANIZATION AS A WHOLE
  - IN YOUR DEPARTMENT
  - ON YOUR TEAM
  - IN YOUR ROLE



**LEADS**

# *EXPECT RESISTANCE/PROBLEMS*

- In change:
  - 1/3 in favor
  - 1/3 neutral
  - 1/3 against – nay-sayers
- Focus effort and energy on top 2/3
- Listen to bottom 1/3

# *EXPECT RESISTANCE/PROBLEMS*

- **Some will not agree with the changes**
- **Must rely on your purpose and why!**

# THE LAW OF THE RUBBER BAND

- The Law of the Rubber Band says, “Growth stops when you lose the tension between where you are and where you can be.”
- In John Maxwell’s *15 Laws of Growth*, he says: “True life begins at the end of our comfort zone and we arrive there by stretching.”



LEADS



# THE EXTRA PLUS IN LEADERSHIP:

***ATTITUDE***



# WHO IS A PERSON YOU ADMIRE?

- **The Reasons Why:**

- 1.
- 2.
- 3.

# ATTITUDE:

- The remarkable thing is that we have a choice every day regarding the attitude we will embrace for that day.

— Chuck Swindoll



# WHATEVER IT TAKES – A LEADER'S ATTITUDE

- A leader's attitude must exemplify **resolve, tenacity, focus, determination, and commitment**. It must demonstrate **consistency, see possibilities, and fight for victories during tough times**.



LEADS

# WHATEVER IT TAKES – A LEADER'S ATTITUDE

A leader's attitude must exemplify **resolve, tenacity, focus, determination, and commitment.**

It must demonstrate **consistency, see possibilities, and fight for victories during tough times.**

*As you review this quote,  
what areas are you strong in and  
what areas do you need to improve on?*

# THE ATTITUDE YOU POSSESS CAN EMPOWER OTHERS. HERE'S HOW:

- **Never make excuses.**
- **Create a can-do environment where people are expected to solve their problems.**
- **Model a whatever-it-takes attitude to your team.**
- **Provide training that enables team members to succeed.**
- **Challenge people to take responsibility for their performance.**



**LEADS**

# THE ATTITUDE YOU POSSESS CAN EMPOWER OTHERS. HERE'S HOW:

- Make everyone feel valued and important as part of the team.
- Give solid feedback after team members try to tackle a challenge.
- Celebrate with team members who are succeeding.
- Give people increasing challenges to test their growth and give them wins.



**LEADS**

**“How well am I empowering others?”**

# **ATTITUDE:** TAKE THE BULL BY THE HORNS

**“There is nothing brilliant nor outstanding about my record, except perhaps one thing: I do the things that I believe ought to be done. . . and when I make up my mind to do a thing, I act.”**

**— Theodore Roosevelt**



**LEADS**

# ATTITUDE: KEYS TO SUCCESS

- What do I really want?
- What will it cost?
- Am I willing to pay the price?
- When should I start paying the price?



LEADS

# **ATTITUDE: EXCEED EXPECTATIONS**

**“Wherever I am, whoever I am with, whatever I am doing, and whenever I have an opportunity, I will set the bar of expectations for myself higher than others do for me.”**



**Where in your life, business, relationships, do you need to raise your expectations?**

# **ATTITUDE: NEVER BE SATISFIED**

**It all starts with attitude!**

**What could you improve about your attitude,  
your team, and your business?**



**TO INCREASE YOUR ATTITUDE,  
DEVELOP GRATITUDE .**



**LEADS**

# WHAT ARE FIVE THINGS YOU ARE GRATEFUL FOR RIGHT NOW?

- 1.
- 2.
- 3.
- 4.
- 5.



# THE FOUNDATION OF LEADERSHIP:

***CHARACTER***



**LEADS**



# DISCUSS AT YOUR TABLE

**DO YOU AGREE OR DISAGREE WITH THIS STATEMENT?**

***“THE REALITY IS THAT LEADING OURSELVES IS OFTEN THE MOST DIFFICULT TASK WE FACE EVERY DAY.”***



**LEADS**

**Core Values**

**VIRTUOUS**  
Forgiveness

**Honesty**  
APPRECIATION  
Safety  
BALANCE  
Integrity

**ETHICAL**  
Enthusiastic  
Commitment

**Accomplishment**  
Ownership  
INNOVATION  
Diversity

**UNITY**  
EFFICIENCY  
RISK TAKING  
Gracious

**Generous**  
Achievement

**CONSISTENCY**

**Community**  
QUALITY  
COLLABORATION  
Service Excellence  
TOGETHERNESS  
UNITY  
OPTIMISTIC

**STABILITY**  
Persistent  
Kindness  
Honorable

**Leadership**  
Diplomacy

**Action-Oriented**  
Loyal

**Accountability**

**Diligence**  
Empowerment  
EQUALITY  
PASSION  
Respect

# AM I A HEALTHY LEADER?

What areas of your character do you need to develop?

# CHARACTER VALUE STATEMENTS

## #1: Good Character Builds Strong Trust.

Trust is a risk game. Leaders must be the first ones to ante-up. - Kouzes & Posner



# CHARACTER VALUE STATEMENTS

- **How willing are you to share openly with others about when you have made a mistake? What was the result when you have?**
- **Where do you need to ante-up to build greater trust with your team?**

# CHARACTER VALUE STATEMENTS

- **MISCONCEPTIONS ABOUT TRUST**

- **Trust is “Nice to Have”**
- **Trust is Up to Others**
- **Trust Can Only Grow Slowly**
- **A Single Mistake Automatically Destroys Trust**

# CHARACTER VALUE STATEMENTS

- So much of leadership relies on good character.
- Trust is created through it.
- Talent is protected by it.
- Internal peace is fostered by it.

# CHARACTER VALUE STATEMENTS

- Think of someone you trust the most, what makes them so trustworthy in your eyes?
- How can you protect your character to ensure your leadership effectiveness?
- What do you actively do to develop the trust of others?



# CHARACTER VALUE STATEMENTS

- **#2: Successful Leaders Embrace the Four Dimensions of Character.**
  - **1. Authenticity**
    - **Real, actual; true to one's own personality, spirit, or character**



# CHARACTER VALUE STATEMENTS

- **#2: Successful Leaders Embrace the Four Dimensions of Character.**
  - **2. Self-Management**
    - **We set young leaders up for a fall if we encourage them to envision what they can do before they consider the kind of person they should be. - Ruth Haley Barton**

# CHARACTER VALUE STATEMENTS

## 2. Self-Management

- To keep grounded, ask yourself some questions:
  - Consistency: Am I the same person no matter who I am with?
  - Choices: Do I make decisions that are best for others even when another choice would benefit me?
  - Credit: Am I quick to recognize others for their efforts and contributions to my success?



LEADS

# CHARACTER VALUE STATEMENTS

- **#2: Successful Leaders Embrace the Four Dimensions of Character.**
  - **3. Humility**
    - **The feeling or attitude that you have no special importance that makes you better than others; lack of pride**







# CHARACTER VALUE STATEMENTS

## 3. Humility

- **How do you develop humility?**
  - **Be aware of your own shortcomings, strengths, and limitations**
  - **Recognize and acknowledge the strengths of others**
  - **Be open to learning and adapting from your colleagues**
  - **Work towards putting others' needs before your own**
  - **Be a good listener and ensure others feel heard and understood around you**



# CHARACTER VALUE STATEMENTS

- **3. Humility**
- **How do you develop humility?**
  - **Be appreciative of others and express your gratitude often**
  - **Be open to constructive criticism and feedback**
  - **Own your mistakes**
  - **Continue learning and educating yourself in your career**
  - **Be open to changing, shifting, and adapting, even when it's challenging**





# CHARACTER VALUE STATEMENTS

- **#2: Successful Leaders Embrace the Four Dimensions of Character.**
  - **4. Courage**
    - **the ability to do something difficult even when there's risk**
    - **Courage makes character possible.**
    - **How has adversity shaped your character?**





# CHARACTER VALUE STATEMENTS

- **#2: Successful Leaders Embrace the Four Dimensions of Character.**
  - **1. Authenticity**
  - **2. Self-Management**
  - **3. Humility**
  - **4. Courage**





# CHARACTER VALUE STATEMENTS

- **#3: Character Makes You Bigger on the Inside than on the Outside.**



# CHARACTER VALUE STATEMENTS

## TENSION?

- *The inner voice wants to make you bigger on the inside. The outer voice wants to make you bigger on the outside. The voice you listen to wins the battle. The outer voice encourages you to appear bigger on the outside, often at the expense of who you are on the inside.*



# CHARACTERS WITH TRUE CHARACTER!

- **The Most Wholesome Characters on TV**
- **Television characters don't always have to be evil or melodramatic to be interesting. While watching characters with deep complexities and blurred moral compasses is always fascinating, it's also important to have individuals who are decent and unproblematic. Despite the conflict and circumstances around them, they radiate positivity and stay true to their principles. And, of course, they leave a huge smile on viewers' faces.**
- **WHO IS AT THE TOP OF YOUR LIST?**





# REFLECTION

## *DEVELOPING THE PERSON OF CHARACTER WITHIN YOU*

- **EMBRACE GOOD VALUES**
  - **What are your non-negotiables?**
  - **What lines will you refuse to cross?**
  - **What will you stand for?**





**APPLICATION:**  
***DEVELOPING THE PERSON OF  
CHARACTER WITHIN YOU***

**VALUE PEOPLE**

**What can you do every day to express value to another person, especially to *people you don't have an affinity for or don't especially like?***



# THE EXPANSION OF LEADERSHIP:

*PERSONAL GROWTH*



# WHAT DO YOU THINK ABOUT:

**What do you spend the most time thinking about:**

**Yesterday,**

**Today,**

**or**

**Tomorrow?**

**Why is that?**



**LEADS**

# WHAT DO YOU THINK:

**How has your capacity to grow  
affected your capacity to lead?**



**LEADS**

# GROWTH MATTERS:

## 1. Growth is the Only Guarantee That Tomorrow Will Get Better

*What do you need to learn, unlearn and relearn to make tomorrow better than today?*



**LEADS**



# GROWTH MATTERS:

## 1. Growth is the Only Guarantee That Tomorrow Will Get Better

*When did you see doors open up due to you growing personally?*



**LEADS**

# GROWTH MATTERS:

## 1. Growth is the Only Guarantee That Tomorrow Will Get Better

*How can this create momentum in your life/business?*

*A growth habit strengthens hope.  
Growth sustained over time realizes hope.*



**LEADS**

# GROWTH MATTERS:

## 1. Growth is the Only Guarantee That Tomorrow Will Get Better

When have you seen the greatest change in your life?

What were the contributing factors to this?



# GROWTH MATTERS:

## 2. Growth Means Change

*“Every level of growth calls for a new level of change.” Gerald Brooks*

*Where have you had to face a new challenge with a new level of growth?*



**LEADS**

# GROWTH MATTERS:

## 2. Growth Means Change

*“The illiterate of the future are not those who cannot read or write, but those who cannot learn, unlearn and relearn.” Herbert Gerjuoy*

*Can you describe a time when you practiced the learn, unlearn, and relearn in your personal growth?*

# GROWTH MATTERS:

**3. Growth is the Great Separator Between Those Who Succeed and Those Who Don't**



**LEADS**

# GROWTH MATTERS:

## 3. Growth is the Great Separator Between Those Who Succeed and Those Who Don't

Discuss whether you agree or disagree with this statement:

*Growth's highest reward is not what we get from it, but what we become because of it.*



**LEADS**

# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>



**LEADS**



# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	



**LEADS**

# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey



# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey
Motivates people	



# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey
Motivates people	Matures people



# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey
Motivates people	Matures people
Goals are seasonal	



# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey
Motivates people	Matures people
Goals are seasonal	Growth is lifelong



# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey
Motivates people	Matures people
Goals are seasonal	Growth is lifelong
Challenges people	



**LEADS**

# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey
Motivates people	Matures people
Goals are seasonal	Growth is lifelong
Challenges people	Changes people



**LEADS**



# GROWTH MATTERS:

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Focus is on a destination	Focus is on the journey
Motivates people	Matures people
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Challenges people	Changes people
When the goal is reached, we stop	



# GROWTH MATTERS:

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Focus is on a destination	Focus is on the journey
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When the goal is reached, we stop	When the goal is reached, we keep growing



# GROWTH MATTERS:

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Focus is on a destination	Focus is on the journey
Motivates people	Matures people
Goals are seasonal	Growth is lifelong
Challenges people	Changes people
When the goal is reached, we stop	When the goal is reached, we keep growing
Goal Question: How long will this take?	



# GROWTH MATTERS:

<b>Goal Conscious</b>	<b>Growth Conscious</b>
Focus is on a destination	Focus is on the journey
Motivates people	Matures people
Goals are seasonal	Growth is lifelong
Challenges people	Changes people
When the goal is reached, we stop	When the goal is reached, we keep growing
Goal Question: How long will this take?	Growth Question: How far can I go?



# GROWTH MATTERS:

## 4. For Growth to Be Maximized, It Must Be Strategic

### *Big Picture: Where do You Need to Focus Your Growth?*

What constitutes your big picture? Where do you want to go?

What are the strengths you can develop?

What choices can you make in foundational areas that will improve you?

What core values do you need to include in your growth process?



**LEADS**

# GROWTH MATTERS:

## 4. For Growth to Be Maximized, It Must Be Strategic

*Measurement: How Can You Measure and Affect Your Growth?*

Who has stretched you?  
What has stretched you?

# GROWTH MATTERS:

## 4. For Growth to Be Maximized, It Must Be Strategic

*Consistency: How Can You Grow Daily?*

What is your Rule of 5 for your personal growth?



**LEADS**

# GROWTH MATTERS:

## 4. For Growth to Be Maximized, It Must Be Strategic

*Application: Can You Act on it?*



**LEADS**



# DEVELOP A SPECIFIC GROWTH PLAN FOR YOURSELF:

**Big Picture:** Where do I need to focus my growth?

**Measurement:** How can I measure and affect my growth?

**Consistency:** How can I grow daily?

**Application:** Can I act on it?

# Developing the Leader within You Self-Assessment

## Developing the Leader within You Self-Assessment

Area of Leadership	Not Present	Needs to Improve	Average	Above Average	A Strength
Influence					
Priorities					
Character					
Creating Positive Change					
Problem Solving					
Attitude					
Serving People					
Vision					
Self-Discipline					
Personal Growth					



JOHN C.  
MAXWELL

*New York Times* Bestselling Author of *The 21 Irrefutable Laws of Leadership*



DEVELOPING  
the LEADERS  
AROUND YOU

HOW TO HELP OTHERS  
REACH THEIR FULL POTENTIAL



# DEVELOPING THE LEADERS AROUND YOU

## MASTERMIND PARTICIPANT GUIDE



HOW ARE YOU  
DEVELOPING THE LEADERS  
AROUND YOU?



***“A leader is great, not because of his or her power, but because of his or her ability to empower others.”***



**LEADS**

# THE LEADER'S KEY QUESTION:

AM I RAISING UP  
POTENTIAL LEADERS?





# AM I RAISING UP POTENTIAL LEADERS?

**Great leaders—the truly successful ones who are in the top 1 percent—all have one thing in common:**

**They know that acquiring and keeping good people is a leader's most important task.**

# AM I RAISING UP POTENTIAL LEADERS?

**With that in mind, the most essential message  
is this:**

**You can't do it alone.**

# AM I RAISING UP POTENTIAL LEADERS?

**Those closest to a leader will determine the magnitude of his or her success, and this is why a leader must take responsibility for training and equipping a core group of leaders. An organization's growth depends upon the growth of its personnel, and the more people you lead, the more leaders you need. Successful leaders maximize the abilities of those they supervise, and empower them to exercise their influence for the benefit of the organization.**



# THE LEADER'S TOUGHEST CHALLENGE:

CREATING A CLIMATE FOR  
POTENTIAL LEADERS



# CREATING A CLIMATE FOR POTENTIAL LEADERS

**When you believe in a person's ability, you will create an atmosphere that makes it easier for them to succeed.**

# CREATING A CLIMATE FOR POTENTIAL LEADERS

**The difference between a winning, positive growth climate and a losing, negative growth climate is momentum.**

**Momentum is the greatest of all change agents.**

# CREATING A CLIMATE FOR POTENTIAL LEADERS

**Leaders must be environmental change agents. To create an environment in which leaders thrive, be more like a thermostat – actively setting the temperature, and less like a thermometer – passively recording the temperature that has already been established. Active leaders are intentional about making their company attractive to potential leaders.**





# THE LEADER'S PRIMARY RESPONSIBILITY:

IDENTIFYING POTENTIAL LEADERS

# IDENTIFYING POTENTIAL LEADERS

The key to hiring the right people depends on your ability to:

(1) see the big picture, and

(2) judge

potential leaders during the selection process

# IDENTIFYING POTENTIAL LEADERS

**The ability to identify the right people for your team or organization is the most important strength a leader can have. Like a coach of a major team, drafting (selecting) the right players (potential leaders) is key to the future success of your franchise (organization).**

# IDENTIFYING POTENTIAL LEADERS

**Hiring needs to be done strategically. Once you have made your choice, you are committing to that person, so choose wisely.**

# IDENTIFYING POTENTIAL LEADERS

**When developing leaders, it helps to start with high-potential performers. When evaluating prospective leaders, pay attention to their track record of influence. Look at the path they've traveled and examine the history of their working relationships. Evaluate the person's character, level of confidence, attitude, and initiative. By scrutinizing potential leaders up front and selecting the cream of the crop, you increase the odds of developing first-rate leaders.**



# THE LEADER'S CRUCIAL TASK:

## NURTURING POTENTIAL LEADERS





# NURTURING POTENTIAL LEADERS

**To nurture potential leaders, give them your BEST:**

**Believe in them.**

**Encourage them.**

**Share with them.**

**Trust them.**

# NURTURING POTENTIAL LEADERS

**Nurturing leaders has the ability to change a person's life, as it creates a strong emotional and professional foundation that supports and draws out members of your staff or team who have leadership potential.**

# NURTURING POTENTIAL LEADERS

**The nurturing process involves more than just encouragement, it also includes modeling.**

# NURTURING POTENTIAL LEADERS

**Nurturing leaders learn the needs of those they lead and genuinely attempt to provide for them. However, before leaders can be nurturers, they first must build trust by offering time, respect, and unconditional positive regard to potential leaders.**

# NURTURING POTENTIAL LEADERS

**In addition, nurturers understand that people tend to grow according to their leader's expectations. For this reason, nurturers believe the best about those they lead.**



# THE LEADER'S DAILY REQUIREMENT:

EQUIPPING POTENTIAL LEADERS



# EQUIPPING POTENTIAL LEADERS

**An equipper is:**



# EQUIPPING POTENTIAL LEADERS

An equipper is:

**A Model.** The most effective way to equip others is to model the leadership you want them to duplicate. As a model, you do the job well and with consistency.

# EQUIPPING POTENTIAL LEADERS

An equipper is:

**A Mentor.** Be an advisor who has the vision of the organization and who makes your experience available for potential leaders to draw upon.

# EQUIPPING POTENTIAL LEADERS

An equipper is:

**An Empowerer.** Instill in others the desire and ability to carry out the vision. Lead, teach and assess the progress of your leaders.

# EQUIPPING POTENTIAL LEADERS

**Equipping happens best in the context of a personal relationship in which the equipper expresses a genuine interest in the potential leader. Once the equipper connects at the heart level, then it becomes easy to share the tools and knowledge needed to do the job.**

# EQUIPPING POTENTIAL LEADERS

**Equipping is an ongoing process of preparation that teaches people how to think like leaders and how to see from a leader's vantage point. The ideal equipper imparts the vision of the work, evaluates the potential leader, and provides the tools needed to begin the journey.**



# THE LEADER'S LIFELONG COMMITMENT:

## DEVELOPING POTENTIAL LEADERS



# DEVELOPING POTENTIAL LEADERS

**The growth and development of people is the highest calling of leadership. Only the top 1% of leaders go above and beyond to develop leaders so they can reach their potential.**



# DEVELOPING POTENTIAL LEADERS

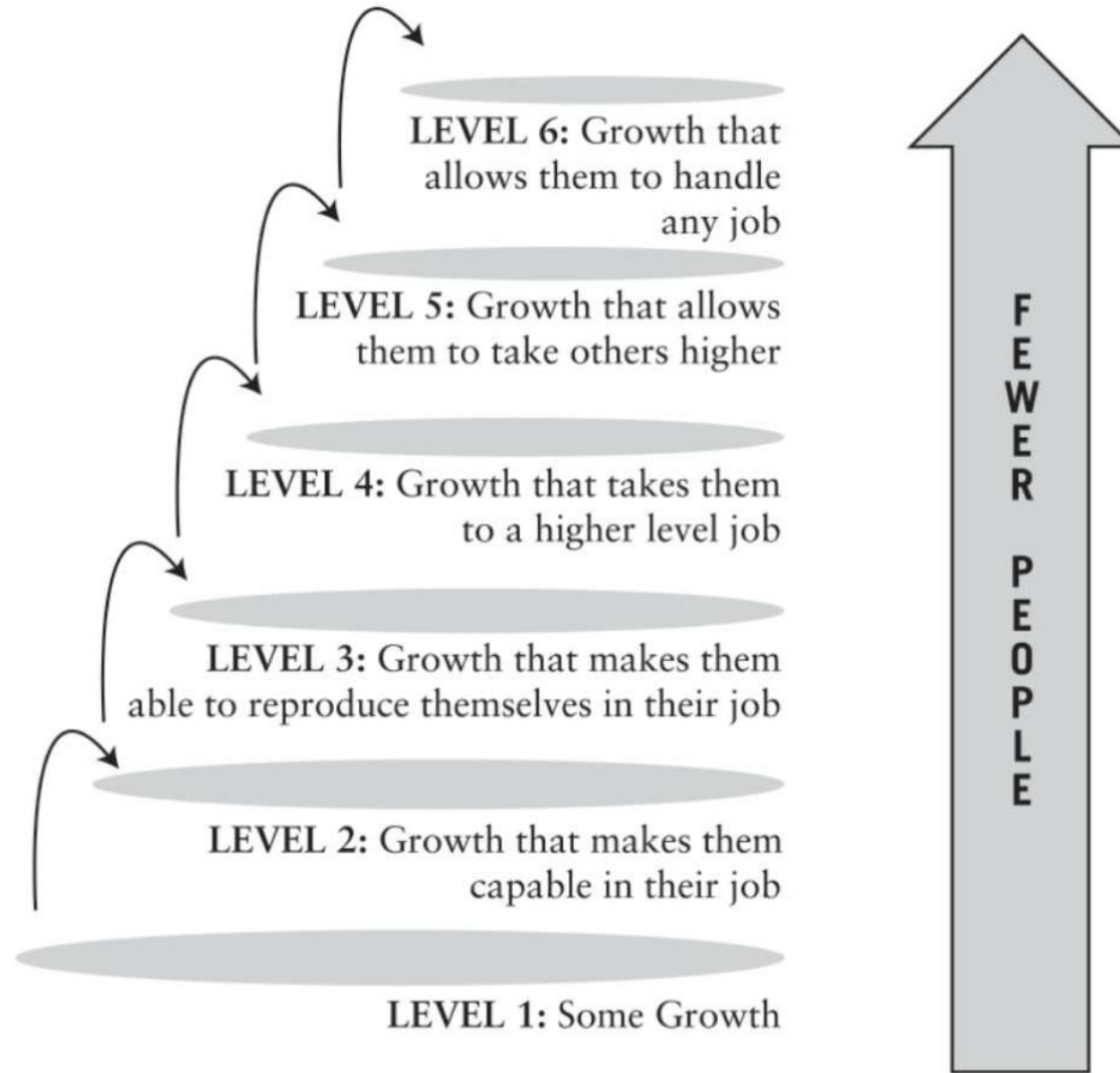
**Developing others is hard work and requires a commitment of time, money and attention. Living, breathing human beings require continual attention. And development takes more attention and commitment than nurturing or equipping.**

# DEVELOPING POTENTIAL LEADERS

**Because the development of leaders requires time, attention and commitment, you will only be able to work with a few people at a time. Nurture and equip many, but develop only a few – the few who are ready and willing - your top 20%**

# DEVELOPING POTENTIAL LEADERS

**The development process draws out a potential leader's best qualities, shapes their character, and helps them discover and reach their potential.**



<b>Nurturing</b>	<b>Equipping</b>	<b>Developing</b>
<b>Care</b>	<b>Training for Work</b>	<b>Training for Personal Growth</b>
<b>Focus is on Need</b>	<b>Focus is on Task</b>	<b>Focus is on Person</b>
<b>Relational</b>	<b>Transactional</b>	<b>Transformational</b>
<b>Service</b>	<b>Management</b>	<b>Leadership</b>
<b>Maintains Leadership</b>	<b>Adds Leadership</b>	<b>Multiplies Leadership</b>
<b>Establishing</b>	<b>Releasing</b>	<b>Empowering</b>
<b>Helping</b>	<b>Teaching</b>	<b>Mentoring</b>
<b>Need-Oriented</b>	<b>Skill-Oriented</b>	<b>Character-Oriented</b>
<b>What They Want</b>	<b>What Organization Needs</b>	<b>What They Need</b>
<b>A Desire</b>	<b>A Science</b>	<b>An Art</b>
<b>Little or No Growth</b>	<b>Short-Term Growth</b>	<b>Long-Term Growth</b>
<b>All</b>	<b>Many</b>	<b>Few</b>



# THE LEADER'S FINEST HOUR:

REALIZING VALUE TO AND FROM LEADERS



# REALIZING VALUE TO AND FROM LEADERS

**Both developed leaders (your team members) and the people who develop them (you) have received a lot of help to achieve success.**



# REALIZING VALUE TO AND FROM LEADERS

**Adding value to a person is much more than personal promotion or organizational improvement. It is the enrichment of a person's quality of life – the expansion of their life purpose and capabilities.**

# REALIZING VALUE TO AND FROM LEADERS

**This is the ultimate reward of being developed; and you, as the developer, get to participate in that reward. People development is life-changing for everyone involved.**

# REALIZING VALUE TO AND FROM LEADERS

**In the development process, adding value is a mutual benefit.**

# REALIZING VALUE TO AND FROM LEADERS

People of influence seek to add value to the potential leaders around them. This happens by placing belief in them, giving encouragement, empowering them, and inviting them into something greater than themselves.

# REALIZING VALUE TO AND FROM LEADERS

**One of the greatest rewards of adding value to potential leaders is that it comes back to you multiplied. In the long run, when you give to others and enrich their lives by adding value to them, your life is enriched as well.**

# REALIZING VALUE TO AND FROM LEADERS

**Where can you start to add value to others?**





# DEVELOPING THE LEADERS AROUND YOU

## MASTERMIND PARTICIPANT GUIDE



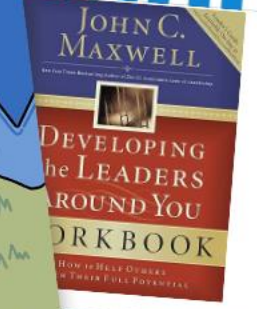
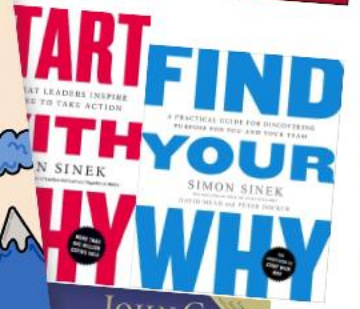
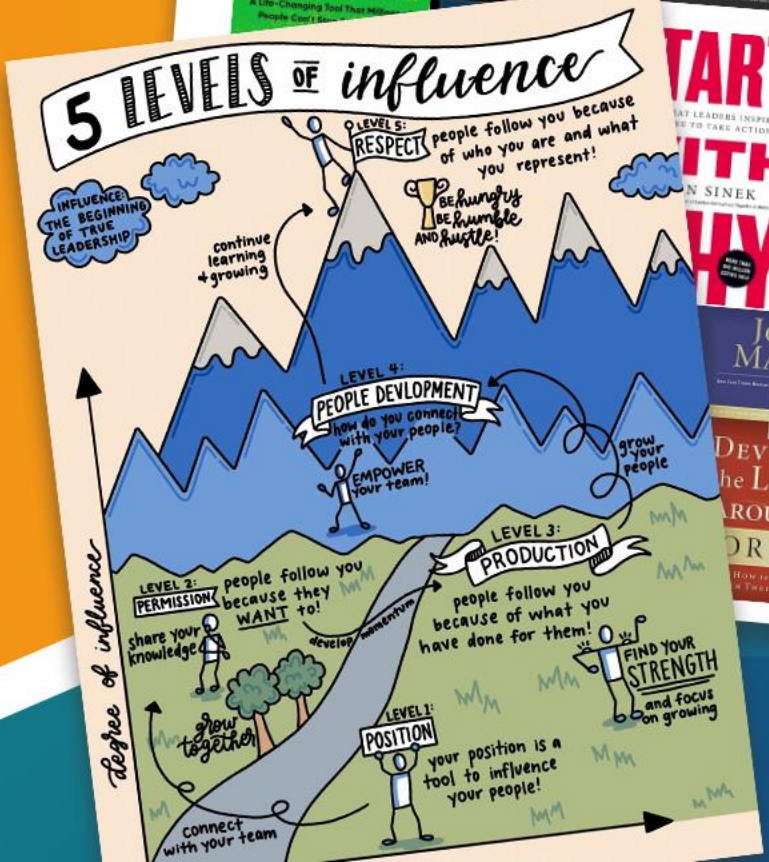
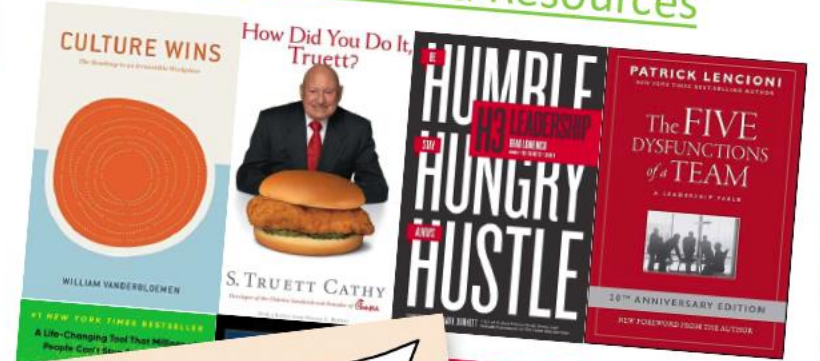


# GET FREE RESOURCES

SCAN  
CODE  
▶▶▶▶



## Recommended Resources



**LET'S WORK  
Together.**



**BILL KEEL**



**LEADS**

HOME

SERVICES

ABOUT

For More Information or Questions:

[www.BKLeads.me](http://www.BKLeads.me)

**(828)329-7963**

[bkleadershipcoach@gmail.com](mailto:bkleadershipcoach@gmail.com)



Or SCAN:



# HELPING LEADERS MOVE FORWARD

ONE STEP ■ ONE LEVEL ■ ONE LEAP AT A TIME

**FREE DISC ASSESSMENT**



**Individual & Group Leadership Coaching ■ Speaking ■ Teaching ■ Training ■ Masterminds**