LEADER DEVELOPMENT
(air slide)
ATTITUDE

BEHAVIOR

INFLUENCE

OUTCOMES
ATTITUDE

☆ Three Types of People

☆ Chic-fil-A
BEHAVIOR
INDIVIDUAL/COLLECTIVE

* CONSTRAINTS.... D.L. MOODY & AMELIA

* IGNITION & DEEP PRACTICE

* TWO QUESTIONS....
5 FLAWS OF LEADERSHIP
(30 K SURVEY)
CULTURE

THE GOLD STANDARD
INFLUENCE

• Character

• Competency

• Chemistry
OUTCOMES

Competitive Advantage ?
LEADERSHIP IS ____.

Leadership... Behaviors that Influence others to produce Outcomes!
LEVEL 5 LEADERS
PERSONAL HUMILITY

🌟 Compelling Modesty, Never Boastful, Shunning Public Adulation

🌟 Acts with Quiet, Calm Determination-- Relies on Inspired Standards to Motivate

🌟 Channels Ambition into the Company, Not Self

🌟 Sets up Successors for Even More Greatness in Next Generation

🌟 Looks in the Mirror, Not out the Window to Apportion Responsibility for Poor Results, Never Blaming Other People, External Factors, or Bad Luck.
PROFESSIONAL WILL

* Creates Superb Results

* Demonstrates an Unwavering Resolve to Do Whatever Must be Done to Produce the Best Long-Term Results, No Matter How Difficult.

* Sets the Standard of Building an Enduring Great Company and Will Settle For Nothing Less

* Looks out the Window, Not in the Mirror, to Apportion Credit for the Success of the Company-- to Other People, External Factors, and Good Luck.
TEAMWORK

SUPER BOWL
FIRST TEAM
A CASE FOR TEAMWORK
The One Sustainable Competitive Advantage!

JIM COLLINS IN "HOW THE MIGHTY FALL"...

"The best leaders we've studied had a peculiar genius for BUILDING AN EXECUTIVE TEAM and CRAFTING A CULTURE based on CORE VALUES. A great leader can't guarantee success by himself or herself, he or she must build a great team. But a poor leader can take down a company all by themselves."
5 DYSFUNCTIONS OF A TEAM

Inattention to RESULTS (Ego & Status)

Avoidance of ACCOUNTABILITY (Low Stds)

Lack of COMMITMENT (Ambiguity)

Fear of CONFLICT (Artificial Harmony)

Absence of TRUST (Invulnerability)
GROUP EXERCISE

* Rate Your Team On the Pyramid....
BIG 4 OF LEADERSHIP
DEVELOPMENT APPROACHES

COGNITIVE CLASSROOM APPROACH

THAYER APPROACH

CRAFTSMAN/APPRENTICE APPROACH
SECRET
NEVER WORK ALONE...

Whenever you do anything you want to pass along, take someone with you!
LEADERSHIP TRUTHS
Constraints
Debate: Strengths vs Constraints

► Play to your strengths?

► Break your constraints?
CONSTRAINT

• A Constraint is anything that holds you or the people you influence back.

• What is your Constraint?
The 5 Laws of Personal Constraints

• We All Have Personal Constraints
• You Can’t Rise Above the Constraints You Won’t Address
• Personal Constraints Are Role Specific
• Personal Constraints Play Themselves Out In Every Area of Your Life
• Those With the Least Personal Constraints…WIN!
What is the #1 constraint holding you back?

- **Group 1:** They don’t know.
- **Group 2:** They know… but they’re wrong.
- **Group 3:** They know, and they’re right… but they don’t have a plan.
- **Group 4:** They know, they’re right, and they have a plan.
Flippen 360 Profile

(1 in 1.2 million differentiation root causes custom plan)

Scale Overview

This page provides an overall summary of your scores on each scale. Focus on overall trends and insights as opposed to overanalyzing a given score or a particular scale.

1. need for achievement
2. need to engage in nurturing behaviors
3. critical thought process
4. self-confidence
5. self-critical
6. desire for encouragement and emotional support
7. need for dominance
8. willingness to defer
9. self-control
10. aggressiveness / competitiveness
11. need for order and structure
12. need for change and variety
High Achievement?
High & Low Achievement?
Low Self-Control Tattoo?

Sweet Pee
High Critical Thought Process?

WHY ISN'T THIS MAN SMILING?

HE'S A TRAVELER. HE'LL TAKE IT THROUGH THE SNOW, THROUGH THE DROUGHT, THROUGH THE FLOOD.

RAISED BY A HARD FATHER, JIM LEYLAND DOES THE IMPOSSIBLE BY BEING IMPOSSIBLE TO PLEASE

HE DOESN'T SLEEP. HE GOES THROUGH COFFEE AND CIGARETTES.

WE'LL PLAY TO OUR DEATH FOR THIS GUY
High Self-Confidence?

Song Lyrics:
“this is why I'm hot
this is why I'm hot
this is why, this is why, this is why I'm hot
this is why I'm hot
this is why, this is why, this is why I'm hot
I'm hot 'cause I'm fly, you ain't cause you not
this is why, this is why, this is why I'm hot
I'm hot 'cause I'm fly, you ain't cause you not
this is why, this is why, this is why I'm hot
this is why, this is why, this is why I'm hot...”
Low Self-Critical?
High Aggressiveness?
Low Need for Order & Structure?
Low Need for Order & Structure?
Low Need for Order & Structure?
The following slides are shown with full permission
Low Need for Order & Structure?
Low Need for Order & Structure?
The Flippen 360 Profile

Guess the Scale/Constraint:

“It’s my way or the highway.”

1. need for achievement
2. need to nurture
3. critical thought process
4. self-confidence
5. self-critical
6. desire for encouragement
7. need for dominance
8. willingness to defer
9. self-control
10. aggressiveness/competitiveness
11. need for order and structure
12. need for change and variety
The Flippen 360 Profile

Guess the Scale/Constraint:

“I prefer hugs to handshakes.”

1. need for achievement
2. need to nurture
3. critical thought process
4. self-confidence
5. self-critical
6. desire for encouragement
7. need for dominance
8. willingness to defer
9. self-control
10. aggressiveness/competitiveness
11. need for order and structure
12. need for change and variety
The Flippen 360 Profile

Guess the Scale/Constraint:

“Where are my keys?”

1. need for achievement
2. need to nurture
3. critical thought process
4. self-confidence
5. self-critical
6. desire for encouragement
7. need for dominance
8. willingness to defer
9. self-control
10. aggressiveness/competitiveness
11. need for order and structure
12. need for change and variety
The Flippen 360 Profile

Guess the Scale/Constraint:

“"I get things started but I get distracted."”

1. need for achievement
2. need to nurture
3. critical thought process
4. self-confidence
5. self-critical
6. desire for encouragement
7. need for dominance
8. willingness to defer
9. self-control
10. aggressiveness/competitiveness
11. need for order and structure
12. need for change and variety
The Flippen 360 Profile

Guess the Scale/Constraint:

“Why can’t people get it right?”

1. need for achievement
2. need to nurture
3. critical thought process
4. self-confidence
5. self-critical
6. desire for encouragement
7. need for dominance
8. willingness to defer
9. self-control
10. aggressiveness/competitiveness
11. need for order and structure
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The Flippen 360 Profile

Guess the Scale/Constraint:

“I may be wrong but I’m never in doubt.”

1. need for achievement
2. need to nurture
3. critical thought process
4. self-confidence
5. self-critical
6. desire for encouragement
7. need for dominance
8. willingness to defer
9. self-control
10. aggressiveness/competitiveness
11. need for order and structure
12. need for change and variety
The Flippen 360 Profile

Guess the Scale/Constraint:

“I’m ok with spontaneity, so let’s put some on the calendar.”

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YOUR CONSTRAINT?