



# LEAD *with* PURPOSE

White Paper rev 3.22

The goal of Lead With Purpose is to help you become intentional in how you develop as a leader, positively influence others and how to best serve others. Your influence grows alongside your commitment and ability to create superb relationships and add value to the lives of those you lead or influence. You will enjoy the practical and personal application of principles for inspiring, motivating, and influencing others and developing your own potential.

In Lead With Purpose discover how to improve influence by:

- Building trust through personal integrity.
- Identifying and solving problems and preventing their recurrence.
- Prioritizing (it's not how hard you work, but how smart you work).
- Developing future successors.
- Challenging and inspiring your team for results.
- Defining and articulating a compelling vision (or contagious dream) for your organization or team.

Lead With Purpose will help you identify and build on the effective skills and qualities you already possess. It will also allow you to identify new skills, and change existing skills and qualities you may decide are not very effective. All the while equipping you to achieve positive change in the life of your organization through effective, visionary leadership.

We subscribe to a fundamental principle: You reproduce who you are. So we ask this question – “do you want more of you?”

We focus on the two areas that make up a leader. We refer to these two areas as:

- *Life Above the Waterline* – Symbolizes the head of the leader and focuses on the strategies, skills, and methods of a leader.
- *Life Below the Waterline* - Symbolizes the heart of a leader and focuses in on his/her character.



*Trouble comes* for a leader when the head or the persona of a leader leads and their character follows. Real success in leadership takes place when a leader's character leads and their persona follows.

We use a sailing metaphor to explain our approach. Below the Waterline is the keel of the sailboat. Without the proper keel, the sailboat is in trouble right from the start, although you may not realize it as long as the conditions are perfect. Conversely, the deeper and better designed the keel is, the more stable and seaworthy the sailboat is, regardless of conditions. This may seem less important during the calm, but it will be of utmost importance when storms come.

## LIFE BELOW THE WATERLINE

Life Below the Waterline is of paramount importance. If this isn't "right", trust will not be built; people will question motive, and commitment will be conditional and half-hearted. In *Below the Waterline* we will talk about:

### 1. Being Authentic

The word "authentic" conjures up all sorts of ideas and pictures. What does authenticity really look like? It is being real, the same person in every circumstance. Authentic people live consistently in alignment with what they believe – whatever they believe; they have congruency.

It includes being a person of integrity. According to Webster, integrity is: "the state of being complete, unified." When one has integrity, their words and their deeds match up.

It includes being a person defined by our values. We have thought about, understand and can articulate what is really important to us. And beyond that, our actions and decisions consistently reflect our values.

*Ideally* it includes being a person of the highest ethical standards. We personally hold ourselves accountable to only doing what is honest and fair. We only do things that have, after thoughtful analysis, the very best possible outcome for all involved.

It allows room for other people to be authentic. Authentic people aren't trying to persuade or manipulate others to "their side", rather, they are comfortable with who they are and are not threatened by others with differing opinions and views.

You can be an authentically dishonest and cantankerous individual. We are not shooting for perfection, however, we do want to raise the bar.



## *Why is authenticity important to your business?*

It is important because it allows you to become trustworthy to others. If people don't believe the messenger they will not believe the message. You will not be effective long term and create an honorable legacy without it.

## 2. Being Vulnerable

Vulnerability is being honest with your thoughts and feelings, being open with your doubts and fears about an idea, an associate's performance, or your own performance, and being able to admit mistakes openly.

Being vulnerable frees us from the need to control and allows us to be truly dependent on others. You don't really succeed at anything in an organization by yourself. By taking the risk of being open, others on your team are more likely to take a similar risk. Your wins are greater and more frequent, and you experience new levels of loyalty and commitment.

Choosing to be vulnerable is a risk. Not everyone will respond in kind. Not everyone will be kind. Most however, will respond with openness, appreciation and respect. It allows people to see you as human and frees you up from ridiculous expectations that no one can live up to.

Vulnerability is an expression of humility, a long sought after and not often found quality in leadership today. People will follow humility, mixed with strength.

## *Why is vulnerability important to your business?*

When leadership expresses vulnerability, it makes you real to those you influence. It empowers you to lead from who you really are and not who you would like people to think you are. It removes the self-imposed restraints of unrealistic expectations.

## 3. Being Present

Being present is the conscious act of being fully engaged, focused and attentive, one person at a time. It is giving each person your undivided attention in a truly thoughtful and meaningful way.

This is a skill; make no mistake about it. However, when you master this skill you make significant progress in your ability to positively influence and lead others. There is no higher acknowledgment or act that says, "you are important to me" than being present. It is very esteeming for the people who are receiving your attention. When it is "authentic" it is powerful in garnering your people's trust.

Being present will challenge you on many levels; however, it's worth the investment! Being present takes time, but not as you may traditionally think. A skilled, focused and authentic 60-second interaction of "being present" can reap rewards

exponentially greater than your investment. Is there any better investment than in your people? Is there any better investment than garnering the respect and appreciation of those you influence?

*Why is being present important to your business?*

When you are present, as a leader, your ability to influence people increases exponentially because it says – more than anything else – that you care! And as Dale Carnegie aptly quoted: People don't care how much you know, until they know how much you care.

#### 4. Being Courageous

Being courageous is having the mental and moral strength to stand for what you believe in as a leader, and to clearly articulate who you are as a leader. It is the fortitude to persevere in the midst of being misunderstood, and resolve in the face of difficulty and opposition to stay true to your ideas.

In being courageous we identify a personal creed for your leadership. We help you define what leadership is to you and how you act upon it. We are helping leaders and potential leaders to begin to solidify the reason they lead (or want to), how they lead and what they will accomplish with their leadership.

*Why is being courageous important to your business?*

Without leadership courage there is an unsettled state; like a wave in the sea being tossed back and forth by the wind – you waver back and forth. With the presence of leadership courage, we are stable and confident because we are anchored to a core set of principles we subscribe to as a leader. Being courageous allows us, in the midst of a storm, to set our sail and trust the course when the “way” may not be clear.

#### **LIFE ABOVE THE WATERLINE**

Once we have given proper importance and time to Below the Waterline – the character, or the “keel” of the leader, and established good ballast, we can safely turn our attention to Above the Waterline. This is the process of developing or refining critical leadership skills to help you effectively lead and influence your people at a tactical level.

In Above the Waterline, we focus on four specific areas because our goal is how you properly and positively influence and develop those you lead.



By developing the skill of prioritizing, you are able to discern what is truly important and focus your effort and your energy on those things. This allows you to put your precious time and effort into the people with the most potential and it will give you additional time to attend to the Below the Waterline activities.

The quickest way to influence people is to *help* them solve a problem. When you are the object they attach to their problems going away, you move the needle significantly in gaining their support and loyalty. Additionally it is a critical leadership skill. It has been said that 90% of what we do as leaders could be done by anyone with a high school education. It's the other 10% that you are paid for – the ability to solve problems.

Finally, in the end you have only been successful as a leader when you have developed a good bench and created your own successor. This is your obligation to the people you lead or influence and to the organization. People development must be one of your highest priorities as a leader.

### 1. Priorities – 80/20 Principle

This is what separates leaders from followers. Managers only think about doing things right where leaders think about doing the right things. The 80/20 Principle is about helping people identify and focus effort on the few things that make a difference. The goal is for you to *think* 80/20, which will allow you to focus on the *vital few* versus the *trivial many*.

Without priorities you don't know what has the most value, so you tend to value everything about the same – which means you have a disaster every hour. How do people act that value everything the same? The smallest detail that goes wrong throws their entire day off. Or worse, they spend all their time working on something that should not have been done in the first place. If everything is of equal value, then every disaster is of equal consequence and equal pressure. Your ability to continually sort out your priorities, so you can concentrate your time and energy on worthwhile goals is critical as a leader.

### 2. Problem Solving

The skill of problem solving is one of analysis, creativity and discipline. When you are able to effectively solve problems, your value to the organization increases. More importantly, however, is what happens to the perception of those you influence. The great leaders of our time in business, politics, etc., were a lot of different things, not the least of which was problem solvers. We all look upon someone with respect and admiration when they “figure it out”.

When you sit down with your people and through creative problem solving, “figure it out,” your value to them goes up significantly. Additionally, you teach skills that will avert potential problems you would have had to deal with in the future. When you help people solve problems and you teach them the skills, you are empowering them to be more responsible and accountable.

Problem solving is analysis because it requires your critical thinking skills to understand the entire problem. It requires creativity, because outside of the box thinking leads to innovation. And it requires discipline to follow the plan you create to solve the problem.

### 3. People Development

There is something much more important and scarce than ability: It is the ability to recognize ability.

“Men are developed the same way gold is mined. Several tons of dirt must be moved to get an ounce of gold. But you don’t go into the mine looking for dirt, you go in looking for gold.” – Dale Carnegie.

Most leaders have weaknesses as well as strengths, so how do you spot a leader? Since every leader is different, they can be recognized because somehow or another his/her people consistently demonstrate superior performance.

A leader (influencer) is great, not because of his or her power, but because of the ability to bring out the best in others. In order to be a success, a leader must have a successor. This is where long-range growth occurs. Your commitment to developing leaders will ensure ongoing growth to the organization.

### 4. Vision – Charting the course

We have talked about Below the Waterline and Above the Waterline. We have introduced this in the context of a sailboat. But what good is a boat without some place to go? What good is a captain without a course? Vision is the final component to Leading With Purpose.

A vision is an ideal and unique image of the future for the common good. It is a statement of destination, of the ends of our labor.

The most important role of vision in organizational life is to give focus to human energy. As a leader, you must envision the future and then create conditions for others to build common vision together – one based on ideal and unique images of a common future. – *The Leadership Challenge*

It is important to have a full understanding of leadership; the responsibilities and the breadth of leadership before you are really able to develop a vision *from* your leadership.

This is the opportunity to “set your course” so to speak, by developing your vision based on your new awareness and understanding of leadership. It is energizing and motivating and sends you off inspired and focused.

## Summary

In summary, Lead With Purpose focuses on the human side of leadership; what is necessary to help you get outstanding sustainable results long term from those you lead and influence – with integrity. Lead With Purpose helps you discover your “why” for leading and helps you develop your “how” to lead. This program is designed to create behavioral change where necessary, by acting upon a predetermined and purposeful picture of leadership.

Leadership is an ongoing and never-ending process of learning, discovery, application and growth. We believe you will find Lead With Purpose is a valuable tool in that journey.