

10<sup>th</sup>  
Anniversary  
Edition

# The Secret

What Great Leaders Know and Do

Field Guide and Workbook

Mark Miller<sup>and</sup>  
Randy Gravitt

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Over 500,000 Copies of *The Secret* Sold



**INTEGREAT LEADERSHIP**  
WITH RANDY GRAVITT

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Printed in the United States of America.

Printing Information  
Walton Press, Inc.  
402 Mayfield Drive  
Monroe, GA 30655

Tel: 1-800-354-0235  
[www.WaltonPress.com](http://www.WaltonPress.com)

ISBN 978-0-692-75140-452995

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At the risk of repeating the Acknowledgements from the book, *The Secret*, we must take a moment and thank the following men and women again, for their thought leadership and hard work more than a decade ago when the original SERVE model was created.

The first people we want to thank are those who helped create the SERVE model for Chick-fil-A. They are **LEE BURN, MARK CONKLIN, CYNTHIA CORNOG, PHIL ORAZI**, and **TIM TASSOPOULOS**. Their insight, diligence, and hard work were the catalyst for this work. Thank you!

It must also be known that **TRUETT CATHY, JIMMY COLLINS**, and the other leaders at Chick-fil-A have field tested the principles in the book and the field guide for decades. These men and women have shown the way for countless emerging leaders. They are a real-world testimony to the power and validity of what you are about to read. Thanks to all of you for showing us how to SERVE!

For this guide, **RANDY GRAVITT** deserves much of the credit for translating the best practices from decades of his front-line leadership experiences into daily activities any leader can apply. Once again, **DONNA MILLER** brought her editorial skills to bear and **LINDSAY MILLER** created the design. Thanks to all of you!

Finally, we want to thank all the people in the world who believe there is a higher form of leadership; leadership not based on power or position; rather leadership born of a servant's heart. You are an inspiration for all who know you.

## CONSIDER THE FOLLOWING TIPS FOR USING THIS RESOURCE:

### START WHERE YOU ARE...

We suggest you begin by using *The Secret: What Great Leaders Know and Do* assessment, available at [integreatleadership.com](http://integreatleadership.com). The assessment will help you establish a benchmark on your current level of skill and give you the opportunity to monitor your progress as you work through this content.

### CONSIDER ADDITIONAL RESOURCES...

This field guide is meant to be a companion resource to the book, *The Secret: What Great Leaders Know and Do* by Ken Blanchard and Mark Miller. We recommend reading the book for a picture of the model being lived out in a real-world setting. Copies are available at [INTEGRATELEADERSHIP.COM](http://INTEGRATELEADERSHIP.COM) or any on-line retailer.

### PRACTICE WITH A GROUP...

Learning with a group can accelerate your growth. Consider choosing 3-5 other leaders and reading *The Secret* together and then working through this field guide by studying and making application to one best practice every time you meet.

We hope the SERVE model and the corresponding best practices will prove to be as transformational to your leadership as they have for ours. We encourage you to keep growing in your leadership skills — your capacity to grow will determine your capacity to lead.

Never forget ... Great leaders **SERVE!**



# Introduction

What's your picture of leadership?

Over a decade ago, as we were attempting to answer that question, we stumbled upon the secret of great leaders. What we rediscovered was a proven, centuries old, approach to leadership that is as countercultural today as it was 2,000 years ago. Our findings also provided the central idea on which Ken Blanchard and I based our book, *The Secret*.

Our picture of leadership is an iceberg. The 10% above the waterline represents what leaders do and is the subject of *The Secret* and this Field Guide. The 90% below represents leadership character. If you're interested in learning more about that idea, check out *The Heart of Leadership*.

So, what is the secret?

Great leaders serve. However, their service is not random; we believe there are five strategic ways all great leaders **SERVE**...

**S**ee the future

**E**ngage and Develop Others

**R**einvent Continuously

**V**alue Results and Relationships

**E**mbody the Values

This guide is intended to help you go deeper and learn how to apply these timeless truths in your daily leadership. Our methodology is simple — we've outlined best practices — practical and applicable ideas you can begin implementing right away.

I'm excited to have Randy Gravitt join me as we attempt to help you apply "the secret" in your world. Randy brings decades of leadership and wisdom to this project. I'm thankful he agreed to help bring this content to life.

Enjoy the journey!



I

# See the Future

When Walt Disney World Resort opened in October of 1971, Walt was not there to see it. He had died five years earlier from lung cancer. Representing him at the grand opening of the Florida theme park was his wife, Lillian. During an exchange with a reporter at the event, Lillian supposedly reminded everyone of the power of Walt's vision. The reporter said to her, "It's too bad Walt isn't here to see this." Without missing a beat, Walt's wife of over forty years said, "Walt did see this, and that's why it's here." Wow!

Leaders see things before others do. This ability to see the future takes on many forms. Whether seeing the potential in an emerging leader or having the intuition to move into an emerging market, leaders who are skilled in seeing the future possess a noticeable advantage over the competition. Visionary leaders also stay ahead of the curve on industry changes and technology trends. They even address capacity issues proactively rather than reactively, again setting them apart.

The ability to envision a preferred future and to call others to join them for the journey is what great leaders do. However, seeing around the corner is not all there is to being an effective leader. The best ones understand the need to assess reality, knowing they must start where they are before they can expect to climb some aspirational mountain. Once they gain a proper perspective, true leaders have an ability to dream of a better place ... a place full of possibilities ... a place worth changing for ... a place better than their current reality. When the direction is determined, great leaders begin to paint a picture of what could be and to call people to action.

Many leaders become bogged down in the day-to-day routine of their role. They neglect to set aside time to see into the future — to dream, plan, explore, and imagine. When the leader fails to see the future, the team cannot have a clear and compelling target to pursue. The best leaders, while engaged in today, possess an ability to pull up and not lose sight of the big picture. They not only can see it, they share it with their followers to keep them looking forward.

If you hope to be a great leader, start by imagining what could be. By seeing the future and defining where you want to go, you will have taken the first step to creating a better tomorrow for those you lead.

# 1



# Assess Reality

Look out the window the next time you are on a flight, and you will be reminded of the value of taking a 30,000 foot view of your world. The ability to perceive the lay of the land is easy in a plane. Unfortunately, when it comes to our lives, most of us grind away on the ground, rarely examining what is really happening. If leaders expect to remain effective, they must occasionally look up and assess their situation.

In his book, *Leadership is an Art*, Max Dupree wrote, “The first responsibility of a leader is to define reality.” Defining reality can be difficult for a leader as his influence grows within an organization. Truthfully, it is easy to become insulated from reality and live in denial.

Denial is the fuel of the status quo. Most of us tend to believe we are doing better than we really are. The courageous leader is the one who looks in the mirror and admits there is progress to be made. Better yet, he goes to his team and asks how things are really going. Courageous leaders also look at the competition in hopes of gaining a sense of how to improve, benchmarking for better results. Additionally, reality can be discerned from trusted counsel ... by asking those, even outside your organization, who can bring a level of honesty you may not be able to find internally.

Great leaders know that a part of seeing the future is having a good sense of what is true and embracing their current reality as a starting point. Seeing the future is important, but remember, the first responsibility of a leader is to define reality.

## DISCUSSION STARTER

What are three current trends affecting your industry? (Talk with your group to see where there is agreement)

- ① \_\_\_\_\_
- ② \_\_\_\_\_
- ③ \_\_\_\_\_

## IDEA FOR ACTION

Choose one of the items from the previous section to discuss each week with your team until you have exhausted the list. Make a list of changes you need to embrace in light of your team discussions and commit to implementing change as needed.

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## HELP LEADERS IDENTIFY...

- \_\_\_\_\_ limitations
- \_\_\_\_\_ challenges
- \_\_\_\_\_ restraints
- Areas of \_\_\_\_\_
- \_\_\_\_\_ to success
- \_\_\_\_\_ changes

## STEPS TO ASSESS REALITY...

- Define your \_\_\_\_\_ broadly
- Listen to \_\_\_\_\_ and \_\_\_\_\_
- Invest \_\_\_\_\_
- Look at \_\_\_\_\_
- Consider \_\_\_\_\_
  - ▶ **STRENGTHS**
  - ▶ **WEAKNESSES**
  - ▶ **OPPORTUNITIES**
  - ▶ **THREATS**

## ROADBLOCKS TO REALITY...

- **ACCEPTANCE** - Leaders are satisfied with the status quo.
- **APATHY** - Leaders are disengaged from the business.
- **ARROGANCE** - Current and past successes have led to overconfidence and denial.
- **ACCOUNTABILITY** - Leaders do not have to answer for their attitudes and actions.
- **ABSENCE** - Leaders who are not present cannot be in touch with reality.



## TEAM DISCUSSION

Which of the above roadblocks is a potential blind spot for your current team and why?

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## ACTION STEPS

What do you need to do in order to assess reality in your current leadership environment?

*Note: You do not have an action item until you decide who is going to do what, by when.*

### ACTION STEPS

### BY WHEN

▪ _____	▪ _____
▪ _____	▪ _____
▪ _____	▪ _____
▪ _____	▪ _____

## NOTES

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*“The first responsibility of a leader is to define reality.”*

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MAX DUPREE



# 2



# Imagine the Possibilities

Albert Einstein said it well: “Imagination is everything. It is the preview of life’s coming attractions.” Leadership is fundamentally about taking people and organizations to a future that doesn’t yet exist. Only it does exist — in the imagination of the leader. By definition, seeing the future requires imagination.

Children have great imaginations. From imaginary friends to distant lands, it is as if they can alter their reality by believing in something better. If only leaders could be more like children. Maybe not the imaginary friend part but possessing that same sense of wonder and possibility. To see a better future so vividly, they are able to describe it and call others to join them in the quest to go there.

Not only do visionary leaders imagine a better place, but they also see the consequences of not taking the journey. Their ability to refuse complacency keeps them and those they lead moving forward. Their vision, rooted in the consequences of maintaining the status quo, motivates them to keep going, to embrace struggle, and to sacrifice as needed.

Imagination is the foundation of leadership. Vision casting, problem solving, team building, conflict resolution, resource allocation, and many more activities make up the daily demands of the leader’s role. Admittedly, if we fail to master these disciplines, we’ll not lead for long, but the highest value we bring is our imagination.

The best leaders wake up thinking, “What if?” If you intend to be a visionary leader who sees the future and mobilizes others to join you, start by imagining the possibilities.

## DISCUSSION STARTER

What are ten possibilities you could pursue or attempt as an organization that might lead to a better future?

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## IDEA FOR ACTION

Choose one of your leading competitors and benchmark against them to determine a list of possible changes your organization might consider.

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## IMAGINE THE POSSIBILITIES...

- Awakens \_\_\_\_\_
- Creates \_\_\_\_\_
- Promotes \_\_\_\_\_
- Builds \_\_\_\_\_
- Unleashes \_\_\_\_\_

## HOW TO IMAGINE THE POSSIBILITIES...

- \_\_\_\_\_ reality
- \_\_\_\_\_ the competition
- Spend time with \_\_\_\_\_
- \_\_\_\_\_ widely
- \_\_\_\_\_ with your team
- Keep an \_\_\_\_\_

## BEWARE OF THE POSSIBILITY KILLERS...

- FEAR OF FAILURE
- PAST PERFORMANCE
- NEGATIVE THINKING
- CULTURE OF CRITICISM
- LACK OF RESOURCES
- CHALLENGING COMPETITION



### TEAM DISCUSSION

Which of the above "possibility killers" is currently limiting our thinking?

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### ACTION STEPS

What action steps do you need to take to better imagine the possibilities for your team?

#### ACTION STEPS

#### BY WHEN

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▪ _____	▪ _____
▪ _____	▪ _____
▪ _____	▪ _____

### NOTES

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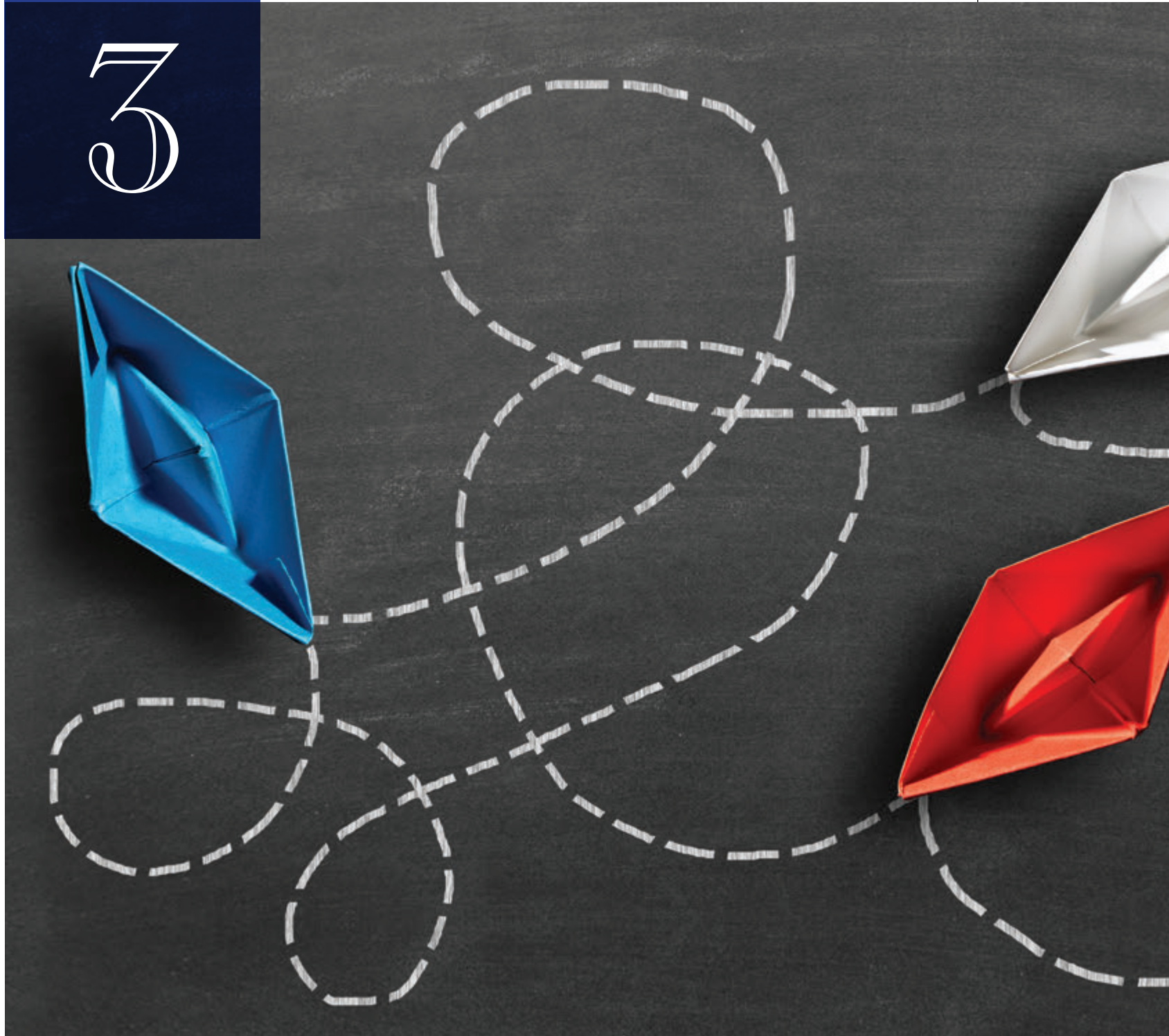
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*“Leaders must be able to see the future before they can create it.”*

# 3



# Determine Your Destination

Your direction always determines your destination. Like a navigator on a ship or a pilot on a plane, a visionary leader charts the course for the rest of the organization. He understands that unless someone answers the question, “Where are we going?” it is unlikely much will be accomplished. Countless organizations have plateaued, not so much because of the market or the competition, but due to a lack of leadership. This doesn’t have to be true. As the leader you have the opportunity to determine the destination for your organization and lead everyone to a better place.

How much time do you spend thinking about where you want to take those you lead? Do you have a destination in mind? Have you taken seriously your responsibility to clearly communicate your vision to the rest of the team? As we discussed in the previous best practice, without intentional time spent identifying your opportunities and possibilities, you will lack clarity on the vision. And if you don’t know where you are going, convincing others you are going somewhere important will be impossible. Also, if a detour becomes necessary, the destination can remain clear.

Can you see the future? Have you imagined someplace better for your team? If so, tell them where you’re going, start where you are, and begin taking steps. Before long you will be in a better place ... because your direction always determines your destination.

 **DISCUSSION STARTER**

If we stay the current course, where do we anticipate our organization will be in 3-5 years? Does our current course take us to where we want to go? Why or why not?

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 **IDEA FOR ACTION**

Identify the destination for the upcoming year and share it with those you lead within the next 30 days. Use the questions from page 26 to help create talking points for your vision casting.

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**DEFINING THE DESTINATION CREATES...**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**HOW TO DETERMINE YOUR DESTINATION...**

- Assess \_\_\_\_\_
- Imagine the \_\_\_\_\_
- Count the \_\_\_\_\_
- Consider \_\_\_\_\_
- Weigh the cost of \_\_\_\_\_
- Consider \_\_\_\_\_

## HELP DEFINE YOUR DESTINATION...

- WHERE DO WE WANT TO GO?
- WHY DO WE WANT TO GO THERE?
- WHO DO WE WANT TO TAKE WITH US?
- WHAT RESOURCES ARE AT OUR DISPOSAL?
- WHEN DO WE WANT TO ARRIVE?



## TEAM DISCUSSION

What could you stop doing in order to accelerate your journey toward your destination?

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## ACTION STEPS

What action steps do you need to take to define the destination and make sure you cascade the message to everyone in your organization?

### ACTION STEPS

### BY WHEN

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▪ _____	▪ _____
▪ _____	▪ _____
▪ _____	▪ _____

## NOTES

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*“Your direction always determines your destination.”*

# III



## Engage and Develop Others

The best leaders know the importance of a compelling vision, but most quickly learn, the vision will not become a reality unless they are able to rally others to the cause — full engagement is required to actually create the future.

Have you ever worked in an environment in which you were fully engaged? If you have, you know it was exhilarating. The work was more fulfilling, the challenges were surmountable and the victories sweeter. None of this happened by accident. If you found yourself fully engaged, it was because a leader, or more than likely a number of leaders, had given focused attention to the context in which you were operating. There was probably a plan in place to engage and develop people.

In a leader's world, engagement is a term with at least two distinct meanings — first, it refers to the questions such as: "Who do you select? And, "Who do you invite to join the cause?" This is represented in our best practice: select talent. The best leaders are always actively searching for talented people to join the cause.

The other way the term engagement is used is to describe the mental and physical state of a person. Is he or she just physically present or is the person fully vested and energized? The latter is the goal of every leader. The good news is that leaders establish the context and the environment for engagement, or the lack thereof. This is why every great leader works to energize effort.

Finally, a leader needs to be concerned with not only the future of the enterprise, the best leaders are also concerned with the future for their people. That's why you'll see leaders working diligently to foster growth. It is the growth and development of people that provides the foundation for future success. This is far too important to be left to chance.

When you see a leader who seems to always achieve their goals, you can rest assured, unless those goals were very small, he or she has found a way to engage and develop others. If this is a new idea for you, you are in for a real treat — a life-changing, leadership altering treat!

# 4



# Select Talent

College football programs are one of the best examples of the need to recruit great talent. The demand for coaches to find high performers is never ending. Every year they must replace those who graduate or move on to the NFL. Rest assured, they don't leave their recruiting to chance. The best coaching staffs have researched who is available and identified those who will fit their need. They leave no stone unturned.

Organizations are like football teams. The ones with the best talent are positioned to win. Who you select will go a long way toward determining your success. As you think about improving your organization's level of talent, do you know what you are looking for? Have you created a profile to guide your search?

When looking for talent, there are several things to consider. First, does the person being recruited have proven character? Assembling a team without character, can erode culture. When recruiting, wise leaders also look for skills. Character alone will not do the job. Finally, is the person a good fit for your culture? This is the chemistry question. Ask yourself, "Is this someone I would enjoy working with?"

There are no perfect teams, but a great coach can make a team better. What makes elite leaders is their ability to recruit talented people and develop them. If you want to position your team to win, surround yourself with great talent and develop your players. Before you know it, you will be dominating the competition.



## DISCUSSION STARTER

What do you look for when adding talent to your team?

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## GREAT TALENT...

- Improves \_\_\_\_\_
- Attracts better \_\_\_\_\_

## IDEA FOR ACTION

Before your next hire, create a profile of the character traits and the job competencies you are looking for, and then use the profile to guide your selection.

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## LOOK FOR 4 E'S WHEN SELECTING TALENT...

- \_\_\_\_\_  
 Does the person demonstrate a bias for action and bring effort to their work?
- \_\_\_\_\_  
 Does the person have a positive attitude and approach their work with excitement?
- \_\_\_\_\_  
 Does the person whole-heartedly want the job or do they approach it as a stepping-stone?
- \_\_\_\_\_  
 Does the person care about the work and seek to do everything to the best of their ability?



5



# Energize Effort

This is an old, old story that captures the spirit of this best practice... The year was 71 AD and the Romans ruled the world. However, this arrangement didn't sit well with Spartacus, a Roman slave. History tells us Spartacus led an uprising against the government. It was an epic tale with ample ups and downs as the battle raged. Unfortunately for Spartacus and his followers, they were all captured in the end.

The Roman officials, uncertain as to which of the slaves was Spartacus, offered to spare the lives of the army if they would reveal his identity. As the story goes, Spartacus, in an attempt to save the lives of his fellow slaves, stood and called out, "I am Spartacus." Much to his surprise, another man did the same, and another, and another, until the entire legion was shouting in unison, "I am Spartacus."

In this simple and powerful vignette, we have the essence of our leadership challenge: when we stand on an issue, does anyone else stand with us? That's the idea captured in our next best practice. When you and I energize the effort of those around us, they no longer feel or perform like hired hands — they become fully engaged in the work.

## DISCUSSION STARTER

What does a fully engaged person look like? What are the signs? What are the characteristics? How do they behave?

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## IDEA FOR ACTION

Do an engagement audit. Check to see how prevalent each of the previous factors are in your culture. Create action plans to close critical gaps.

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## AN ENERGIZED WORKFORCE...

Think of a time you were fully engaged. Share the highlights of your experience with a partner. From your own experience, identify at least ten reasons every leader should want to energize the efforts of his/her team.

① _____	⑥ _____
② _____	⑦ _____
③ _____	⑧ _____
④ _____	⑨ _____
⑤ _____	⑩ _____

## KEY ELEMENTS TO ENERGIZE EFFORT...

- Compelling \_\_\_\_\_
- Clear \_\_\_\_\_ and \_\_\_\_\_
- \_\_\_\_\_ for the work or cause
- \_\_\_\_\_ leveraged
- \_\_\_\_\_ progress
- \_\_\_\_\_ is plentiful and constructive
- Frequent \_\_\_\_\_
- Leadership that \_\_\_\_\_

*“Engagement energizes effort.”*

## ENERGY CAN BE FUELED BY VISION...

- Say it \_\_\_\_\_ on \_\_\_\_\_
- Say it in a \_\_\_\_\_
- Say it with \_\_\_\_\_
- Say it with \_\_\_\_\_
- Say it \_\_\_\_\_
- Say it with \_\_\_\_\_



## TEAM DISCUSSION

What organizational or team practices do you currently have in place that energize people?  
What practices do you have in place that sap their energy?

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## ACTION STEPS

What action steps do I need to take to place a greater priority on energizing effort?

### ACTION STEPS

### BY WHEN

- |         |         |
|---------|---------|
| ▪ _____ | ▪ _____ |
| ▪ _____ | ▪ _____ |
| ▪ _____ | ▪ _____ |
| ▪ _____ | ▪ _____ |

## NOTES

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# Foster Growth

It's the first day of school. The bell rings and nervous students find their seats. What happens over the next few minutes will go a long way in determining the success or failure of the upcoming year. Teachers understand the best day to create a learning environment is the first day, and they are the architects of a culture of growth.

The best teachers start with a list of objectives for the culture they are trying to create. They encourage a growth mindset where learning can take place. They teach academics, character, and life skills to prepare their students to impact their spheres of influence. Great teachers desire for each student in the class to continually improve and reach their potential. They foster excellence, discipline, focus, and growth. They set up an accountability system of grading to monitor progress.

Leaders who engage and develop others mirror the practices of great teachers. They, too, build their culture to foster a growth mindset. They identify gaps in performance and ensure their followers have the resources and tools needed for progress. The best leaders also challenge those they lead to continually work on their character and matters of the heart such as integrity, humility, engagement, and attitude. They do this recognizing if someone's heart is not right no one cares about their skills. Finally, they build in systems for learning and accountability and everyone benefits.

The best thing you can do for those you lead is to create an atmosphere of excellence, alignment, and execution. If you do, don't be surprised if your "class" thrives. Remember, as the leader, it is your job to foster a culture of growth.

## DISCUSSION STARTER

How can an organization foster growth? How can an organization inhibit growth?

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## IDEA FOR ACTION

Have a conversation with a member of your leadership team and identify an area where they want to grow. Provide the resources and encouragement they need to reach the next level.

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## WHY GROWTH MATTERS...

- Unleashes \_\_\_\_\_
- Creates \_\_\_\_\_ advantage
- Enables \_\_\_\_\_
- Drives \_\_\_\_\_
- Indicates \_\_\_\_\_ and vitality

## TO CREATE A GROWTH CULTURE...

- Communicate an \_\_\_\_\_ for growth
- Leverage \_\_\_\_\_
- Close critical \_\_\_\_\_
- Provide \_\_\_\_\_
- Model \_\_\_\_\_
- Monitor \_\_\_\_\_
- Encourage a growth \_\_\_\_\_





# III



# Reinvent Continuously

In a world of fierce competition, new technologies, and greater complexity, one of the most important things a leader can do is create a culture of continuous improvement — the best leaders reinvent continuously.

A leader who reinvents continuously, thinks differently. Most of us are guilty of falling into comfortable routines and patterns of thinking — we like predictable. The tried-and-true feels safe and secure. Unfortunately, what got you here most likely will not get you there, if there represents a preferred future.

Not only do you need to think differently, but you also need to act strategically. It is one thing to dream and imagine, but at some point, you will be required to act. A bias for action will propel you and those you lead to a better place, especially if your action is steeped in strategy and careful thought.

Leaders who reinvent continuously also understand the importance of managing change. In today's environment, the only thing inevitable is change. Are you pushing yourself to stay fresh? Do you work to stay current in your knowledge and expertise? If not, you will never be able to manage the changes that come your way. Great leaders are able to guide their people through a maze of modifications, recognizing progress is always preceded by change.

Abraham Lincoln is credited with saying, "The best way to predict your future is to create it." Wise leaders embrace this mindset and learn to be comfortable being uncomfortable. They look for ways to improve their systems, structures, teams, and, perhaps most importantly, themselves. Those who pursue greatness are constantly changing.

A better future is available to you and your people, but only if you decide to go after it. You will never hope your way to a better place. No, you will arrive there by thinking differently, acting strategically, and managing change. And once you arrive, if you're the really rare leader, you will realize you never really arrive. It will be time to reinvent once again. Why? Because high performance leaders *reinvent continuously*.

# 7



# Think Differently

Place yourself in an art gallery staring at a popular painting of a landscape painted by a famous artist. To the general public, the painting looks like a pretty landscape and nothing more. They will walk away without giving the painting any more thought. However, a seasoned fellow artist will immediately appreciate the work before him and take the time to linger. He will look at the painting differently.

The artist will not simply glance at the landscape; he will study it and feel the emotion it exudes. He will notice the use of a bold color palette in the sky that evokes the eerie feeling of an ominous storm rolling in. He will observe the large brush strokes in the bowed-down meadows and sense the danger of the wind. The tiniest background details unnoticed by the masses will not escape his attention. The master artist will walk away from an *experience*, not just a *painting*, because he does not merely *look* at art, he *sees* it.

Like the artist in the gallery, the best leaders are constantly looking beneath the surface of a situation. They take the time to see what is truly happening before them. They also see beyond the horizon. This “seeing” what others don’t is possible because leaders think differently, rarely following the crowd. They analyze the present conditions that are not working and propel those they lead to embrace change. They inspire others to imagine, dream, and eventually create new systems and structures to implement their ideas.

Never forget, high performance leaders think differently.

## DISCUSSION STARTER

Identify several historical examples in which a leader clearly thought differently about a situation. Why do you think this was the case?

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## IDEA FOR ACTION

Schedule a two-hour block of time to think deeply about a problem you are facing.

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## TO THINK DIFFERENTLY...

- Ask more and better \_\_\_\_\_
- \_\_\_\_\_ widely
- Express your ideas \_\_\_\_\_
- Take an \_\_\_\_\_ to lunch
- \_\_\_\_\_ to new places
- Keep a \_\_\_\_\_
- Read \_\_\_\_\_
- Start a new \_\_\_\_\_
- \_\_\_\_\_ time to think
- Become a student of \_\_\_\_\_

## WHY LEADERS THINK DIFFERENTLY...

### THEY UNDERSTAND THE FOLLOWING TRUTHS:

- Progress is always preceded by \_\_\_\_\_
- The fundamental role of the leader is to create \_\_\_\_\_ change
- There is tremendous \_\_\_\_\_ when applying yesterday's \_\_\_\_\_ to today's \_\_\_\_\_
- What got you \_\_\_\_\_ won't get you \_\_\_\_\_





# Act Strategically

A military leader heading into battle has one main desire — to be the victor. In order to achieve his goal, the leader must have a plan of action before ever stepping on the battlefield. He will seek wise counsel and devise a strategic plan of action that gives him the best opportunity to win. The best results will come if his plan is detailed, and he has evaluated how to overcome the setbacks he may encounter. He also must know his team members and their strengths and weaknesses in order to place the right people in the right positions at the right time. A great military leader will play out the battle to the end in his mind, before it ever begins on the field. Will the battle go as planned? Never. There will be unforeseen challenges; however, the leader who has a strategic plan of action in place beforehand will be better able to adjust and continue to move forward until victory is secured.

Strategic thinking is a never-ending practice of high performance leaders. They recognize what got them here, won't get them there. This realization causes them to continually evaluate, make adjustments, and not just think strategically, but to take action. The best strategic plans start with the priorities with tangible goals to ensure the mission is accomplished. Great leaders never leave things to chance.

If you desire to make progress, you must continually ask the question, how will we win? While your options are many, unless you decide how you will win and make it your strategy, you will struggle to mobilize your troops and defeat the competition.

## DISCUSSION STARTER

What is your organization's current strategy to win in the marketplace?

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## IDEA FOR ACTION

Pick one area of your business and review the strategy. Create a "stop doing" list for anything that is preventing you from executing your plan in this area.

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## TO EXECUTE STRATEGY WELL...

- Identify \_\_\_\_\_
- Clarify \_\_\_\_\_
- \_\_\_\_\_ performance
- Review \_\_\_\_\_
- \_\_\_\_\_ accordingly
- \_\_\_\_\_ progress

## A GREAT STRATEGY...

- Answers the question, "How will we \_\_\_\_\_?"
- Is tied to the key \_\_\_\_\_ of the organization?
- Helps leaders decide what \_\_\_\_\_ to do.





# Manage Change

Change is inevitable. Let's face it ... nothing ever stays the same. The stock market, the fashion styles, and even the weather is in a constant state of flux. Our lives are no different. Any mother of a kindergartener can testify to the changes that take place in her child's life from birth to age five. She has to make continual adjustments in caring for the needs of her child as he changes and grows.

Like young moms, leaders need to be aware of the importance of managing change. That awareness should begin by recognizing there are two types of change. Changes beyond our control and those we can affect. The circumstances beyond our control should not drain our time nor our mental and emotional energy.

However, situations that are controllable, though they regularly change and challenge us, should be addressed. How a leader manages his environment of change is the marker between a great influencer and simply being the person in charge.

People truly are creatures of habit and become very comfortable with the status quo. The familiar can cause an environment to become mundane, predictable, and boring. Though change is necessary for growth, people still resist it. Often the leader is the one to provoke change. There are other times when people try to change too fast. In these situations, the leader is needed to pull back on the reins. Knowing when to push and when to pull is an art for great leaders.

As you seek to monitor your environment, courage will be required. There will be resistance and pain. But if you plan on reaching your full potential, you better learn to manage change.



## DISCUSSION STARTER

How is our organization doing when it comes to managing change?

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## IDEA FOR ACTION

Make a list of ten possible changes you could make within the coming year. Review your list and commit to implementing three of the changes.

① _____	⑥ _____
② _____	⑦ _____
③ _____	⑧ _____
④ _____	⑨ _____
⑤ _____	⑩ _____

## LEADERS MUST EMBRACE CHANGE...

- Change is the price of \_\_\_\_\_
- What got you \_\_\_\_\_ won't get you where you want to go
- If the leader does not \_\_\_\_\_ change, no one else will
- Your \_\_\_\_\_ is not standing still
- The world is \_\_\_\_\_
- Without change, leaders become \_\_\_\_\_

## LEADERS MUST MANAGE CHANGE...

- Identify a need for \_\_\_\_\_
- Communicate \_\_\_\_\_
- Build \_\_\_\_\_
- Assign \_\_\_\_\_
- Monitor \_\_\_\_\_
- Launch \_\_\_\_\_
- Evaluate and \_\_\_\_\_



# IV

## Value Results and Relationships

Which way do you lean ... results or relationships? Most leaders have a bias toward one or the other. Do you know yours? Are you results driven, always thinking of the bottom line? Or are you a people person who gets things done through relationships? Leaders who SERVE, no matter which way they lean, value both results and relationships.

If you truly want to serve your people and give equal weight to relationships and results, the place to begin is by establishing expectations. When expectations are clear, people are set up for success, which by definition leads to greater results.

But don't forget the people part. As the leader, you also need to demonstrate care for your team. Whether you are highly relational or not, your team needs to know and feel that you care about them as people. If you choose a culture of care, your people will thrive and results will be enhanced. Too often, performance oriented leaders pursue results at all costs. Wise leaders continually make relational deposits into those they lead.

In addition to establishing expectations and demonstrating care, you will be forced to manage the tension. Your organization will have a tendency to lean the way you lean. Rare is the leader who naturally balances relationships and results. The best thing you can do is admit your bias, and ask your team for help in maintaining balance. You will be tempted to fill your team with only those who are like-minded. Resist. Again, whatever you lead can only be balanced if you work hard to manage the tension.

Performance can only be maximized when leaders ensure the organization values both results and relationships. By establishing expectations, demonstrating care, and managing the tension, you position your team to optimize results while remembering they are in the people business.

# 10



## Set Expectations

Expectations ... they have been the undoing of many relationships and the bottleneck of targeted results. Whether husband and wife, or parent and child, it is easy for expectations to go sideways with those we love. The same can be true for a leader in the workplace. Without clear, stated expectations, relationships can be ruined and results stalled. Harm also comes when expectations are assumed. By allowing others to carry around the weight of expectations that don't actually exist, again, we run the risk of affecting relationships and results.

For leaders, expectations are crucial and must be communicated clearly up front and repeated often. The success and growth of an organization or team relies on clear communication at all times. Team members cannot read your mind. They need to know what you are thinking. When expectations are clear, progress can be continually evaluated as people aim at the target.

In that regard, a member of your team is no different than an archer — having a bull's-eye creates focus. Imagine giving a team member a bow and arrow and telling them you were conducting a shooting contest. You wouldn't dream of hiding the target. Sadly, many leaders neglect to show their followers the bulls-eye. The lack of clarity causes some to assume the goal is to shoot fast, while others attempt to shoot far. When there is no target, everyone misses the mark.

If you truly want to achieve the best results, start by focusing on creating clear expectations. Tell people what you expect and then have a conversation to make sure you are on the same page. Doing so will ensure the bulls-eye becomes the target every single time.

 **DISCUSSION STARTER**

What does your organization expect from you as a leader? (answer individually and then compare your answers)

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 **IDEA FOR ACTION**

Over the coming month, have a conversation with each member of your team concerning current expectations. Seek to establish greater clarity and make adjustments as needed. After the conversation, make it your goal to provide every person in your organization a written document establishing clear expectations.

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**EXPECTATIONS MAKE SUCCESS...**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**TO SET EXPECTATIONS...**

- \_\_\_\_\_ clearly
- \_\_\_\_\_ consistently
- \_\_\_\_\_ regularly



# 11



# Demonstrate Care

The absence of plants in an environment makes it feel cold and impersonal. The time it takes to care for those plants and keep them healthy, thriving, or even simply alive is the very reason many places don't keep them around. Plants need consistent care with water, sunlight, pruning, and fertilizer.

Though most people enjoy the fragrance of a beautiful bouquet of flowers, they seldom think of the effort it took for someone to produce them. With proper care and attention, most any plant can thrive. Neglect has the opposite effect. The lack of a green thumb doesn't kill a plant — the lack of care does.

Like plants, people need consistent attention to make sure they are growing properly. People are not as willing to hear what you have to say if they don't think you care about them. Over time, a team without a leader who genuinely cares about them will stop producing, wither, and potentially even die. As a leader, you must intentionally establish and maintain relationships with those you lead. The best leaders focus on getting to know something personal about each member of their team. They go below the surface to cultivate a deeper relationship. They ask questions and genuinely listen, understanding that if they can add value to those they lead the entire organization will benefit.

Your people need a greenhouse environment. If you will help them flourish, your organization will as well.

## DISCUSSION STARTER

Where have you recently observed someone demonstrating care toward a teammate and what effect did it have?

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## IDEA FOR ACTION

In the coming week, demonstrate tangible care to one person each day.

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## TO CREATE A CULTURE OF CARE...

### DEMONSTRATING CARE...

- Is \_\_\_\_\_ over time
- \_\_\_\_\_ to others
- Fosters a culture of \_\_\_\_\_ not \_\_\_\_\_

- Listen \_\_\_\_\_
- Share \_\_\_\_\_
- Meet \_\_\_\_\_
- Celebrate \_\_\_\_\_
- Grieve \_\_\_\_\_
- Invest \_\_\_\_\_
- Never \_\_\_\_\_





# 12



# Embrace the Tension

When it comes to results and relationships, most leaders have a bias one way or the other. They either gravitate to people or lean toward the bottom line. There is nothing wrong with having a preference. The key is to know your bias and manage the tension. Tension managed responsibly releases power.

Years ago, we were given an old piano. We hired a skilled piano tuner, but our instrument proved to be a challenge. As the tuner tightened the strings on the piano to attain perfect pitch, the strings began to break. Every broken string was \$40 to replace, and it became apparent the best option was not to have the piano tuned to perfect pitch. At the tuner's suggestion, we decided to have the piano tuned to itself. The tuner found the place of tension the strings could withstand without breaking, and he tuned the piano in harmony — a bit lower than perfect pitch. To the ears of most anyone, the sound was lovely and no one was the wiser that the pitch was not "perfect."

Leading, by definition, means things will never be perfect. Leaders must be able to assess when to tighten or loosen the strings, when to raise the bar and when to maintain the status quo, when to lean toward people and when to focus on the goals. This is the never-ending tension ... results and relationships. The best leaders learn to embrace the tension and value both.

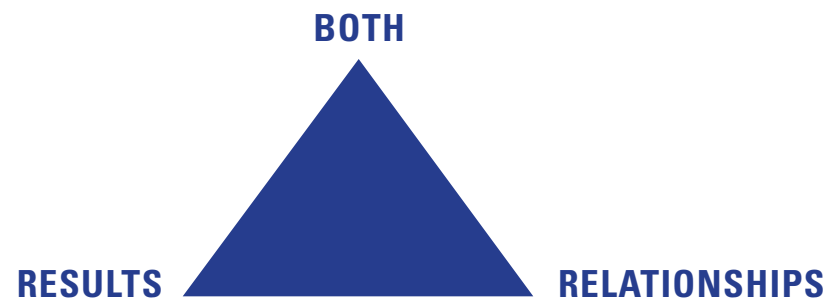
## DISCUSSION STARTER

Does our organization lean toward results or relationships? What evidence is the best indicator of our bias?

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## THE GOAL...



- The consequences of focusing exclusively on **RESULTS** are...

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- The consequences of focusing exclusively on **RELATIONSHIPS** are...

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## TO EMBRACE THE TENSION...

- Know your \_\_\_\_\_

Where do you fall on the result / relationship continuum?

(Place an X on the line — share an example that supports your rating)



**RELATIONALLY DRIVEN**

**RESULTS DRIVEN**

## IDEA FOR ACTION

If you are unsure where you fall on this continuum, your action item is to talk to your team, your spouse, a friend, or colleague, who will be able to clear up any confusion you may have. You'll never successfully manage the tension if you don't know your bias.

- \_\_\_\_\_ for your bias

### IF YOU ARE MORE RESULTS ORIENTED:

- ▶ Example: *Be sure you have someone in your inner circle who is relationally oriented.*
- ▶ Example: *Set a goal to write a note of personal appreciation every week.*

Other Examples:

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IF YOU ARE MORE RELATIONALLY ORIENTED:

- ▶ Example: *Be sure you have someone in your inner circle who is results oriented.*
- ▶ Example: *Publicly set and pursue goals for your area of responsibility.*

Other Examples:

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TEAM DISCUSSION

Do you believe your organization values both results and relationships? Why or why not? If you don't think so, what changes could you recommend?

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ACTION STEPS

What steps do you need to take to compensate for your personal bias?

ACTION STEPS

BY WHEN

■ _____	■ _____
■ _____	■ _____
■ _____	■ _____
■ _____	■ _____

NOTES

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*“Tension managed responsibly releases power.”*



# Embody the Values

If you want to know what is driving the behavior in an organization or team, look no further than their values. If you want to know where the values came from, look no further than the leader.

People always watch the leader. This is both a blessing and sometimes can feel like a curse. If you really want to serve your organization well, make sure you embody the values you expect others to embrace.

There are three things to help demonstrate values to your people. First, establish your core beliefs and share them with those you lead. Your core beliefs will become standards for you to pursue. To establish your values, you'll need more than a poster or plaque on the wall; You will also need to have real conversations with your people to make sure everyone understands the meaning behind the words.

Second, align behavior. Once you have clarity around your core beliefs, make sure your behavior is consistent with your beliefs. In other words, walk the talk. When leaders ignore the values, they enable dysfunction within the organization. But to make your organization great, everyone must live up to the standards as well. Those who most consistently live out core beliefs should be rewarded more than those who don't. Truthfully, those who don't are poison to the culture and should be removed.

Third, seek feedback. If you really want to embody the values, ask others how you are doing. Make yourself accountable to others by seeking feedback and encouraging others to do the same. By creating an ongoing conversation about core beliefs and evaluating everyone against the standards, you ensure alignment that leads to impact.

Values-driven leaders are great influencers. They set standards, live by them, and expect everyone else to do the same. If you sincerely intend to lead a high performance team or organization, make the choice to embody your values. You will become a leader people respect and want to follow.



# Establish Core Beliefs

Ask any doctor and you will hear a person's core greatly affects their health. When we hear the word core, we imagine someone exercising, pounding out sit-ups, holding a plank, or having a "six-pack." If you're one of those people with a perfect "six-pack," you show it off — after all, you've worked hard for it. The difference between the workout warrior and the average person is that one has taken the time and discipline to exercise and maintain the proper nutrition. The muscles actually exist in the average person, but are left undeveloped.

For those with influence over others, the most important thing to remember is people always watch the leader. If that's true, one of the best things you can do is develop your "six-pack" of core beliefs and begin to "show them off." Not in an arrogant way, but with humility and understanding, knowing people are watching his habits and behaviors to see if the standards are consistently embraced.

If you truly want to impact those you lead, start by establishing core beliefs.

## DISCUSSION STARTER

If a third party was parachuted into your organization with no prior knowledge of your business, after 24 hours with you, what would they identify as your core values?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## CORE VALUES...

- Create a common \_\_\_\_\_ within an organization
- Establish norms of \_\_\_\_\_ and approach
- Set the \_\_\_\_\_ of the organization
- Establish behavioral \_\_\_\_\_ (when rank ordered)
- Can be used to \_\_\_\_\_ potential employees
- Provide a standard against which people can be \_\_\_\_\_
- Accelerate the \_\_\_\_\_ of new employees
- Create a platform for leaders to \_\_\_\_\_ and \_\_\_\_\_ what matters most
- Provide strategic opportunities for \_\_\_\_\_
- Provide the cornerstone for the \_\_\_\_\_

## IDEA FOR ACTION

Identify 4-6 core beliefs for your organization.

① _____	④ _____
② _____	⑤ _____
③ _____	⑥ _____

## IDENTIFY YOUR CORE VALUES...

- **WHAT ARE THE TOP SIX BELIEFS THAT DRIVE OUR BEHAVIOR?**
- **WHAT SIX BELIEFS WOULD WE LIKE TO DRIVE OUR BEHAVIOR?**
- **WHAT ARE THE PRINCIPLES OR PRACTICES WE WILL NEVER CHANGE?**
- **WHAT ARE THE FOUNDATIONAL BELIEFS ON WHICH THIS ORGANIZATION IS BUILT?**

*“The best core values reflect who you are and who you are becoming.”*

# HOW TO IDENTIFY YOUR CORE VALUES...

- Be \_\_\_\_\_  
Don't rush the process.
- Seek \_\_\_\_\_  
Start with your inner circle.
- Think \_\_\_\_\_ term  
If you get this right, they will never change.
- Include your \_\_\_\_\_  
What do you want your organization to become?
- Keep the list \_\_\_\_\_  
Closer to 5 than 10.



## TEAM DISCUSSION

What barriers do you anticipate as you work to establish core values for your organization?

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## ACTION STEPS

What should you do to more effectively establish core beliefs with your people?

### ACTION STEPS

### BY WHEN

- |         |         |
|---------|---------|
| ■ _____ | ■ _____ |
| ■ _____ | ■ _____ |
| ■ _____ | ■ _____ |
| ■ _____ | ■ _____ |

## NOTES

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14



# Align Behavior

“**W**hat do you believe?” A bigger question would be, “Is your behavior aligned with your beliefs?” While alignment is a major issue for companies, teams, and organizations, perhaps it is an even bigger deal for an individual leader. Whenever a leader’s actions lack congruence with his values, an alignment issue will cause his leadership to wobble — or crash!

Automobiles must have all four tires in proper alignment in order for the car to operate smoothly and efficiently. As a leader, is your life in alignment with your values? Do you model proper behavior to the rest of the team? If a leader refuses to align his behavior with his values, others will soon take notice. Morale will suffer, trust will erode, and results will wane.

The best leaders continually align and realign the entire organization to the values. They also use the values for screening potential team members, emerging leaders, and vendors. The values can become one of the leader’s most powerful tools for shaping the culture.

If you want to be a leader who maximizes your potential, you must walk the talk. Remember, people always watch the leader.

## DISCUSSION STARTER

What happens when a leader says one thing and does another?

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## IDEA FOR ACTION

Review your core values every day for a week. Choose a different value each day to work on, and evaluate progress throughout the week. Repeat every week until your behavior is perfectly aligned with your values.

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## HELP LEADERS IDENTIFY...

- Where to \_\_\_\_\_ their \_\_\_\_\_
- How to \_\_\_\_\_ resources
- What they should \_\_\_\_\_ to
- What they should \_\_\_\_\_

## 4 WAYS A LEADER ALIGNS BEHAVIOR...

- \_\_\_\_\_ what they want others to \_\_\_\_\_
- Study other leaders who \_\_\_\_\_ the \_\_\_\_\_
- \_\_\_\_\_ it when they fall short of the \_\_\_\_\_
- Seek feedback through \_\_\_\_\_





# Seek Feedback

Great athletes are at the top of their game because they possess raw talent, discipline to develop their skills, and a drive to win ... but that's not all. The greatest athletes have one extra factor that sets them apart from their teammates ... a humility and willingness to receive feedback from others. They desire to continually improve. Those who lack this trait may be remembered as great athletes, but they will also carry the reputation for unrealized potential.

High achievers actually seek out feedback on their performance. They are mature enough to see the feedback in proper perspective as it is intended — to make them a better skilled player, a more successful athlete, a better person. It is amazing how many hall-of-famers credit their coaches during their enshrinement speeches.

Great leaders have the skill set they need to climb to the top of their field. However, even the best leaders have blind spots and need others to help them objectively see behaviors, actions, or other areas that need improvement. The humility to embrace negative feedback or even simple constructive criticism is often a differentiator between those who are good and the ones who become great.

If you want to be a better leader, an immediate step you can take is to seek feedback and learn from it. The sooner you can implement your findings, the better. Living in denial will never land you in the leadership hall of fame. Seeking feedback, and acting on it, just might.

## DISCUSSION STARTER

What's the best leadership feedback you've ever received?

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## IDEA FOR ACTION

Ask members of your team to anonymously answer the following questions and send their responses to a designated, trusted, neutral party who can provide you with candid feedback.

- ▶ What should I **START** that I am not currently doing?
- ▶ What should I **STOP** that I am currently doing?
- ▶ What should I **CONTINUE** that I am currently doing?

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## A CULTURE OF FEEDBACK...

- Clarifies \_\_\_\_\_
- Allows \_\_\_\_\_
- Improves \_\_\_\_\_
- Promotes \_\_\_\_\_

## TO SEEK FEEDBACK...

- Ask \_\_\_\_\_
- Accept \_\_\_\_\_
- Adjust \_\_\_\_\_







# What's Next?

Now that you've been exposed to the secret of great leaders and some best practices to help inform your journey, what's next?

We have a few suggestions...

First, guard your heart. If your heart is not right, no one cares about your skills. If you want to learn more about the 90% of leadership below the waterline, you may want to read *The Heart of Leadership*. There's also a study guide available at [InteGreatLeadership.com](http://InteGreatLeadership.com).

Next, consider finding a group, or starting one, to walk with you as you work to improve your leadership. Not only can a group provide insight and wisdom, if structured properly, you can also benefit from genuine community. A group could help you lead for the long haul. As the old saying goes, iron sharpens iron.

Consider a coach. Have you ever wondered why the best in any field most often have a coach? Coaches provide feedback and instruction; they bring their experience and expertise to our circumstance, but perhaps most valuable is their perspective. Coaches see what is often impossible for us to see ourselves. If you are interested in personal coaching, Randy is available. You can reach him at [Randy@InteGreatLeadership.com](mailto:Randy@InteGreatLeadership.com).

Don't stop growing! Your capacity to grow will determine your capacity to lead. If you need a plan for personal growth, you may want to read *Great Leaders Grow*. In it, you'll find four strategies for leadership growth.

Finally, purpose in your heart to be a serving leader not a self-serving one. That will make all the difference in the world.

Thanks for allowing us to come alongside you on your leadership journey! Let us know how we can serve you in the future.



## CHAPTER 1

- **TEAM** limitations
- **ORGANIZATIONAL** challenges
- **FINANCIAL** restraints
- Areas of **OPPORTUNITY**
- **BARRIERS** to success
- **SOCIETAL** changes
- Define your **REALITY** broadly
- Listen to **INPUT** and **FEEDBACK**
- Invest **TIME**
- Look at **DATA**
- Consider **SWOT**

## CHAPTER 2

- Awakens **CREATIVITY**
- Creates **TRACTION**
- Promotes **PROGRESS**
- Builds **EXCITEMENT**
- Unleashes **POTENTIAL**

- **ASSESS** reality
- **BENCHMARK** the competition
- Spend time with **THOUGHT** **LEADERS**
- **READ** widely
- **BRAINSTORM** with your team
- Keep an **OPEN** **MIND**

## CHAPTER 3

- **CLARITY**
- **FOCUS**
- **ENERGY**
- **MOMENTUM**
- **DEADLINES**
- **DIRECTION**
- Assess **REALITY**
- Imagine the **POSSIBILITIES**
- Count the **COST**
- Consider **ALTERNATIVES**
- Weigh the cost of **COMPLACENCY**
- Consider **TIMING**

## CHAPTER 4

- Improves **PERFORMANCE**
- Attracts better **TALENT**
- **ENERGY**  
Does the person demonstrate a bias for action and bring effort to their work?
- **ENTHUSIASM**  
Does the person have a positive attitude and approach their work with excitement?
- **ENGAGEMENT**  
Does the person whole-heartedly want the job or do they approach it as a stepping-stone?
- **EXCELLENCE**  
Does the person care about the work and seek to do everything to the best of their ability?

## CHAPTER 5

- Compelling **VISION**
- Clear **ROLES** and **EXPECTATIONS**
- **PASSION** for the work or cause
- **STRENGTHS** leveraged
- **MEASURING** progress

- **FEEDBACK** is plentiful and constructive
- Frequent **ENCOURAGEMENT**
- Leadership that **LISTENS**
- Say it **ONE** on **ONE**
- Say it in a **GROUP**
- Say it with **STORIES**
- Say it with **PICTURES**
- Say it **OFTEN**
- Say it with **PASSION**

## CHAPTER 6

- Unleashes **POTENTIAL**
- Creates **COMPETITIVE** advantage
- Enables **EXECUTION**
- Drives **ENGAGEMENT**
- Indicates **HEALTH** and vitality

## ANSWER KEY

- Communicate an **EXPECTATION** for growth
- Leverage **STRENGTHS**
- Close critical **GAPS**
- Provide **RESOURCES**
- Model **GROWTH**
- Monitor **PROGRESS**
- Encourage a growth **MINDSET**

## CHAPTER 7

### THEY UNDERSTAND THE FOLLOWING TRUTHS:

- Progress is always preceded by **CHANGE**
- The fundamental role of the leader is to create **POSITIVE** change
- There is tremendous **RISK** when applying yesterday's **ANSWERS** to today's **QUESTIONS**
- What got you **HERE** won't get you **THERE**
- Ask more and better **QUESTIONS**
- **READ** widely
- Express your ideas **VISUALLY**

- Take an **EXPERT** to lunch
- **TRAVEL** to new places
- Keep a **JOURNAL**
- Read **POETRY**
- Start a new **HOBBY**
- **SCHEDULE** time to think
- Become a student of **HISTORY**

## CHAPTER 8

- Answers the question, "How will we **WIN**?"
- Is tied to the key **METRICS** of the organization?
- Helps leaders decide what **NOT** to do.
- Identify **GOALS**
- Clarify **ROLES**
- **TRACK** performance
- Review **GAPS**
- **ADJUST** accordingly
- **MONITOR** progress

## CHAPTER 9

- Change is the price of           **PROGRESS**
- What got you           **HERE**           won't get you where you want to go
- If the leader does not           **EMBRACE**           change, no one else will
- Your           **COMPETITION**           is not standing still
- The world is           **CHANGING**
- Without change, leaders become           **IRRELEVANT**
  
- Identify a need for           **CHANGE**
- Communicate           **APPROPRIATELY**
- Build           **SUPPORT**
- Assign           **RESPONSIBILITIES**
- Monitor           **PROGRESS**
- Launch           **CHANGE**
- Evaluate and           **ADJUST**

## CHAPTER 10

- **DEFINABLE**
- **MEASURABLE**
- **ATTAINABLE**
- **PERSONAL**
  
- **COMMUNICATE**           clearly
- **EVALUATE**           consistently
- **CLARIFY**           regularly

## CHAPTER 11

- Is **CUMULATIVE** over time
- **ADDS** **VALUE** to others
- Fosters a culture of **WE** not **ME**
- Listen **INTENTLY**
- Share **STORIES**
- Meet **NEEDS**
- Celebrate **WINS**
- Grieve **LOSSES**
- Invest **TIME**
- Never **STOP**

## CHAPTER 12

- Know your **BIAS**
- **COMPENSATE** for your bias

## CHAPTER 13

- Create a common **LANGUAGE** within an organization
- Establish norms of **CONDUCT** and approach
- Set the **PRIORITIES** of the organization
- Establish behavioral **PRIORITIES** (when rank ordered)
- Can be used to **SCREEN** potential employees
- Provide a standard against which people can be **EVALUATED**
- Accelerate the **CONTRIBUTION** of new employees
- Create a platform for leaders to **ARTICULATE** and **DEMONSTRATE** what matters most
- Provide strategic opportunities for **RECOGNITION**
- Provide the cornerstone for the **CULTURE**
- Be **PATIENT**  
Don't rush the process.
- Seek **INPUT**  
Start with your inner circle.
- Think **LONG** term  
If you get this right, they will never change.
- Include your **ASPIRATIONS**  
What do you want your organization to become?
- Keep the list **SHORT**  
Closer to 5 than 10.

## CHAPTER 14

- Where to **INVEST** their **TIME**
- How to **ALLOCATE** resources
- What they should **SAY** **NO** to
- What they should **REWARD**
  
- **MODEL** what they want others to **EMULATE**
- Study other leaders who **SET** the **PACE**
- **ADMIT** it when they fall short of the **STANDARDS**
- Seek feedback through **INTENTIONAL** **DISCUSSIONS**

## CHAPTER 15

- Clarifies **EXPECTATIONS**
- Allows **CORRECTION**
- Improves **PERFORMANCE**
- Promotes **COACHING**
  
- Ask **QUESTIONS**
- Accept **INPUT**
- Adjust **BEHAVIOR**

## ADDITIONAL RESOURCES

If you enjoyed *The Secret: Field Guide*, the following are some other resources you may find helpful.

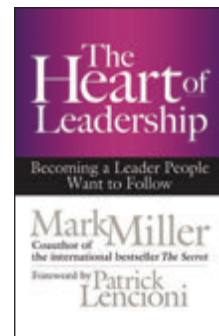
### THE SECRET WHAT GREAT LEADERS KNOW AND DO 10<sup>TH</sup> ANNIVERSARY EDITION

Join struggling young executive Debbie Brewster as she explores a profound yet seemingly contradictory concept: to lead is to serve. Along the way, she learns why great leaders seem preoccupied with the future, what three arenas require continuous improvement, the two essential components to leadership success, how to knowingly strengthen her leadership credibility.



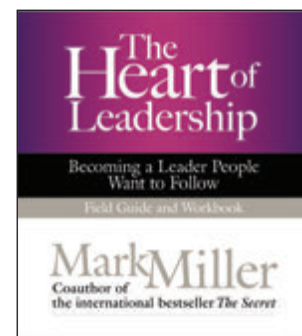
### THE HEART OF LEADERSHIP BECOMING A LEADER PEOPLE WANT TO FOLLOW

In this enlightening and entertaining business fable, Mark Miller identifies the five unique character traits exhibited by exceptional leaders. When Blake Brown is passed over for a promotion, he is sent on a quest to meet with five of his late father's colleagues, each of whom holds a piece of the leadership puzzle. This book shows us that leadership needn't be the purview of the few — it is within reach for millions around the world.



### THE HEART OF LEADERSHIP FIELD GUIDE

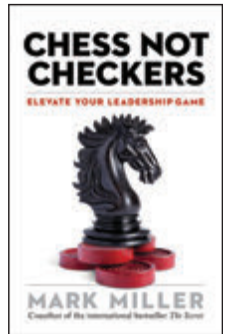
While leadership skills are vital, they pale in comparison to a leader's character. We all know skills can be learned, but how does a leader develop character? In *The Heart of Leadership: Field Guide* you will be given the opportunity to cultivate the thing that matters most to your leadership effectiveness ... YOUR Heart. This resource will challenge you to become a leader others want to follow. To purchase your copy, go to [INTEGRATELEADERSHIP.COM](http://INTEGRATELEADERSHIP.COM).



### CHESS NOT CHECKERS ELEVATE YOUR LEADERSHIP GAME

As a first time CEO, Blake Brown finds himself in over his head in a struggling organization. When he turns to his mentor, Debbie Brewster for help, she sends him to Jack Deluca. Not only is Jack a former successful CEO, he is also a grand master chess player. Using chess as an analogy, Jack teaches Blake the four moves High Performance Organizations make to gain a competitive advantage.

The book will challenge your organization to think differently and position you to win.

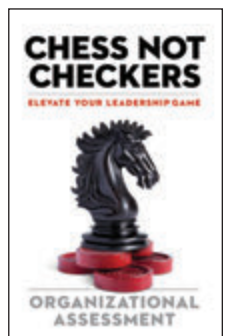


### CHESS NOT CHECKERS ORGANIZATIONAL ASSESSMENT

If you want to create a High Performance Organization, which of the four moves should you focus on first? Are there gaps between leadership's perception of reality and the point of view of your front-line workers? Where are your blind spots?

The *Chess Not Checkers* Organizational Assessment has been created to help you find the answers to these questions.

To get started, visit [INTEGRATELEADERSHIP.COM](http://INTEGRATELEADERSHIP.COM).

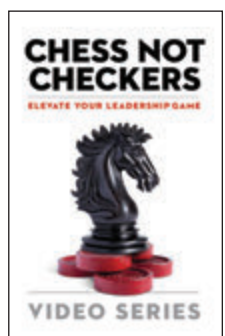


### CHESS NOT CHECKERS VIDEO SERIES

Join your host, Randy Gravitt, on a guided tour to explore the four moves Blake learned from Jack in *Chess Not Checkers*.

Randy takes you through the content of the *Chess Not Checkers: Field Guide* chapter by chapter (The videos were produced so you can use them without the field guide.) This series contains more than a dozen sessions full of practical examples and group exercises.

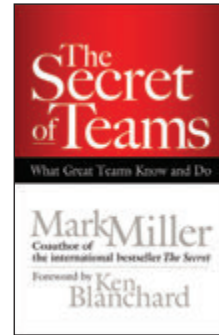
You can purchase at [INTEGRATELEADERSHIP.COM](http://INTEGRATELEADERSHIP.COM).



## ADDITIONAL RESOURCES

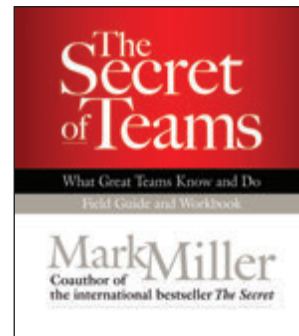
### THE SECRET OF TEAMS WHAT GREAT TEAMS KNOW AND DO

What separates teams that really deliver from the ones that simply spin their wheels? In this book, executive Debbie Brewster learns from three very different teams — the Special Forces, NASCAR, and a local restaurant. Debbie and her team discover the three elements all High Performing Teams have in common, how to change entrenched ways of thinking and acting, how to measure your progress, and more.



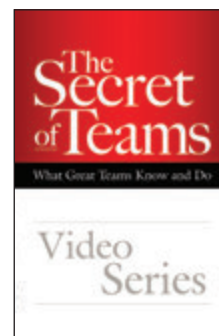
### THE SECRET OF TEAMS FIELD GUIDE

*The Secret of Teams: Field Guide* is a how-to manual offering the 10 Best Practices of High Performance Teams. This companion resource to *The Secret of Teams* book will help you put theory into practice. If you desire to lead your people to greater results, visit [INTEGRATELEADERSHIP.COM](http://INTEGRATELEADERSHIP.COM) and purchase copies for your team today.



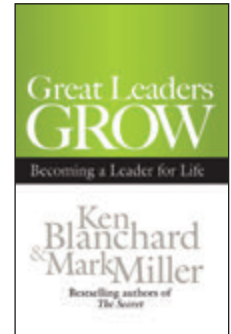
### THE SECRET OF TEAMS VIDEO SERIES

What is the secret to high performance? ... It comes down to practicing a set of behaviors. In *The Secret of Teams* Video Series, Randy Gravitt will coach your team to build those behaviors into your culture. This resource contains 14 video sessions designed to help your team reach its potential and maximize results. You can purchase the series at [INTEGRATELEADERSHIP.COM](http://INTEGRATELEADERSHIP.COM).



### GREAT LEADERS GROW BECOMING A LEADER FOR LIFE

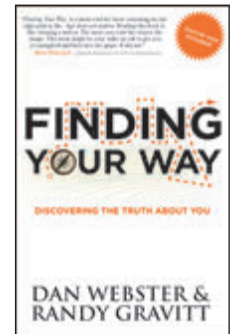
What is the key ingredient for a long-term, high-impact career in leadership? Debbie Brewster tells Blake Brown, her late mentor's son, "Your capacity to grow determines your capacity to lead," and helps Blake discover and apply four strategies for personal growth. These same strategies can enhance your life and leadership too! Join Blake and explore the path to increased leadership effectiveness and influence.



BY RANDY GRAVITT & DAN WEBSTER

### FINDING YOUR WAY DISCOVERING THE TRUTH ABOUT YOU

Mark Johnson is in the middle of his senior year in college and on the verge of making life-altering decisions about his future. He senses he is on the wrong path but has no way of knowing for sure until in steps 'wisdom personified' in the form of barista Jim Clarke. Jim takes Mark under his wing and teaches him a process for discovering what career path he should take.



If you have ever wondered if you are on the right road in your own journey, *Finding Your Way* is the tool you need. Through this emotional story, you will see there is a piece of Mark Johnson in all of us. Unfortunately, many go through life and never discover the truth about what they were born to do. The same doesn't have to be true for you, your friends, and those you lead.

The hardcover also includes a companion journal to guide you through the process of discovery. Visit [RANDYGRAVITT.COM](http://RANDYGRAVITT.COM) to purchase your copies of *Finding Your Way*.



## ABOUT THE AUTHORS



**MARK MILLER** is a business leader, best-selling author and communicator.

Mark began his Chick-fil-A career in 1977 working as an hourly team member. In 1978, Mark joined the corporate staff working in the warehouse and mailroom. Since that time, he has provided leadership for Corporate Communications, Field Operations, Quality & Customer Satisfaction, Training & Development, and today he serves as the Vice President of Leadership Development. During his time with Chick-fil-A, annual sales have grown to almost \$7 billion. The company has over 2,000 restaurants in 43 states and the District of Columbia.

Mark began writing about a decade ago. He teamed up with Ken Blanchard, coauthor of *The One Minute Manager*, to write *The Secret: What Great Leaders Know and Do*. Today, over 500,000 copies of *The Secret* are in print, and it has been translated into more than 25 languages. Recently, he released *The Secret of Teams*, which outlines some of the key lessons learned from a twenty-year study on what makes some teams outperform the rest. His newest book, *The Heart of Leadership*, was released in 2013.

In addition to his writing, Mark loves speaking to leaders. Over the years, he's traveled extensively around the world teaching for numerous international organizations. His theme is always the same: encouraging and equipping leaders. His topics include servant leadership, creativity, team building and more.

Mark enjoys an active lifestyle. As a photographer, he enjoys shooting in some of the world's hardest-to-reach places, including Mount Kilimanjaro, Everest Base Camp, Antarctica and the jungles of Rwanda.

Mark has been married to his high school sweetheart, Donna, for more than 30 years. They have two sons, a daughter-in-law, and a beautiful granddaughter, Addison.



**RANDY GRAVITT** is a writer, speaker, and life coach, who encourages leaders to reach their potential.

In 2013, Randy joined Dan Webster to write *FINDING YOUR WAY: Discovering the Truth About You*, targeted at helping leaders discern their career path. The book is currently used by colleges and universities all over America to help students with the process of discovery.

Randy began his career working in education, both as a teacher and coach, before moving to Georgia where he served for nearly two decades on the staff of one of the largest churches in the Atlanta area. Randy is currently the CEO of InteGREAT Leadership whose mission is to grow a generation of integrity driven leaders. He devotes his full time to encouraging leaders, organizations, and teams through his writing, speaking, and life coaching.

Randy's passion is to serve the next generation, teaching them to understand the importance of living a life of integrity so they can maximize influence. He has mentored dozens of leaders and businesses through his coaching and consulting, and his blog is read by thousands daily at [randygravitt.com](http://randygravitt.com).

As a communicator, Randy has spoken in the U.S., Europe, Asia, Africa, and South America. He teaches on the topics of leadership, team building, organizational effectiveness, and peak performance. Randy's audiences are drawn to his encouragement and motivational style of speaking aimed at transformation. His clients include organizations such as Chick-fil-A Inc, Fellowship of Christian Athletes, Kroger Inc, and the Winshape Foundation. Randy also serves as one of the leadership coaches for the Pittsburgh Pirates MLB Club.

In his time outside of work, Randy enjoys trail running, reading, traveling, and spending time with his wife and four daughters.

You can connect with Randy at [RandyGravitt.com](http://RandyGravitt.com), or via Twitter @RandyGravitt.

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