

The Heart of Leadership

Becoming a Leader People
Want to Follow

Field Guide and Workbook

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Coauthor of
the international bestseller *The Secret*

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Have you ever noticed how many books are written to help leaders get better? As many books as there are focused on helping leaders enhance their skills, there are far fewer written to help the leader with the all important self-work -- the part on the inside. That's what this book is all about.

I'll let you in on a little discussed fact about leadership – as important as the skills are, lack of skills is not what derails most leaders – skills are too easy to learn. If you want to predict someone's ultimate success as a leader, don't evaluate their skills but their leadership character.

So, why is a book like this necessary? This book is intended to help leaders and aspiring leaders strengthen their leadership character, and as a consequence, position themselves for greater opportunity, influence and impact. For some of you, the ideas in this book could help transform your leadership and unlock opportunities like you've never imagined... it could even change your life.

If we can embrace and cultivate the leadership character traits outlined in this simple story and master the skills needed to lead, our organizations will soar. It will require both – character and skills. Let's begin the hard part today... leadership character first.



I'm excited to share the ideas included in this guide and workbook with you! It's the second resource of this type I've produced. The first was **THE SECRET OF TEAMS FIELD GUIDE**. The positive response to that first effort has fueled my passion to release this workbook.

To allow for maximum applicability, this resource is formatted to serve multiple purposes.

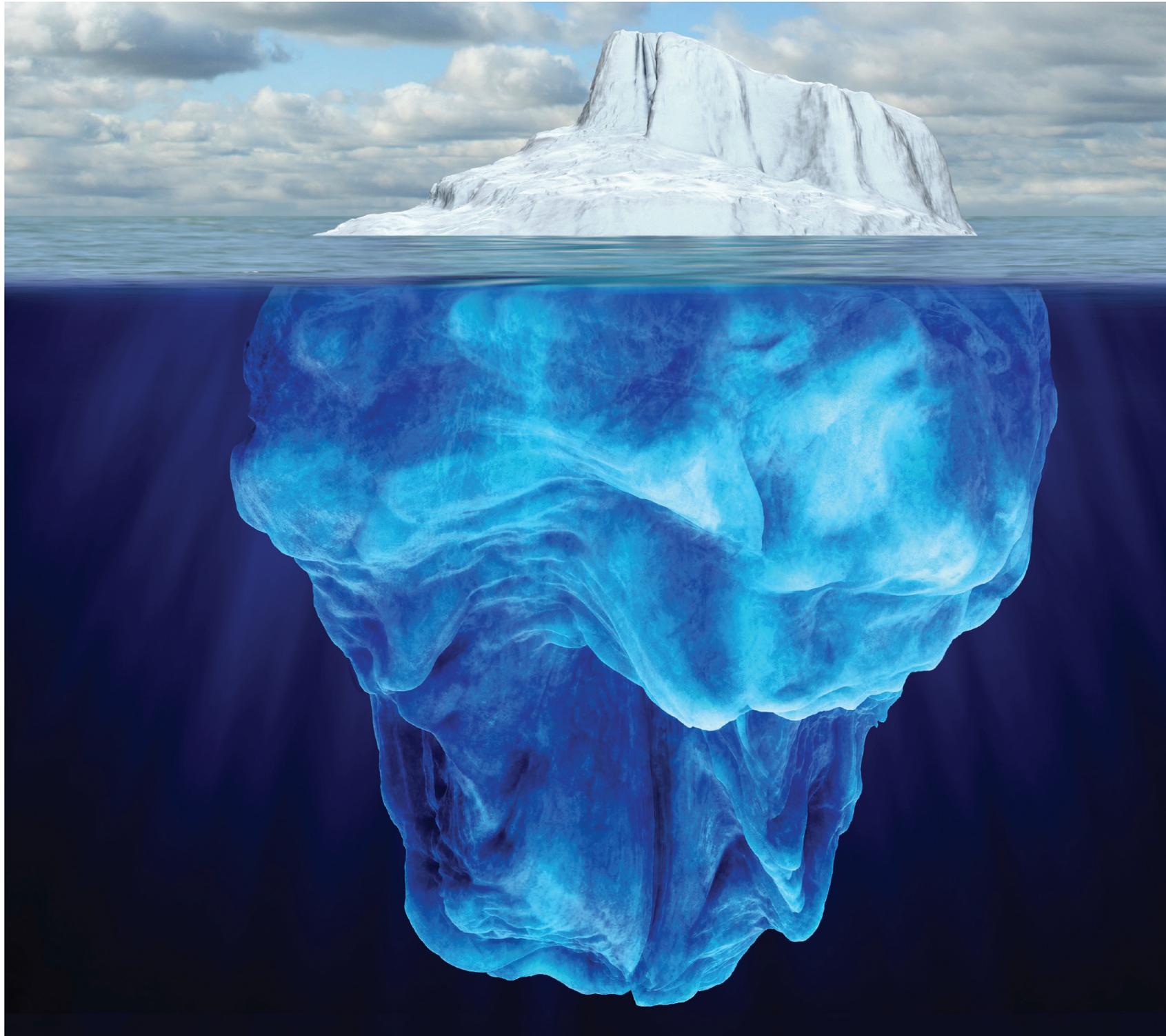
It is a **COMPANION** – of sorts – to the book, **THE HEART OF LEADERSHIP**. In that book, I outline five essential leadership character traits you and I must possess to become a leader people want to follow. This guide contains additional content to help you explore the topic with greater depth.

It has been created as a **FIELD GUIDE** – with practical ideas that work. As such, the order of the chapters is irrelevant. If you're hiking and get bitten by a snake, you'll probably skip the chapters in your trail guide on pitching your tent and go straight to the first aid section. You can use this guide in that same fashion – the content has been written in standalone segments. Please use it anyway that serves you.

Third, this guide is also a **WORKBOOK**. I've been humbled by the leaders who want to teach this content in a workshop setting around the world.

Because I've attempted to meet all three of the previous objectives in one resource, I thought it important to provide the **ANSWERS** needed to fill in the blanks in each chapter. If you're in a workshop setting, the answers will be provided by your facilitator. For the rest of you – relax. **THE ANSWERS ARE IN A SECTION IN THE BACK OF THE GUIDE.**

My final encouragement to you, regardless of how you decide to use this resource... Enjoy the journey!



What's your Picture of Leadership?

Every leader has a leadership point of view – a mental picture of what leadership looks like. You may have never thought about it. You may not even know you have this picture.

If pressed, you may be able to define it in vague terms, or you may not. But it exists. You lead based on your beliefs, and your beliefs are impacted by the picture you carry in your mind.

What's your picture of leadership?

NOW, IT'S PERSONAL

As you think about your leadership, are you stronger in the skills arena or in the area of leadership character?

You can decide today to become strong in **both** leadership skills and leadership character.



GROUP EXERCISE

What benefits can you expect from a common picture of leadership in your organization?

What negative consequences can you expect if you don't forge a common definition of leadership?

Ken Blanchard and I wrote about the part above the waterline in a book entitled, *The Secret*. We believe great leaders...

S _____
E _____
R _____
V _____
E _____

The SERVE practices are _____ for sustained leadership success. However, they are never enough.

What ultimately determines your leadership success is a combination of _____ and leadership _____.



GROUP EXERCISE

Think of a leader you know who has the skills to lead but struggles with getting people to follow. Why do you think people are reluctant to follow?

Leaders are Different

Ask someone what character traits they look for in leaders, and I'm guessing they will probably name attributes like integrity, honesty and loyalty. Although these are fine qualities, they are totally inadequate when describing **leadership character**.

The best leaders must certainly be honest and have integrity, but we expect this from everyone in our organizations. There are additional traits that set leaders apart and make them different. This difference is on the inside. It is a matter of the heart.



GROUP EXERCISE

Think of a leader you admire. List twenty reasons you think highly of this leader.

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

Now, count the number of attributes you would consider skills and the number you would consider character traits.

What did you discover?

LEADERSHIP CHARACTER

Leadership character can be _____.

The best time to develop leadership character is when a person is _____.

Developing leadership character is a _____.

The first step towards real change is a _____.

Leadership character is an issue of the _____.



GROUP EXERCISE

What are signs a person may have issues with leadership character?



It's Not About You

When I presented the concepts in *The Heart of Leadership* to my publisher, he said, "People don't read books – and if they do, they don't finish them." I wasn't sure what to do with that bit of information. He continued, "Therefore, you'd better put the good stuff in the beginning." I assured him I had made every effort to edit out all the bad stuff!

Regardless of my efforts while creating this content, I decided to follow his advice. Of all the leadership character traits in this book, the essence of effective servant leadership is the ability to **Think Others First**.



GROUP EXERCISE

Brainstorm a list of behaviors that signal someone is truly interested in you as a person.

Which of these behaviors are more challenging for you? _____

What behaviors can you predict from people who believe their leader really wants them to win?

Servant Leadership works because:

- ▶ It is _____
- ▶ It _____ people
- ▶ It builds _____
- ▶ It raises _____
- ▶ It _____ the leader's heart

To "Think Others First" is the _____ of servant leadership.

To serve is a _____.

NOW, IT'S PERSONAL

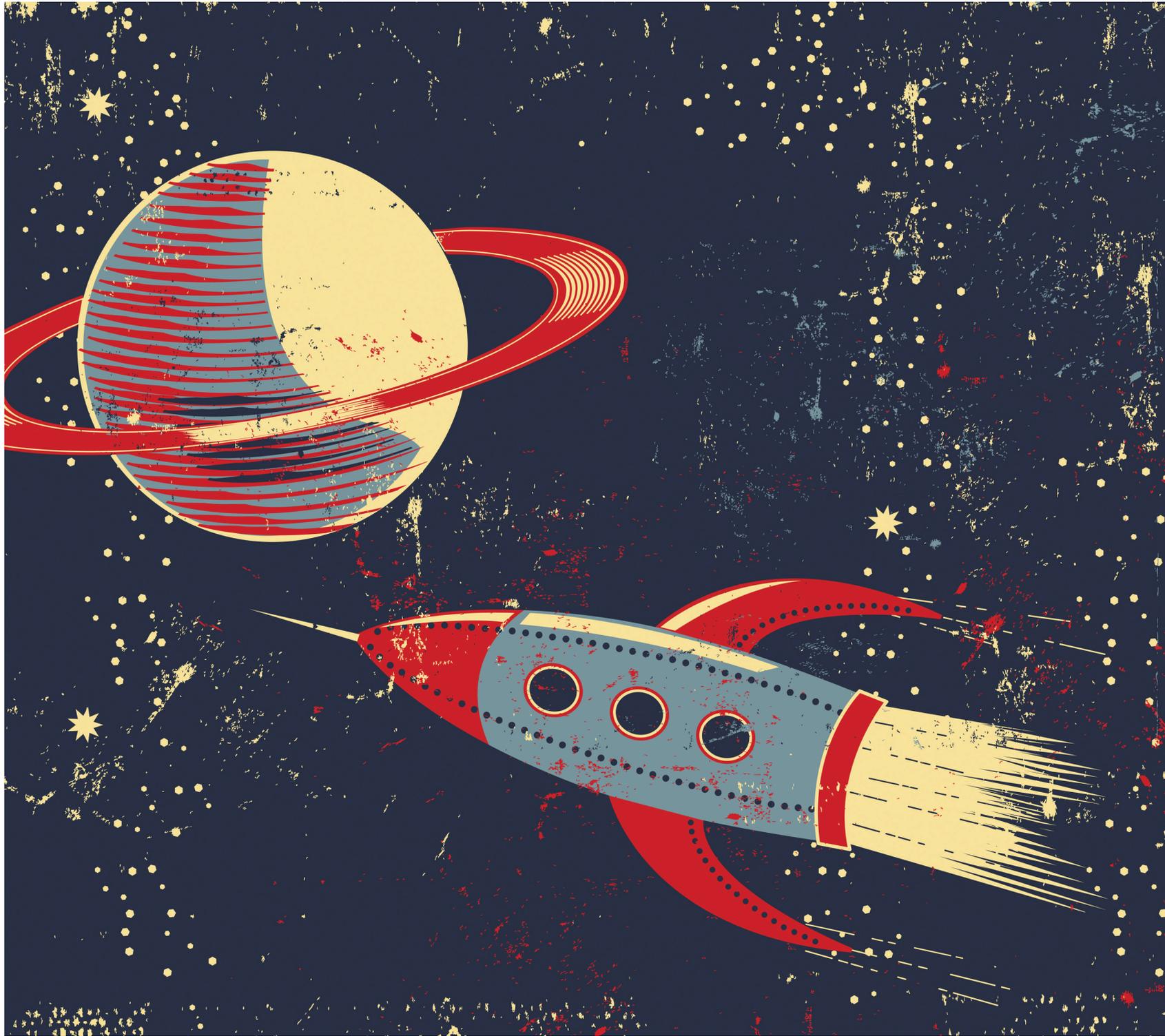
How often do you "Think Others First?" Do you find it difficult? If so, join the club! Our human nature creates a strong gravitational pull towards self-serving behaviors. However, the battle to overcome our natural tendencies will pay huge dividends in followship and ultimately, results.



GROUP EXERCISE

Your assignment is to prepare for a coaching session with a leader on your team who is notorious for thinking others **last**.

How would you frame the conversation? What advice would you give? Make your notes below. Then, find a partner and conduct an abbreviated version of that conversation.



Leaders Create the Future

One of the leader's primary roles is to help us see and seize a preferred future; by definition, a state or condition that does not currently exist. How leaders do this has been a subject of much study and debate. In the end, we may never be able to adequately articulate the process – it is as much art as science.

However, there is one leadership character trait that enables leaders to excel in this role. The greatest leaders **Expect the Best!**

TO EXPECT THE BEST MEANS...

- To believe in _____
- To believe in _____
- To believe in your ability to _____ the future



GROUP EXERCISE

What are the advantages of cultivating an "Expect the Best" attitude?

What are the risks?

OPTIMISTIC VS. PESSIMISTIC LEADERS

Describe the impact these two types of leaders can have on their organizations.

OPTIMISTIC

PESSIMISTIC

▶ _____	▶ _____
▶ _____	▶ _____
▶ _____	▶ _____
▶ _____	▶ _____
▶ _____	▶ _____
▶ _____	▶ _____

Which of these best describes your outlook? _____

NOW, IT'S PERSONAL

When has an "Expect the Best" attitude served you well as a leader? Be prepared to share your story.

10 WAYS TO CULTIVATE AN "EXPECT THE BEST" ATTITUDE

- 1 Leverage your _____
- 2 Always _____
- 3 Seek _____
- 4 Be _____
- 5 Create small _____
- 6 Build on past _____
- 7 Consider the _____
- 8 Build success _____
- 9 Don't ignore _____
- 10 Remember your _____

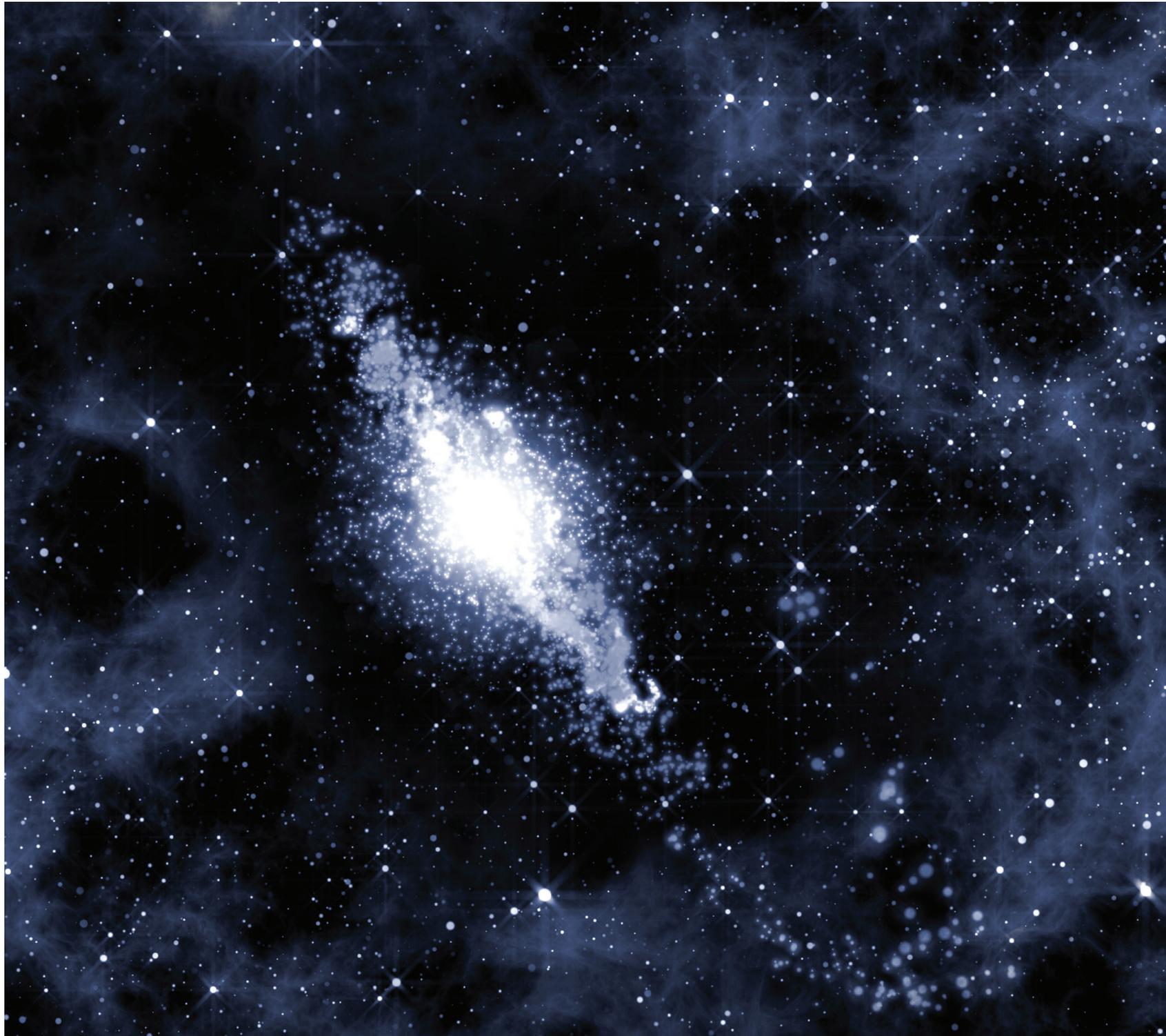


IDEA FOR ACTION

Write a paragraph describing the best case scenerio for your future 10 years from now. Next, identify the steps you can take today to move toward your preferred future.

NOTES

“If your **Picture** of the **Future** ^{is no} **Better** than today, **Don't Expect** **People** to **Follow** ^{you} **there.**”



The Genesis of Leadership

Leadership begins when courage meets opportunity. Without courage, our leadership is latent, unseen, and nothing more than unrealized potential. Leadership without courage is actually not leadership at all. Courage puts leadership into play and empowers us as leaders. The absence of courage quickly disqualifies us as someone people want to follow.

Therefore, we need courage to lead well. The more courageous we can become, the better we'll lead. If we can't muster significant levels of courage when it matters most, we'll forever limit our influence and our impact. Leaders **Respond with Courage**.



GROUP EXERCISE

Think of a time you were courageous as a leader. Answer the following questions.

What was the situation?

Why did the outcome matter?

How did your action affect the outcome?

What did you learn about yourself?

NOW, IT'S PERSONAL

You may be wondering, "What if I'm not courageous by nature?" You may be more courageous than you think. Repeat the first activity again. Think of another time you were courageous, and another, and another. Make a list. Review it and ask yourself what caused you to be courageous in each of those circumstances. If you find that you do, in fact, lack courage, pay special attention during the following exercise.



GROUP EXERCISE

Brainstorm twenty different situations in which courage is required.

- | | |
|---------|---------|
| ① _____ | ⑪ _____ |
| ② _____ | ⑫ _____ |
| ③ _____ | ⑬ _____ |
| ④ _____ | ⑭ _____ |
| ⑤ _____ | ⑮ _____ |
| ⑥ _____ | ⑯ _____ |
| ⑦ _____ | ⑰ _____ |
| ⑧ _____ | ⑱ _____ |
| ⑨ _____ | ⑲ _____ |
| ⑩ _____ | ⑳ _____ |



No Substitute for Wisdom

As you know, for a leader the way forward is often unclear. Rarely do leaders have all the facts or complete mastery of the subject when a decision needs to be made. In other situations, a leader must choose between conflicting priorities or between multiple, good options. How is this possible? Wisdom.

Wisdom is the intangible ingredient that enables leaders to make good decisions in challenging or uncertain circumstances. Wisdom also allows a leader to consistently make good choices. The best leaders are wise – some are wise beyond their years. This is no coincidence; they **Hunger for Wisdom**.



GROUP EXERCISE

Write your definition of wisdom. Be prepared to share it with the group.



GROUP EXERCISE

Work with a partner to create a first draft of a personal development plan with the focus on helping you grow in wisdom.

THE TRUTH ABOUT WISDOM

- It does not _____ increase with age.
- It is _____ over time.
- It is _____ to grow in wisdom.
- It is not the product of _____ events.
- It should be a life-long _____ for every leader.



Look in the Mirror

The best leaders don't blame others. If something happens on our watch, we own it. This sense of responsibility includes a high level of ownership for our own actions, the actions of those we lead, and ultimately, for the outcomes the actions generate.

To learn to accept responsibility is foundational to great leadership; the other side of the coin is knowing when to give praise. There's a delicate balance we'll explore in the balance of this chapter. The big idea is simply: leaders **Accept Responsibility**.



GROUP EXERCISE

Epic Failures – Think about a miserable failure that happened under your leadership. Answer the following questions about the incident.

What was the context?

What happened?

How did you feel?

Did you fully own the outcome? Why or why not?

WHY IS IT DIFFICULT TO ACCEPT RESPONSIBILITY WHEN THINGS GO WRONG?

- We believe it will _____ our leadership.
- We think our _____ will be exposed.
- We think _____ is final.
- We are _____.
- We don't _____ our people.
- We may not trust our _____.
- We are leading from a position of _____.



GROUP EXERCISE

Slow to give praise? Brainstorm at least a dozen reasons some of us are slow to acknowledge the accomplishments of others.

WHY GIVING PRAISE CAN BE HARD

- We are _____.
- We _____ people know when they did well.
- We are _____.
- We are a _____ leader.
- We are _____.
- We are too _____ to lead well.



IDEA FOR ACTION

Over the course of the next week, count the number of times you praise someone for a job well done. Then, the following week, try to double that number. You may see a transformation in your culture and your leadership.

NOW, IT'S PERSONAL

Are you quick to take credit for success? Are you slow to praise others? Why?

NOTES

“Few Leaders
 Fail ^{for} lack of Skills.
 They are too easy
 to Learn.”



The Heart of the Matter

If you've made it this far in this field guide, I'm assuming you're serious about improving your leadership. But, you may still be wondering why all this talk about leadership character and the heart? Aren't leaders just supposed to get results?

If you've been leading long, you know you can get results without creating followship. You also know results can be the byproduct of a very toxic workplace and poor relationships with those you lead. This approach will not maximize results nor is it sustainable. There is a better way...



GROUP EXERCISE

What benefits can you expect if you become a leader people want to follow?

What obstacles can you anticipate if you want to strengthen your leadership character?

NOW, IT'S PERSONAL

Which of these five character traits is the easiest for you to live out? Which one is the most challenging for you? Begin thinking now about a plan of attack.



IDEA FOR ACTION

Who do you know who would benefit from the ideas presented in this workbook? How could you expose them to this content? If you find a way to teach this material, chances are it will take root in your own life.

Focused action will help you get the heart transplant you need. Also, to create a memory hook for you, the five leadership character traits actually do spell **HEART**.

Hunger for _____

Expect the _____

Acept _____

Respond with _____

Think _____ First

AUTHOR'S NOTE

There is a vast reservoir of untapped potential in most people, and therefore, in most organizations – wasted potential residing in the discretionary efforts of our people. The day of the hired hands is dead. Leaders operating from that perspective are the dinosaurs of our day. As Peter Drucker said, “We are all knowledge workers.” The implications for leaders...

For every pair of hands you hire, you get a free brain.

Our challenge is to create the context and the work environment to mine that potential, to capitalize on that FREE brain – starting with us. People don't leave organizations, they leave supervisors. Are we becoming leaders people want to follow? Or, are we driving talent away?

Yes, we need the skills of leadership. I've devoted decades of my life to helping leaders acquire the requisite skills to lead well, but skills alone are not the answer. I'll go back to the premise of the book:

If your heart is not right, no one cares about your skills.

You and I will be dismissed as a leader if all we bring to the table are skills.

Leaders rarely fail for lack of skills. In my experience, for every leader who fails because he or she can't build a team or cast vision, countless others disqualify themselves for issues of the heart.

The good news is we can change the condition of our heart. If we couldn't, I wouldn't have written the book.

So, what's my point? I want to encourage you to be vigilant and diligent - give adequate attention to matters of the heart. It is much more important than most leaders think – it is critical. These are not soft issues; this is the issue that will ultimately determine our impact on the world!

There is an ancient proverb that summarizes why the matters of the heart are so vital – it captures my thoughts as well as I could ever hope to...

“ABOVE ALLE ELSE,
GUARD
YOUR HEART.
EVERYTHING
YOU DO
FLOWS
FROM IT.”

KING SOLOMON, 10TH CENTURY B.C.



Next Steps

Wondering where to begin? You've already started. The resource in your hand can serve as your guide for the journey.

My recommendation is to take your next step by completing the Assessment on the following pages. It won't necessarily provide you the answers you seek, but it could narrow your search for those answers.

After you've completed and scored the Assessment, you'll have some ideas regarding where the most productive next steps might be.

In addition to completing the Assessment, I have two other suggestions.

- ▶ Create a **simple written plan** of your intentions for the next 90 days. Then, do it again... then again. Keep the focus tight and the activities specific. You may find this to be a new discipline you'll want to continue the rest of your life.
- ▶ Find **someone to help you** on the journey. A word of caution: don't look for a perfect mentor. You'll never find one. Just someone you trust, who is further down the road regarding leadership character than you are.

RATE EACH STATEMENT USING THE FOLLOWING SCALE:

- 5** = Always **2** = Rarely
4 = Often **1** = Never
3 = Sometimes

HUNGER FOR WISDOM

- I see my personal development as one of my highest priorities. _____
My calendar reflects the high priority I place on the pursuit of wisdom. _____
I invest time on a regular basis with people who help me grow. _____
Self-evaluation and reflection play an active role in my pursuit of wisdom. _____
Total _____

EXPECT THE BEST

- When difficulties arise, I remain optimistic. _____
My “expect the best” outlook impacts all areas of my life. _____
I consistently demonstrate an “expect the best” attitude. _____
I am able to grasp reality and maintain my optimism. _____
Total _____

ACCEPT RESPONSIBILITY

- I accept responsibility for my effort and outcomes. _____
I willingly accept responsibility for the work of those I lead. _____
When outcomes are not good, I look to my role in the situation first. _____
When outcomes are good, I am quick to give praise. _____
Total _____

RESPOND WITH COURAGE

- I am willing to make tough decisions. _____
I maintain a high bias for action. _____
People can count on me to do the right thing even when it won't be popular. _____
My first instinct when faced with a challenge or opportunity is to act. _____
Total _____

THINK OTHERS FIRST

- I consider the needs and desires of others before my own. _____
I constantly look for ways to add value to others. _____
During my daily activities, I often find myself serving others. _____
I am a serving leader. _____
Total _____

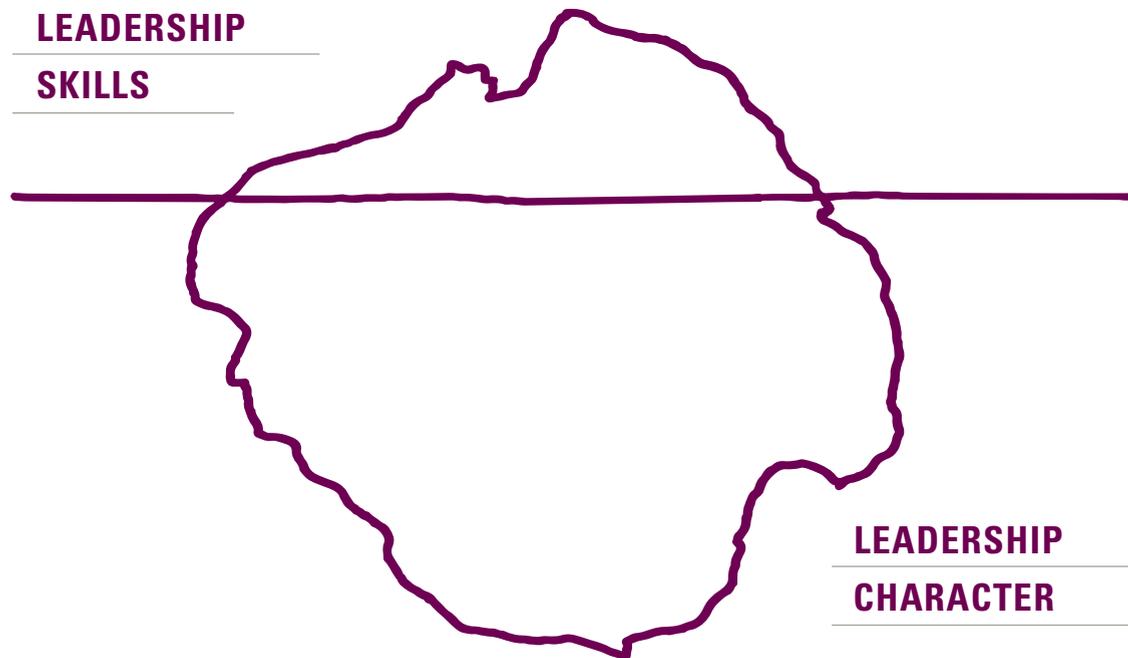
WHAT'S NEXT AFTER THE ASSESSMENT?

- Look for critical gaps - work to close those first.
Look for ideas for personal application from this Field Guide.
Create a plan for improvement. Share it with a friend, spouse, or mentor.
Ask him or her to give you the gift of accountability.
Stay on the journey!

CHAPTER 1

- Like an iceberg, about **10%** of leadership is easily visible to others.
- Like the iceberg, the remaining **90%** is below the waterline.
- The portion above the water represents the **SKILLS** of the leader.
- The remainder, below the waterline, represents leadership **CHARACTER**.

**LEADERSHIP
SKILLS**



The SERVE practices are **ESSENTIAL** for sustained leadership success. However, they are never enough.

What ultimately determines your leadership success is a combination of **SKILLS** and leadership **CHARACTER**.

CHAPTER 2

- Leadership character can be **DEVELOPED**.
- The best time to develop leadership character is when a person is **YOUNG**.
- Developing leadership character is a **PROCESS**.
- The first step towards real change is a **DECISION**.
- Leadership character is an issue of the **HEART**.

CHAPTER 3

Servant Leadership works because:

- It is **OTHERS-CENTERED**
- It **HONORS** people
- It builds **TRUST**
- It raises **ENGAGEMENT**
- It **REVEALS** the leader's heart

To "Think Others First" is the **CORNERSTONE** of servant leadership.

To serve is a **CHOICE**.

- Intentionally cultivate relationships with **SERVANT** leaders.
- Ask yourself often, "What would a great servant leader do in this **SITUATION**?"
- Look for as many ways as possible to **SERVE** others.

CHAPTER 4

- To believe in **YOURSELF**
- To believe in **OTHERS**
- To believe in your ability to **INFLUENCE** the future

- 1 Leverage your **STRENGTHS**
- 2 Always **GROW**
- 3 Seek **COUNSEL**
- 4 Be **UNREALISTIC**
- 5 Create small **WINS**
- 6 Build on past **SUCCESSSES**
- 7 Consider the **ALTERNATIVE**
- 8 Build success **DISCIPLINES**
- 9 Don't ignore **REALITY**
- 10 Remember your **VICTORIES**

CHAPTER 5

- Your level of courage is not **FIXED**.
- Your courage is **CONTAGIOUS**.
- Courage is required in almost **EVERYTHING** a leader does.
- Courage is **SITUATIONAL**.
- Without courage, it is **IMPOSSIBLE** to lead well.
- Clarify your **VISION**.
- Remember your past **SUCCESSSES**.
- Look for opportunities to **INITIATE** action.

CHAPTER 6

- It does not **AUTOMATICALLY** increase with age.
- It is **CUMULATIVE** over time.
- It is **POSSIBLE** to grow in wisdom.
- It is not the product of **RANDOM** events.
- It should be a life-long **PURSUIT** for every leader.

- Admit that you **NEED** wisdom.
- Focus on the **PURSUIT** of wisdom, not the outcome.
- Always remain open to new ideas and **CONTRARIAN** views.
- Commit to **LIFE-LONG** learning.
- Seek both **FEEDBACK** and **COUNSEL**.
- Establish a **NETWORK** of trusted advisors.

CHAPTER 7

- We believe it will **WEAKEN** our leadership.
- We think our **WEAKNESSES** will be exposed.
- We think **FAILURE** is final.
- We are **INSECURE**.
- We don't **TRUST** our people.
- We may not trust our **ORGANIZATION**.
- We are leading from a position of **FEAR**.

- We are **SHORT-SIGHTED**.
- We **ASSUME** people know when they did well.
- We are **ARROGANT**.
- We are a **SELF-SERVING** leader.
- We are **INSECURE**.
- We are too **BUSY** to lead well.

CHAPTER 8

- **H**unger for **WISDOM**
- **E**xpect the **BEST**
- **A**cept **RESPONSIBILITY**
- **R**espond with **COURAGE**
- **T**hink **OTHERS** First

ADDITIONAL RESOURCES

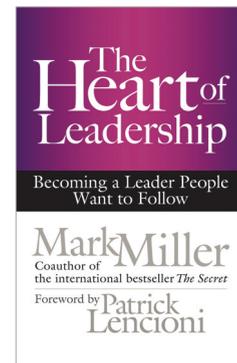
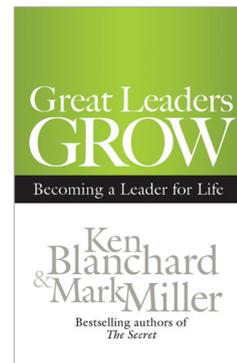
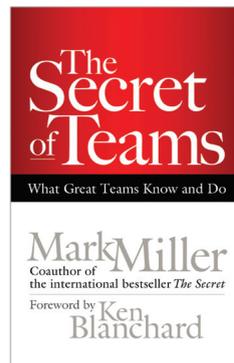
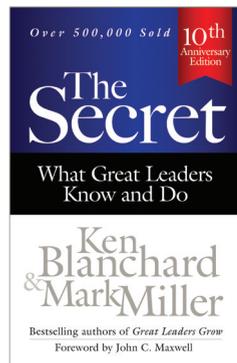
GREATLEADERSERVE.COM – This is my site, dedicated to encouraging and equipping leaders around the world. To date, there are more than two dozen specific posts on how to create the type of team this guide describes.

Also, you'll find there a feature entitled **TODAY'S CHALLENGE**. This is an ongoing series in which I attempt to answer questions submitted by readers. Please send your questions to: **MARK@GREATLEADERSERVE.COM**.

I'm on Twitter **@LEADERSERVE**. I hope to connect with you live or in cyberspace!

If you'd like additional copies of this guide, go to **GREATLEADERSERVE.COM**.

OTHER BOOKS BY MARK MILLER:



ALL MARK'S PROFITS WILL BE DONATED TO CHARITY.

ABOUT THE AUTHOR



Mark Miller is a business leader, best-selling author and communicator.

Mark began his Chick-fil-A career working as an hourly team member in 1977. 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 and Customer Satisfaction, Training and Development, and today he serves as the Vice President of Organizational Effectiveness. During his

time with Chick-fil-A, annual sales have grown to over \$5 billion. The company has almost 2,000 restaurants in 39 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 20-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 has 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. You can see some of his images on his website. Look for the Photo Blog under the Resources tab on GreatLeadersServe.com.