



JEFF HAVENS

EMERGING

LEADERS VIDEO SERIES

PARTICIPANT WORKBOOK



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INTRODUCTION

Welcome, and congratulations on being considered awesome enough to be allowed to read this book. There are millions of people who would love to read this book, but they don't get to. Some of them have attempted to bribe me with cars and jewels and silks and the occasional herd of camels, but I have refused them all. You have to earn the right to read this book, which you have obviously done. So again, congratulations for being as awesome as you are.

However, despite the prestige that you've acquired simply by being allowed to look at these pages, I suppose it's possible that you'd rather be golfing or digging a moat or manually inflating a hot air balloon or making cupcakes instead of reading and learning about how to become an excellent leader. There's even an outside chance that at this very moment you're actually hoping someone pulls the fire alarm in your building just so you can get out of having to do all this.

If that's what you're thinking, then you are in for a delightful surprise. Because this is going to be the most entertaining learning you've ever done in your life, and waaaaay more fun than digging a moat.

You're reading this because your company has identified you as a rising star, someone with the potential to become the kind of leader others are excited to follow. Leadership is a skill that needs to be developed, just like 3-point shooting and needlepoint and rock carving and monster truck driving. If you think leadership is a purely natural quality that requires no additional training, you should watch a children's soccer game sometime. I don't know exactly whose idea it is to tell everybody to go for the ball all at the same time, but it's not an example of excellent leadership. And we want you to be better at this than they are.

This training series consists of 9 hilarious videos, which are designed to provide education about leadership in three core areas:

- **How to prepare for your new role, both physically and mentally**
- **How (and how not to) interact with your colleagues now that you are in a position of leadership**
- **How to approach leadership with an intelligent, forward-thinking outlook that will simultaneously return excellent results and inspire the people you're leading**

As I've said, the videos are hilarious and may occasionally make you snort-laugh. This workbook includes a summary of each video, space for you to take notes, and questions designed to get you thinking about how to successfully transition into this new (and improved!) phase of your career.

Bottom line – we've tried to make this as fun as possible because we think that learning doesn't have to be boring. If this does end up boring you, then you're probably incapable of experiencing joy. I weep for you and hope that I never have to sit on a cross-country flight next to you and your chronic sadness.

So what are you waiting for? Turn the page and start having fun already!

JEFF HAVENS

SPEAKER & TRAINER

*"Most Awesome Leader
in the History of Ever"*





PART ONE



PREPARING FOR A LEADERSHIP ROLE

EPISODE 1

EVERYONE JUDGES A BOOK BY ITS COVER

First, and most importantly – I didn't really smell terrible. That was just some A-list acting right there. Second, and almost as importantly – do not wear sandals if you ever become an alpaca farmer. I wasn't kidding about that part. They really are messy.

Most importantly of all, though, the way you look is usually the first thing others notice about you. Strictly speaking it isn't fair for any of us to judge others based on the way they look, and there are plenty of laws in place to protect us from being judged based on appearance. But despite all those laws and despite all our attempts to act otherwise, all of us make instinctive judgments about others based upon appearance. In the eyes of most of the world, the way you carry yourself says a lot about who you are, what you value, and what you're capable of accomplishing.

As an emerging leader, it will be important for you to present yourself in a manner that suggests competence and ability. What that exactly means will depend on your particular profession or industry. But I think we can all agree that in every organization, there is almost always a difference in the appearance of a well-respected leader and the appearance of employees who don't care about their job or whether they keep it.



CLASSROOM DISCUSSION NOTES



SELF-REFLECTION QUESTIONS

Do people look at you with admiration or amusement? Let's find out!

- 1.** Based on the way I looked in the video you just watched, which of the following jobs do you think I would be most qualified for?
 - a) A former hedge fund trader who, after losing millions in an ill-advised gamble, now works as a part-time ski-lift operator
 - b) A college professor, especially one whose courses are taught entirely online
 - c) A stay-at-home Dad down to his last clean outfit who can't quite figure out how to turn on the stupid washing machine

- 2.** When you think 'leader,' what are some of the first images that come to your mind? (Think things you can see, not qualities like 'integrity' or 'intelligence'.)

3. Think of a leader you respect at your company. Are there any elements of that person's outward appearance or demeanor you would like to emulate? (This doesn't have to be specific to clothing. It could be something like, "She always has a briefcase with her and is prepared for anything that comes up" or "He always looks you in the eye when you're talking to him, like he's really listening to you.")

4. Do you think it's possible to go too far in dressing to impress? If so, how?

EPISODE 2

GIVE IT 20%

You ever use a hair dryer to dry yourself? Of course you do, because it's amazing. Why don't we do that more often? It feels so good!

Anyway, it's true that routine work represents a large part of what we do on a daily basis, and most of it is going to remain the same whether you're shouting at people or calling for an all-staff meeting or relaying orders via carrier monkey or whatever. The most effective leaders are ones who can identify which activities or behaviors have the potential for improvement before deciding how to go about improving them. If you begin your leadership by trying to change the way that everybody does everything, you'll end up disrupting some excellent existing practices, and you'll probably make a lot of people wish they could smack you upside the head.

Bottom line – don't try to change everything all at once. Focus on the things you have the ability to influence. Otherwise you'll waste a lot of time and energy beating your head against a brick wall. And trust me, I did that once on a \$20 dare, and it was not a good idea.



CLASSROOM DISCUSSION NOTES



SELF-REFLECTION QUESTIONS

Every leader makes a mark on the people he or she leads. Will your mark be a gold star or a black eye? Or, to put it another way – when you retire or get promoted into another department, are people going to cheer and give you a plaque and maybe a cake with your face on it, or are they going to cheer simply because you're leaving? Let's find out!

- 1. What are some specific areas where you think your company (or your specific department) is doing an excellent job?**

2. What are some specific areas of business in which you think your company (or your specific department) could use some improvement? Why do you think so, and what do you think needs to be done?

3. People are generally comfortable doing things 'the way they've always done them' and are often reluctant to change, even when the changes will be beneficial to everyone. How do you think you can effectively convince your team to be open to possible changes without making them defensive or resistant to new ideas?

4. What is the worst possible way to 'make your mark' as a new manager or leader? This can either be one that you've seen or one so horrible that nobody would actually do it, except maybe in the movies. Have fun with this!