



JEFF HAVENS

SUPERIOR

LEADERSHIP VIDEO SERIES

PARTICIPANT WORKBOOK

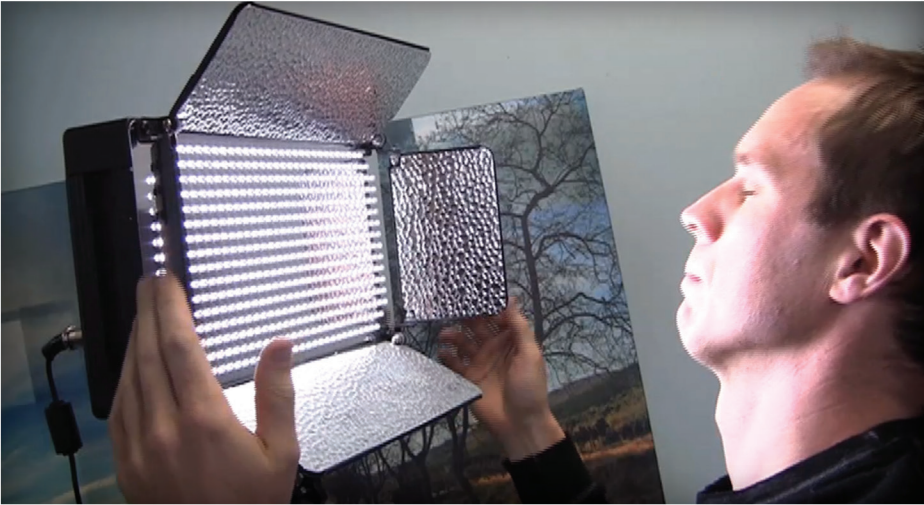
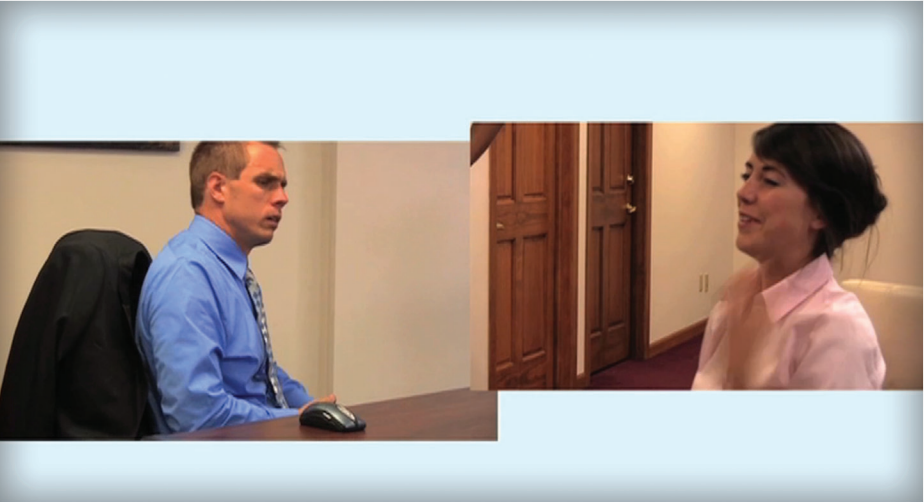


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INTRODUCTION

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 private jets and box seats to the Super Bowl and the occasional Mediterranean villa, 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.

Now I'm sure you've read dozens of other books about management and leadership. You've probably got one in your briefcase right now, and you might be using an old one to level out your desk. It's possible that you've read so much about management and leadership that you think there's nothing else to learn. You might even – horror of horrors! – be dreading this course. Maybe you think it's going to be boring. Maybe you're hoping for an earthquake right now just to get you out of having

to do this.

If that's what you're thinking, then I have two things to say to you. First, shame on you. But more importantly, you are in for a delightful surprise. This is going to be the most entertaining leadership training you've ever done in your life, and waaaay more fun than being trapped underneath a mountain of rubble.

You're reading this because you want to become an even better leader than you already are, the kind of person others are excited to follow. Leadership is a skill that needs to be developed, just like 3-point shooting and needlepoint and fire juggling and scuba diving. 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 11 hilarious videos over 9 sections, which are designed to provide education about leadership in three core areas:

- **Leadership qualities that everyone should strive to develop**
- **Leadership qualities that everyone should strive to avoid**
- **Case studies of other leaders, each of whom would probably have been even better at their jobs if they'd just gone through this training series**

As I've said, the videos are hilarious and may occasionally make you laugh so hard that you embarrass yourself in front of your friends. This workbook includes a summary of each video, space for you to take notes, and questions designed to get you thinking about how to improve your own leadership.

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'm never stuck sitting next to you at a long business dinner.

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

JEFF HAVENS

SPEAKER & TRAINER

"The Labradoodle of Leadership"





PART ONE



BRINGING OUT THE BEST IN YOUR LEADERSHIP

EPISODE 1

THE LITTLE THINGS ARE THE BIG THINGS

So let that be a lesson to you. Don't sit on anyone's lap unless they've expressly asked you to. Otherwise you might end up with a leg full of staples.

More importantly, though, we often think of leadership in terms of grand visions, corporate restructuring, landmark mergers, and other major endeavors. But often it's the small things we do – the decisions and behaviors that don't make the company newsletter or the evening news – that end up having the biggest impact in terms of productivity, loyalty, and overall culture.

That's not to say that you shouldn't focus on major issues or sweeping reforms if they're necessary. But don't overlook the importance of the little things that you do. You might be surprised at how big a deal those seemingly little gestures actually are. And if you don't believe me, stop saying "I love you" to your family and see what happens. It's three simple words, and you've said it plenty of times already, so why should it be such a big deal if you decide to stop doing it? Feel free to give that a shot if you really want to. But don't be surprised if you end up sleeping on the couch a lot.

Bottom line – pay attention to the little things, and you'll see people's opinion of your leadership improve dramatically.



CLASSROOM DISCUSSION NOTES



SELF-REFLECTION QUESTIONS

You're pretty good already. Do you have what it takes to become great? Will people someday commission a painting or a statue of you? Let's find out!

1. What is your company's policy regarding lap-sitting?

- a) We encourage our employees to sit on each other, because we think it helps build tight-knit communities. Also we really like getting sued.
- b) The opposite of that.

2. What's one relatively minor element of your leadership you could change that you believe might have a significant impact on your employees?

3. What's one thing about your company's policies, procedures, or practices that you think might benefit from a small change? (Think 'desk placement' or 'trash can availability,' not 'we sell insurance but we should probably start selling cars'.)

4. Think back on a leader or mentor you especially admire. What are some of the things he or she did to earn your admiration?

5. Pick a company you're personally familiar with (either as a customer or a business partner) that you consider to be successful. What are two small things they do that distinguishes them from their competitors?

EPISODE 2

TRAINING TRUMPS EQUIPMENT

If you think any of the stuff in this video was faked to make a point, you are so totally wrong. You have no idea how many times I got hit in the head with that stupid boom mic before we finally figured out how to use it properly.

And just like we needed time to learn how to use our equipment correctly, it's important to make sure that your employees have opportunities to continually learn more. You can give me all the computer power in the world, but that isn't going to help me unless you also give me the time and resources to learn what it's capable of. Because I'm the kind of moron that tries to solve every computer problem by turning the thing off and then turning it right back on. The point is, the best leaders provide frequent opportunities for continuing education (conferences, classes, reading time, mountaintop conversations with mystic monk people, whatever), because they know that it is the only way any of us ever improve.

That process isn't limited to your employees, by the way; you need to do the same. But that's why you're doing this training, isn't it?



CLASSROOM DISCUSSION NOTES



SELF-REFLECTION QUESTIONS

It took you about a year to learn how to walk, and a depressingly long time to learn how to eat without making a mess. So let's make sure you're giving people enough time to learn what they need to know for their jobs, too. Question time, engage!

1. Which of the following best describes you?

- a) I already know everything. I've never been bad at anything I've ever tried, and I have no patience for people who aren't immediately good at stuff. That's why my children will never ride a bicycle, because they know I'll stop loving them if they try it once and fall off.
- b) There was a time in my life when I couldn't tie my shoes, but I figured it out. I've had some truly atrocious haircuts, but I've finally found one that works for me. I haven't always done everything perfectly, but I've certainly gotten better over time.

2. Pick something new that your company or your particular division has recently adopted – a new technology, a new product line, whatever. Do you think people were given sufficient education on that new thing? If not, how could the educational process have been improved?

3. What's the best educational experience you've had in your current job? (I mean other than this training series, obviously.) What made that experience so valuable?

4. What educational opportunities have your employees told you they'd be interested in having? (Fun fact – if the answer is 'they've never told me anything like that,' then you need to ask them. Because they're either afraid to ask you, or they're so chronically lazy that they can't imagine ever wanting to learn anything ever again. I'm hoping it's the first one!)

5. How much time do you think you spend each day reflecting, analyzing, predicting, ruminating, or doing any kind of productive mental activity other than addressing the immediate needs of your business? Do you think that's enough? If not, what can you do to give yourself more time for reflection and analysis?