



“Unleash Your Inner Tyrant!”

keynote follow-up

Major Takeaways

- 1. Your org chart is a measure of position, not importance.** Everyone you work with is important, or else their position wouldn't exist, and all of us need to feel important. As a leader, it is your job to help foster that belief.
- 2. Get to know your employees as people, not just as workers.** You might find out you like them, and you might also find out they have useful skills you would never have known about if you hadn't asked.
- 3. Trust the people who work for you.** If you can't trust them, they shouldn't work for you. Besides, they manage to feed and dress themselves every day, so it's possible they can do other important things too.
- 4. Listen to everyone, and let them know that you're listening.** According to the U.S. Department of Labor, 46% of people who quit their jobs did so because they felt they were not being listened to.
- 5. Accept the fact that mistakes are an inevitable and necessary part of becoming better.** Unless you somehow magically managed not to fall the first time you tried to ride a bicycle.
- 6. Beware of the compliment sandwich.** A 5-to-1 ratio of positive-to-negative communication has been shown to be ideal in fostering healthy, productive relationships. That does not mean you always have to say 5 nice things whenever you say something critical; it simply means that over the course of the relationship, strive for 5 times as many positive statements as negative.



- 7. Remember that change is natural is not something you need to fear.** You've been doing it your entire life, which is why you're way more interesting now than you were when you were four. If there's anything you are and have always been an expert at, it's managing change.
- 8. Take your share of the blame, and give away your share of the credit.** That credit will come back to you, with interest, as long as you're strong enough to give it away.
- 9. Remember that the rules that govern your personal relationships are the same rules that need to govern your professional relationships.** You'll have different kinds of relationships, of course, but the rules that build, strengthen, and sustain relationships – mutual respect, active listening, consideration for other people's feelings, etc. – those rules are the same for both personal and professional relationships.
- 10. Recognize that there are TWO facets of effective leadership and that you need to be practicing both of them at the same time.** "Good" leadership deals with issues of human connection and making people feel respected as individuals; "great" leadership deals with issues of purpose and value and helps people realize how important their work is. If you aren't engaging in both types of communication, then you are far less likely to have engaged employees.
- 11. Make it your mission to make your mission known, and to tell everyone you work with how they personally contribute to its successful execution.** This is a critical skill that is severely undervalued in most leadership training. When people feel as though their work is essential and important, they are going to do a better job. It's that simple.
- 12. When possible, avoid engaging in massive accounting fraud.** You should probably also avoid outright theft. And embezzlement, perjury, insider trading – you know what, just go get a law book and look it up. I'm too tired to write them all down here.



Leadership Statistics



of companies face leadership shortages which impede performance

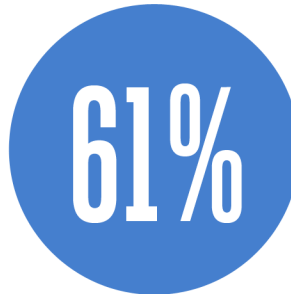
(Source: London Business School)

In one study



of executives who received leadership coaching reported improved relationships with their direct reports

AND



reported improved job satisfaction

Leadership accounts for



of corporate atmosphere

(Source: The Hays Group)

Leadership Guiding Principles

99% of what every leadership book, seminar, speaker, or training course will ever teach you about leadership boils down into two key ideas:

1. Do you have a vision for yourself, your division, your company, your marriage, or anything else you'd like to be excellent in?
2. How well are you communicating that vision to the people involved in that enterprise with you, and how freely are you allowing them to communicate with you?



Leadership Strategies

Interested in becoming a phenomenal leader? Here are some things you can do right now:

- 1. Make yourself accessible.** Whether it's having an open door policy, walking the floor so that people see you, putting a suggestion box by your office so people can share ideas anonymously, or anything else, do something to make sure your people know they can talk to you – and that you're excited to listen to them.
- 2. Ask your employees what they want from their job and career over and above salary and benefits.** Fewer than 40% of employers ask this question of their employees, and the failure to do so will make it all but impossible for you to know how to properly motivate and reward your employees.
- 3. Call an all-hands meeting during the next crisis so you can invite everyone to offer solutions.** I keynoted a conference recently where a woman shared a story about doing exactly that. Her accounting supervisor had made a \$100,000 error on their year-end budget, which was a significant amount of money for this company. Instead of firing the supervisor (who was expecting to be fired, by the way), she invited him and everyone else to a meeting, explained the problem, and then asked for help in solving it. They managed to fix their \$100,000 shortfall in two days, and she had 100% buy-in from her entire team because they knew what the problem was and what had to be done.
- 4. Make a point to tell every one of your direct reports some specific way in which their contribution to your organization is essential, invaluable, or otherwise important.** Most of us stick with simple sentences – “Good job” or “Nice work.” Be more specific than that. For example, you could say, “We wouldn't have met our deadline on Friday if you weren't as organized as you are” or “I've heard from several people how much they respect the way you take the time to coach them.” The difference it will make in morale is incalculable.
- 5. When preparing for an upcoming change, point out the positive outcomes of a previous change.** People are normally concerned about change because they worry it will impact them negatively. If you can point to an earlier change your organization went through and can point out the way it improved something, you'll make adoption of the new change easier for everyone to get excited about.



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