



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

THE IMPORTANCE OF APPEARANCES

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

HOW TO AVOID BECOMING A MICROMANAGER

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!

EPISODE 3

LEARNING TO LIVE WITH FAILURE

Did you notice how I failed to wear a full suit for that video? I was wearing blue jeans. Perhaps you thought to yourself, *“Man, that guy failed at dressing himself well.”* It was totally intentional!

You might be tempted to think that failure is not an option for a leader, but that’s not at all true. Your failures as a leader will probably be more visible than they would be otherwise, and they’re also likely to have larger consequences. But they’re going to happen. That’s not intended to intimidate you; it’s simply the nature of things. It is impossible to move forward in anything that we do, personally or professionally, without occasionally failing.

Don’t expect to be perfect, because you won’t be. I mean seriously, you probably still bite your tongue occasionally when you’re chewing food, which means you sometimes fail to eat correctly. You’d figure that by now you’d have figured that one out. But nope – you’re still a tongue-biter.

Failure happens. It’s what you do with those failures, and what you learn from them, that will help you become a true leader.



CLASSROOM DISCUSSION NOTES



SELF-REFLECTION QUESTIONS

Did you know that Walt Disney went bankrupt before finding his success? So did Milton Hershey, and so did Henry Ford. Can you be as successful a failure as those three losers? Let's find out!

- 1. What's the most embarrassing mistake you've recently made that you're willing to admit to others? (I'll get you started – probably twice a week I spill toothpaste on my shirt while I'm brushing my teeth. How have I not learned to lean forward into the sink by now? Do I seriously have to start brushing my teeth without a shirt on? WHAT'S WRONG WITH ME?!?!?!?!?)**

2. What's one business mistake you've made in the last year? What did you learn from it?

3. Several studies have suggested that a company (or a leader) who makes a mistake, admits it, and then works to correct it will actually earn more customer or employee loyalty than those who never make a mistake in the first place. Do you agree with that finding? Why or why not?

4. Thinking about your next year at work, what's one area of your business where you think you might experience some amount of failure? Why do you think so, and what do you think you can do to either minimize that failure or get the most out of it?



PART TWO



INTERACTING WITH YOUR EMPLOYEES

EPISODE 4

THE IMPORTANCE OF BEING PRESENT

Note to reader: always make sure there are some pretzels stashed away in your office somewhere. They're delicious, and I'm pretty sure pretzels would survive the Apocalypse.

More to the point, it will be important for you to be seen by your employees if you want to manage them effectively. Across industries, our relationship with our immediate superiors is one of the most important factors in determining our job satisfaction. As a leader, you have an enormous amount of influence over your employees' happiness (which will have a direct impact on how productive they are), and how you choose to interact with them is a critical component. It will be important for them to know that you're paying attention, that you're aware of what they're doing and actively engaging them in coming up with solutions to problems or strategies for success. The more visible you are – whether physically or through email or other kinds of communication – the better a relationship you'll be able to create.

Unless you take it too far. But we'll be covering that in the next video, which I swear is probably not based on anything I actually did once.

CLASSROOM DISCUSSION NOTES





SELF-REFLECTION QUESTIONS

Children should be seen and not heard. But effective leaders should be both seen and heard. That's why children rarely make the best leaders. I rest my case.

- 1.** How often do you think you should communicate directly with the people who work for you, either face-to-face or through some other method (phone, email, hiding under their desk and surprising them when they walk in, etc.)?

2. What are some easy ways that you can let your employees know that you are accessible and available?

3. If you had to eat something that had been lying around for a week, which of the following would you choose first?

- a) A seemingly clean piece of hard-shelled candy
- b) A splotchy but not completely mushy banana
- c) An open bag of delicious-looking pretzels
- d) This is a dumb question and I think you're dumb for writing it.

4. Think once again of a leader you admire at your company (feel free to use the same person you chose for Section #1, Question #3). How would you like to emulate that person with respect to the way he/she interacts with his/her employees?

5. Do you think there's such a thing as being too accessible? If so, how?

EPISODE 5

THE DANGER OF TOO MUCH FRATERNIZING WITH YOUR EMPLOYEES

You remember the last question in the last section? Well I hope you answered ‘yes’ to it. If you didn’t, go back and change your answer. Because nobody should have to see you passed out on a pool table.

This is one of the more difficult things for emerging leaders to deal with, especially ones who are being raised up from ‘within the ranks’. You probably know a lot of the people that you’re now going to be managing, and you might be friendly with some of them socially. But you simply must accept the fact that, as a manager, you’re going to be held to a different standard than the people you’re leading. Because you’re a leader, your actions set the tone for your entire team. If you act foolishly in public, it’s going to be harder for people to take you seriously when you’re back at work.

That doesn’t mean you can’t have fun. That also doesn’t mean that you can’t occasionally sing karaoke in a reasonable fashion, even if you have the same kind of horrific singing voice that I do. It simply means that you need to pay attention to the way that your behavior might affect the way that your employees look at their leader.



CLASSROOM DISCUSSION NOTES



SELF-REFLECTION QUESTIONS

Is your company going to regret giving you this opportunity? I guess we'll find out soon!

- 1.** Can you think of any instance when any leader you've ever heard of behaved in a manner that was hilariously unprofessional? How did it affect your opinion of this person?

2. Are there any activities or behaviors you currently have that you think might need to change as you transition into a leadership role?

3. Special Super Awesome Three-Part Question Explosion!!!! Suppose you're invited to a casual non-work function – an outdoor barbecue, a mud wrestling tournament, whatever – where you know some of your employees are going to be and where you expect people might be exceptionally unprofessional.

a) How will you decide whether or not to accept the invitation?

b) If you choose to go, what can you do to ensure that you don't compromise your authority once everyone's back at the office?

c) How can you do the things you listed above without people thinking of you as uptight, boring, or otherwise not fun to be around?

4. If you do end up acting or behaving in a way that you later decide might compromise your ability to lead your people effectively, what could you do to mitigate the damage or otherwise restore people's respect for you?



PART THREE



THINKING LIKE A LEADER

EPISODE 6

THE IMPORTANCE OF VISION

I hope you have eyeballs. If you don't, I hope you wear sunglasses all the time. If you don't, you probably should. Anyway, it's possible that up until now you've only had to follow the vision that others have laid out for you, and you'll continue to do so for as long as you have anyone that you report to. But now you're going to be expected to play a larger role in the creation of your company's overall vision. And if you're going to be managing a team of people, then you'll need to develop your own vision of both what you want your team to accomplish and how you want your team to operate as it pursues those goals.

The best leaders know what they want to happen. They don't always know every single piece of how it will all play out, but they know where they want to go, and they make sure everyone involved knows it as well. After all, if your team doesn't know what your vision is, how can they possibly do a good job of executing it?

Thinking ahead, rather than only focusing on what needs to be done right now is one of the key traits of an excellent leader. It's also one of the key traits of people who don't get into multi-car pile-ups. So be happy! You're now also less likely to wreck your car.



CLASSROOM DISCUSSION NOTES



SELF-REFLECTION QUESTIONS

Do you have any clue what you're doing? I'll bet you do, since I doubt you're reading this book because someone thought, "Hey, let's give this to Dummyhead over there and see what happens." So have fun with this!

- 1.** What is your company mission statement and/or its vision for the immediate, medium, and distant future? How clearly has your company communicated its mission statement and vision to you? Could it have done so more effectively?

2. Think of a vision you have for something outside of work (making a home improvement, learning a new skill, becoming the next UFC welterweight champion, whatever). How much time have you spent refining that vision over the past few weeks, months, or years?

3. Within the area of your company that you have the ability to influence, what would you like to see happen in the next year or two? Do you think you could get others on board with those ideas?

4. What's one vision that you used to have for yourself (personally or professionally) that you no longer have? Why did you abandon that vision?

5. What are two methods by which you could effectively communicate your vision (along with any revisions that happen along the way) to the people you're leading?

EPISODE 7

THE IMPORTANCE OF EXECUTION

First off, two things. One, despite my larger-than-average collection of fantasy novels and dwarven armor, I don't really want to go back to the Middle Ages. And two, I totally want to become the first King of the Moon. Who wouldn't want that? I'll bet you do, now that you know it's a thing. But you can't have it. It's mine, I tell you. MINE!!!!

But enough of my psychotic blathering. We talked about the importance of vision in the previous video, and it's a critical component of the excellent leader. But it's only half of the equation. A great vision is nothing without equally great execution, and it's important that you not only identify what needs to happen but also design a pathway to success.

You can pretty much sum up all of leadership within these two intertwined concepts. Terrible leaders have no vision (or a bad vision) and poor execution. Mediocre leaders either have a vision with no real clear idea of how to achieve it, or they ask their people to do a bunch of stuff without telling them what they're doing it for. Excellent leaders, on the other hand, have both a clear vision and an effective strategy for executing that vision.

And that's all I'm going to say about 'vision' and 'execution' for a while. Except for the questions, of course. And the fact that you'll be talking about vision and execution off and on for the rest of your life as a leader. So I guess what I should really say is that I was lying. Oops!

CLASSROOM DISCUSSION NOTES





SELF-REFLECTION QUESTIONS

This stuff's not as hard as it might seem. You managed to dress yourself this morning, right? You haven't starved to death recently, have you? Then I'm pretty sure you can figure this stuff out, too.

- 1.** Look back at your answer to Question #1 from Video 7. What are some ways that your company 'lives' its mission statement or executes its various visions?
- 2.** Look back at your answer to Question #3 from Video 7. (Promise this is the last time you have to flip all these stupid pages.) What do you think needs to happen in order for you to turn that vision into a reality?

3. Using your vision from the previous question, how will you be able to gauge if your execution is successful or not?

4. What's the most poorly-executed strategy you've ever seen? (Here's mine: T-ball players. I've seen them run from home plate to third base, then to first, then sit down and play with the grass. Not exactly a recipe for greatness.)

EPISODE 8

HOW TO EMBRACE CHANGE WHEN NECESSARY

Did you see all the titling on that video? Did you notice our meticulous attention to the set design? That thing cost like \$4,000,000 to make. I hope you enjoyed it. Because if you didn't, I'm calling security. And they've got tasers.

But you're probably not terribly concerned about my threats, because you know I'm too far away to hurt you. And I hope you're equally unconcerned about the prospect of change. Change management is a central issue for all businesses, and it's one that you'll now be partially responsible for handling. It's important to remember that change is natural, constant, and nothing to fear – after all, it's change that has put you in the position you're currently in. That doesn't mean that every change is a good one, or that they're all easy. But as long as you approach the notion of change with a positive attitude, and as long as you engage in open and productive communication while dealing with workplace changes, chances are that most of those changes will end up working to your advantage.

CLASSROOM DISCUSSION NOTES





SELF-REFLECTION QUESTIONS

Are you the kind of person who embraces change, or do you run away from it because you think it will put you in a headlock and then try to drown you? I hope you're the first kind, because the other thing I said would be kind of embarrassing for you.

- 1.** What are some sentences, actions, or other behaviors that you should probably avoid using when discussing workplace changes? (Don't use the four examples you got in the video, cheater!)

- 2.** What's one workplace change you've experienced that has been an undeniably good thing, either personally or for your company as a whole? Was everyone immediately excited when the change was first suggested, or was there some resistance?

3. Are there any changes that you think need to happen? How would you go about trying to convince someone who disagreed with you that those changes are really in everyone's best interests?

4. Look back at your answers to Question #3 in Video 2. Do you still agree with what you wrote there? If not, how would you change it?

5. Thinking back on your own career, what's something you've been asked to do that you really didn't want to do? Then, get ready for another **SUPER AWESOME MULTI-PART QUESTION EXPLOSION!!!!**

a) Why didn't you want to do it?

b) Did you eventually have to do it, or were you able to get out of it?

c) If you eventually had to do it, how did things ultimately turn out?

d) If you were able to get out of it, do you now think you were right or wrong for avoiding it in the first place?

6. What are some reasons that all of us are occasionally afraid of change? What can you do to help anyone who might be affected by one of those reasons?

CONCLUSION

YOU HAVE THE TOOLS TO BECOME A GREAT LEADER!

Congratulations! You are now far less likely to destroy your company. It's even possible that you'll be considered... wait for it...an 'asset.' Who'd've thought that someone like you would ever turn out so incredible? Obviously miracles do occasionally happen.

We hope you enjoyed this series and that you've found it useful. You might notice yourself feeling more intelligent than you did yesterday, perhaps even stronger and better-looking. Honestly, it wouldn't surprise me if strangers start coming up to you in the supermarket and asking for your autograph. Try not to let the fame go to your head.

But we wanted to leave you with a more tangible appreciation of what you've just accomplished. While knowledge is supposed to be its own reward, sometimes that's just not enough. Which is why we've got a little surprise for you on the next page...your very own Certificate of Completion! Seriously, what could be better than a certificate?

Tear it out, frame it, hang it up, and then watch your colleagues seethe with envy as they gaze upon the proof of your glory. And after you've done that, take all this stuff you've learned and go become the kind of leader that anyone would be proud to follow.

In all seriousness, you've worked hard to get yourself to this point, and others have taken notice. Now's your chance to take it to the next level. Enjoy the ride!

LEADERSHIP CELEBRITY

This certificate hereby certifies that:

has successfully completed our Emerging Leader Series and is now an icon of leadership. However, unlike moviestar celebrities, your thoughts and opinions are actually worth listening to. People everywhere will want to bow at your feet, but they won't because that would look weird. They'll want to, though. It wouldn't surprise me to learn that entire countries begin hosting feast days in your honor. Until now you had to simply assume that you were an amazing person. Well now it's official.

Jeff Harens

Most Awesome Leader in the History of Ever



THE **JEFF HAVENS** COMPANY is a unique corporate training company dedicated to delivering high-content professional development training in an entertaining and modern way. From leadership, communication, and change management to ethics, generational issues and more, we make learning fun. Because improving your business doesn't have to be boring.

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