

Developing Your Leaders

becoming redundant



Inspiring Leadership



empowering leaders

"A business will grow as big as the conscious and unconscious vision of its leaders, which is communicated through their visible actions, held accountable by articulated non-negotiable core values and fleshed out in unity by its team who share the dream. This in turn, attracts a target market inspired by their combined behaviour, who ultimately believe what they believe."

- R Bruce Copleston

◆ So, what does it take to be a Great Leader?

*A leader takes people where they want to go.
A great leader takes people where they don't want to go but ought to be.*

It is hard to find just one book on how to be a great leader, however, we are blessed to live in a time in history where gifted people have analysed what great leadership is all about, and skilfully communicated this in countless books, seminars, and podcasts.

"While a good leader sustains momentum, a great leader increases it."
- John C Maxwell

It will soon become apparent to you as you build your organisation, that leadership is a necessary skill that demands you to act on who you are being, and how you interact with your Team. As leaders develop within your organisation, they too will learn that they need to demonstrate leadership within their teams and organisations. *So simply put, who are you being and what are you doing to inspire others to greatness?* Who and what is influencing you - for good, or for bad? A great leader has non-negotiable standards and is prepared to lead where others would shrink from responsibility. Sometimes it is about making difficult and not always popular decisions, however a leader has such a grasp of the big picture, that in the end, their decisions are justified, even sometimes by the harshest of critics.

Everyone has their own individual leadership style. It is therefore not about creating a 'cookie cutter' for all leaders to become, rather being the best person you can be, and adopting habits and behaviours of great leaders.

*People on average duplicate 80% of what you do wrong,
and just 20% of what you do right.*

Therefore, you want to embrace as many qualities and behaviours of great leadership into your repertoire of who you are being - not simply going through the motions, rather incorporating these into the very fabric of who you are as a person. If people are going to duplicate the behaviours you have as a leader, then how important it is that you work on becoming the best leader you can possibly be. Start to see yourself as a great leader - leadership is something that you develop over time. Your time starts NOW!

“There are only two ways to influence human behaviour: you can manipulate it or you can inspire it.” – Simon Sinek

Think back on your life and think of those that have had the most impact on your life in a positive way. For me it has been my parents. For you it may be the same. It may also have been an Aunt or an Uncle, a teacher, a friend, an employer - it may even be someone you only met briefly yet had a profound impact on your life that made you think or even behave differently after spending time with them. **Think about the qualities they have and what they did that had an impact on you.**

Now, how cool would it be to send that person a letter of gratitude and sincere thanks for their impact in your life? I wonder if they ever received a note of thanks from anyone. I wonder what kind of society we would live in if people celebrated what was great, rather than simply focusing on and reporting all that is wrong? If there is ever anyone in your life you want to get even with, it is the person who has helped you most. Never let revenge and bitterness stain who you are, especially as a leader. *“An eye for an eye will inevitably make the world blind.”*

Now think of people in history that you believe and perceive to be great leaders in a positive way. Take time to really think about these leaders or read up about them – take note of what qualities they had that made them great or memorable. What behaviours or actions did they have that inspire you that you could possibly emulate? Make it a habit to read about great leaders and be inspired by them. **Let their inspiration lead you to be an inspiration.**

Anyone can buy a flash house or a sports car, yet no one can buy integrity.

◆ **Leaders are Readers - Readers are Leaders**

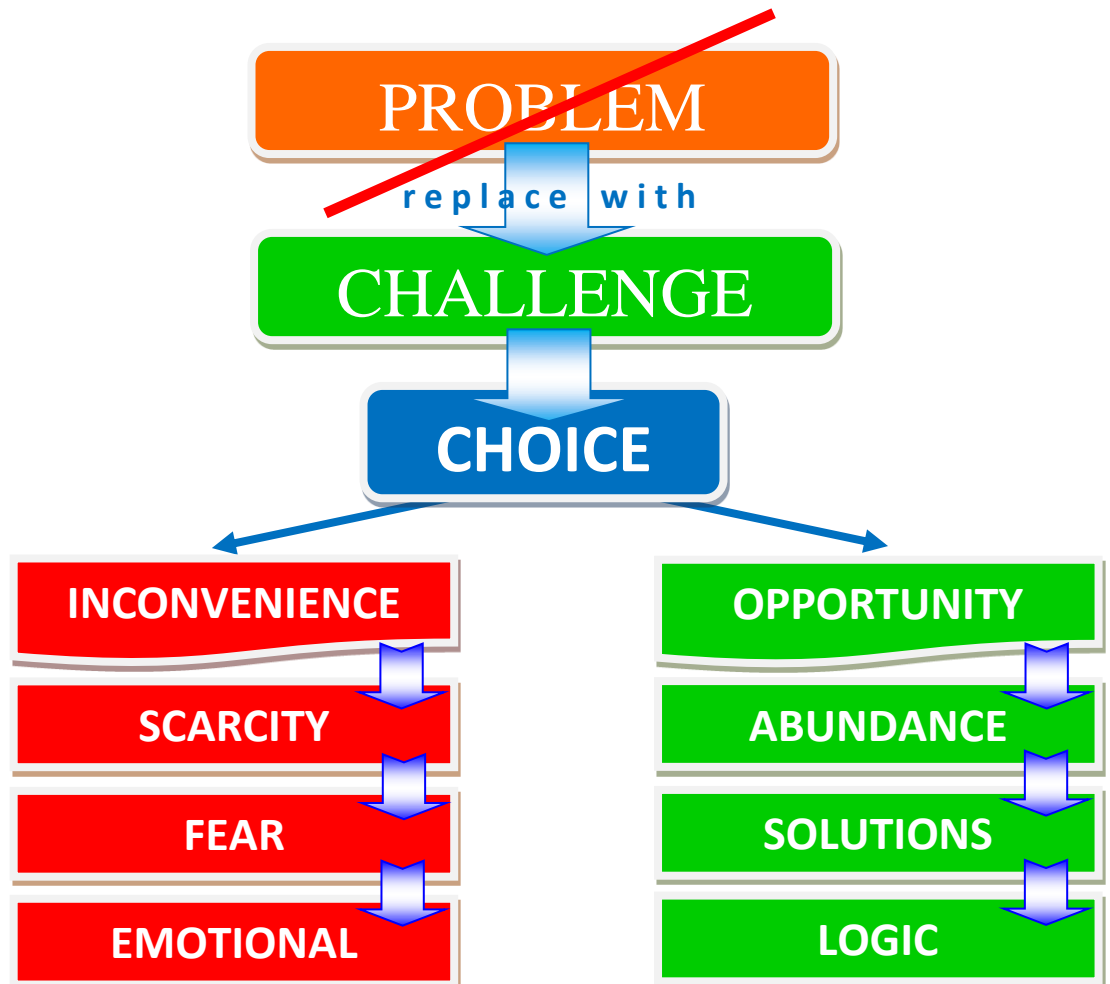
Your next task is to immerse yourself in great books on leadership. If you do not enjoy reading, then consider audio books. Think about how much time you spend in your car? Statistics reveal, we spend a considerable amount of time every year behind the wheel of a car, so why not turn your car into a university on wheels? Have you ever thought to use this time to educate yourself? Interestingly enough, when we drive, we do so largely without too much thought, so this is the perfect time to allow yourself to be educated without other distractions, such as when you are home.

If it's not in there, it ain't going to come out!

You will begin to amaze yourself that when situations arise, you will find you will draw on the knowledge you have acquired in your personal education to be the perfect solution to challenges when they arise. You see, if the only tool in our toolbox is a hammer, we will see everything as a nail. **Education simply gives you more tools.** A leader is often the person who either has the solution or empowers others to find the solution to relevant situations when they arise. At the end of this Module, there are a list of suggested reading material to get you started.

◆ Problems versus Challenges

Another trait of a great leader is how they view problems. Inevitably as you journey with this Opportunity, you will be faced with 'problems'. Your team may look to you for leadership to find a solution. Most of us would prefer to avoid problems as we often view them as roadblocks in the way with what we want to achieve. **A wise person understands that problems are part of life.** We cannot avoid them; however, we can choose how we view them. The following is a tool to assist you on how to do just that.



Firstly, no longer refer to a problem as a *problem*. Replace the word 'problem' with the word, **challenge**. Psychologically, when we see the word 'problem', it can stir up a lot of negative emotions. For some, when presented with a problem, it is the 'deer in the headlights' reaction, which often clouds their vision. It is not uncommon to see people give up when they encounter some 'problems'. Should we choose to see each 'problem' as a challenge, immediately our mind starts exploring a solution. **By simply changing some of the words we use, can often change our thinking.**

Change your thinking, change your life.

Thomas Edison invented the light bulb. He was criticised for his many attempts to find a solution. His response; *"I have discovered many ways how not to create light."* **He was not stumped by the problem, rather fueled by the challenge of finding a solution.** His vision kept him going. Today all of us benefit from his perseverance every time we turn on a light.

Every challenge has a solution. Have you ever found yourself worrying about something only to find out later it was not as bad as first thought? All that worry and lost energy. By choosing to use the word 'challenge', we sub-consciously begin to think about 'solutions'. *A challenge is simply a solution disguised in work clothes.* The word 'challenge' softens the concern, and lays the foundation to move forward, rather than allowing a situation to get out of control.

In business, whenever there is a 'problem' / 'challenge', there is an opportunity for profit. In other words, chances are others have been faced with the same 'problem'. A solution is there just waiting to be discovered! Whoever finds a practical solution, there is a market ready to invest in it. The fax machine, mobile phone, internet, email, motor vehicle, aeroplane, and the light bulb are all examples of **solutions to prior challenges** that many of us have invested in.

Have you ever thought or even considered that all the parts that make up a mobile phone have always been here since the beginning of time? It simply took someone to dare to dream and find a solution with what is available, then put it all together in a logical and intelligent way and create something that some may wonder how we ever survived before these things were ever invented.

Embrace all challenges as you seek out all possible solutions.

◆ The Problem vs Challenge diagram unpacked

- The most **common choice** or response when faced with a **problem**;
- ❖ People view the problem as an **inconvenience**. They do not welcome it which often leads to frustration, blame, excuse, and denial. Finding a practical outcome is prolonged or may never be achieved.
- ❖ This thinking originates from a **scarcity** or lack mindset, believing that there are no other options available, which can lead to refusing to entertain thoughts of a solution.
- ❖ When driven by **fear**, often those involved will think of *all the things* that could go wrong with every solution offered. Fear freezes people which often results in no action or abandonment.
- ❖ The response to the problem is **emotional**; driven by emotions.

Stay away from negative people – they have a problem for every solution.

- The most **empowering choice** or response when faced with a **challenge**;
- ❖ Choose to see the challenge as an **opportunity**. Challenges are part of life, they allow us to explore solutions that might otherwise have remained unexplored. Without challenges, solutions would never be discovered.
- ❖ This thinking stems from an **abundant** mindset, where there exists another option yet to be discovered. With enough intelligent thought, this is when solutions are entertained and implemented as a result.
- ❖ When driven by **solutions**, the challenge becomes the catalyst to seek out possible resolutions. When the focus is on the solution that is where the energy is invested. This often includes enrolling others, brainstorming with an open mind to discover and explore the best solution.
- ❖ This response is **logical**; driven by logic.

As a leader, choose to embrace challenges with an abundant mindset to find a logical solution, yet to be discovered. Coach your Team to also have a solution mindset. Therefore, when challenges arise, everyone combines their knowledge to explore the solution.

“Again and again the impossible problem is solved when we see that the problem is only a tough decision waiting to be made.” - Robert Schuller

◆ Above the Line and Below the Line behaviour

This tool brings awareness to how you and your Team communicate and behave.

O
A
R

B
E
D

Above the line, we have the word **OAR**. If you were in a boat on a lake, and all you had to propel you was an oar, then an oar would be a great thing. You would then focus on a destination and take action to move toward it.

Below the line, we have the word **BED**. Some people when faced with a challenge choose to do nothing. It is like they just crawl back into bed, hoping it will go away when they wake up - a place of comfort can be dangerous. The trouble is, when they do wake up, things could have got worse.

OAR and BED are acronym as follows;

Ownership
Accountability
Responsibility

VICTOR (positive attitude)

Blame
Excuse
Denial

VICTIM (negative attitude)

A person who chooses to live ‘Above the Line’, will take **ownership** of who they are, their behaviour, and whether they were right or wrong. They are **accountable** and **responsible**, for all their actions and communication, and their behaviour reflects such. You can often tell just from the communication of these people, that they are the **victor** in all life throws at them. We often feel empowered by these people with their positivity despite when they face challenging circumstances.

*“If you surround yourself with positive people who build you up, the sky is the limit.”
– Joel Brown*

When a person chooses to live '**Below the Line**', their behaviour is the opposite. They **blame** others for anything wrong or that goes wrong in their lives, even if they were the cause of what went wrong. They often have a battery of **excuses** and therefore live in **denial**. All their actions, communication, and behaviour reflect such. Their lives seem to become a magnet for all that is wrong, and sadly love to tell others about all that is wrong - and sometimes delight in such. They often have a **victim** mindset and can be energy vampires – sucking all the energy out of someone else. Often spending time with these people, if we are not careful, their negativity can rub off. They often attract others who share a similar mindset who try to outdo each other with who has the most woes to share.

Negative people need drama like oxygen. Stay positive, it will take their breath away.

How do we apply this to our organisation? Sometimes even well-meaning people can find themselves behaving 'below the line' in some situations. Others may be completely ignorant of such and wonder why they are not getting the same results as other Advocates. By simply raising everyone's awareness to this simple tool, it is a great way to empower others to transition from 'below the line' behaviour to 'above the line.' Ultimately, this is a choice that anyone can make. By being aware of this simple truth, we can ask permission to hold others and ourselves accountable, so attitudes can be adjusted to be above the line. **When we make no room for negativity, positivity flourishes.**

Strive for the uncommon!

◆ The Seven Habits of Highly Effective People – Dr Stephen Covey

- (i) **Be Proactive**
- (ii) **Begin with the End in Mind**
- (iii) **Put First Things First**
- (iv) **Think Win Win**
- (v) **Seek First to Understand then to be Understood**
- (vi) **Synergise**
- (vii) **Sharpen the Saw**

Nothing great ever came out of chaos. When we embrace clearly defined rules and healthy boundaries, everyone wins, and greatness is achieved. Dr Stephen Covey's *Seven Habits* have revolutionised communication in corporations, the business world, schools, and in many other organisations where applied. **They are logical yet profound guidelines for healthy communication.** When established within a group or between individuals, this is a great foundation for promoting healthy powerful positive outcomes. We strongly encourage you to read his book.

Success is no accident.

There are many great examples on the internet and YouTube where the application of these 7 habits have achieved remarkable results and promote unity even in the most diverse circumstances. Therefore, we promote and embrace these 7 Habits in all interactions at EcoForce Global as part of the fabric of our culture and encourage you to promote the same with your Advocates and Team.

◆ 13 Proven Behaviours to Build a Winning Team - Franklin/Covey Institute

1. **Talk Straight**
2. **Demonstrate Respect**
3. **Create Transparency**
4. **Right Wrongs**
5. **Show Loyalty**
6. **Deliver Results**
7. **Get Better**
8. **Confront Reality**
9. **Clarify Expectations**
10. **Practice Accountability**
11. **Listen First**
12. **Keep Commitments**
13. **Extend Trust**

These are in addition to the Seven Habits supplied by the Franklin/Covey Institute. By promoting these **13 Proven Behaviours**, this will help you build a winning team and support your role as a leader for your EcoForce organisation. Unpack each behaviour with your Advocates, then think of ways you can live them. This will make leading your Team more enjoyable.

Where there is unity there is always victory.

◆ The 6 Human Needs

1. **Certainty** - *the need to have specific things that are constant and reliable*
2. **Uncertainty (variety)** - *the need to have variation and diversity*
3. **Significance** - *the need to be valued, appreciated, and recognised*
4. **Growth** - *the need to develop as a person personally and professionally*
5. **Love (connection/community)** - *the need to connect with others*
6. **Contribution** - *the need to be heard and permitted to contribute*

A powerful tool to enhance your leadership skills - embrace, promote, and apply the 6 Human Needs. When an organisation embraces these needs and ensure their processes and behaviour within their organisation take each need into consideration, this has proven to create a foundation for longevity, unity, happiness, fulfilment, and self-worth to each individual. These are all the things you want to create within your organisation. This also achieves the same foundation for any relationship when the behaviour is mutual. There is much on the internet and YouTube about the 6 Human Needs and their application, should you wish to learn more on this tool.

'If you want to go quickly, go alone. If you want to go far, go together.'
– African Proverb

◆ Empowering Your Team to grow into inspiring Leaders

A huge part of the journey to becoming a successful EcoForce Advocate, is to be accountable regularly to your Referring Advocate, who often will become your mentor and coach. In turn, you want to position yourself as such to your Advocates. The more skills you can learn to develop as a leader, the more help and support you can provide to your Team and your organisation. As this is duplicated throughout your organisation, this supports momentum and creates something very powerful that will be a magnet for others.

*“Leaders become great, not because of their power,
but because of their ability to empower others.” – John C Maxwell*

Should your Referring Advocate be not that focused on creating an income with the EcoForce Opportunity, ask for their blessing and go their Referring Advocate or above them again, until you find someone prepared to coach and mentor you. However, your EcoMastery Success Program is your personal coach and mentor to get you going, keep you going, and will empower you to achieve the success you desire ... go for it!

◆ Using a Journal for Personal Accountability

A common thread with many great achievers is that they use a daily journal. It is the one-percenters that take this action yet like so many simple disciplines that are easy to do, this is also easy not to do. If you are yet to achieve the results you desire, then lead the way by incorporating a daily journal to support you from good to great.

It is easy to become a millionaire, it is much easier not to become one.

Guy Leech, Australia’s first International Ironman, has gone on to become a highly sort after coach. He has attracted the attention of some of the world’s most famous in their pursuit to be better at their game and have sought his coaching advice to go to the next level. Guy advises, amongst other things, that there are 4 non-negotiable steps for those who really want to achieve results. These are;

1. You **must** have a **journal** and **use it daily**
2. **Every day write down** what you did
3. At the end of the week, write how you **felt** and **rate yourself out of 10**
4. You must have a **coach** and be **accountable** to your coach

Guy credits much of his success to the discipline of using a journal. He continues to exceed and empower others to achieve their personal goals as well. He shared that if he stacked every journal he used to achieve his goals on top of each other, they would reach higher than the roof of his home! If they work for Guy, then they will probably work for you. **Journaling is about deciding you want it, then taking the necessary actions to make it a reality.**

*“Writing in a journal reminds you of your goals and of your learning in life.
It offers a place where you can hold a deliberate, thoughtful conversation with yourself.”
– Robin Sharma*

◆ **Submitting Weekly Reports to your Referring Advocate** is another great tool for personal growth. Encourage this from your Key Advocates and follow up with any coaching where identified. Details and template; Module *'Keeping It Simple.'*

*If you want results in your life that others are not getting,
simply be prepared to do what others are not prepared to do.*

Leaders make a way, show the way, and lead the way by their actions. As your Team develops and grows, it will soon become evident the Advocates who are the leaders and those who are the 'wanna-be' leaders. Look for leaders who share your vision, and invite them to join your organisation. Become the leader to attract quality people and learn from each other.

It is better to be a warrior in a garden, than to be a gardener in a war.



Wrap Up

In this Module, there are a collection of a few practical tools for foundational leadership to get you on the right track and whet your appetite to learn more on the subject of inspiring leadership. Building a successful EcoForce Global organisation offers the opportunity to influence others in a positive empowering way. To ensure this is a great experience with inspiring outcomes; enhance your leadership skills by staying open to learning.

*It's the people you meet, and the books that you read
that have the greatest influence on your life.*

Consider what influence you have and will have on those around you as your EcoForce organisation grows and develops, and as you grow and develop as a Leader. Maybe there is a book in you waiting to be written?

Aim to be the best possible leader you can - the world needs more of them!

To assist you, following is a list of recommended reading on related subjects to benefit you both professionally and personally. This is by no means exhaustive, and you do not have to agree with every point raised in every book, simply glean the gold in each of them. Remember, if you do not like reading, many of these books are on audio for you to listen to. For those who do like reading, listening to the material while you are driving or exercising, is a powerful way to speed up your journey to become the best you possible. Your journal is a great place to jot down notes that you want to apply to your own life.

*"The challenge of leadership is to be strong, but not rude; be kind, but not weak;
be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid;
be proud, but not arrogant; have humour, but without folly." – Jim Rohn*

◆ Recommended Reading

“Great leaders encourage leadership development by openly developing themselves.”
– Marshall Goldsmith

- *5 Levels of Leadership.* John C Maxwell
- *Everyone Communicates, Few Connect.* John C Maxwell
- *The 360o Leader.* John C Maxwell
- *The 21 Irrefutable Laws of Leadership.* John C Maxwell
- *Developing the Leader within You.* John C Maxwell
- *The 15 Invaluable Laws of Growth.* John C Maxwell
- *Dare to Dream ... then do it!* John C Maxwell
- (All books by John C Maxwell on Leadership are recommended)
- All books, seminars and recordings by Jim Rohn
- *Think and Grow Rich.* Napoleon Hill
- *Believe that you Can.* Jentezen Franklin
- *The Tipping Point.* Malcolm Gladwell
- *Made to Stick.* Chip Heath and Dan Heath
- *The Power of Pull.* John Hagel, John Brown and Lang Davison
- *The Richest Man in Babylon.* George Clason
- *How to Win friends and influence people.* Dale Carnegie
- *The positive power of praising people.* Jerry. D Twentier
- *The Seven Habits of Highly Effective People.* Dr. Stephen Covey
- *The 5 Rituals of Wealth.* Tod Barnhart
- *Why Men Don't Listen and Why Women Can't Read Maps.* - Barbara and Allan Pease
- *Why Men Lie and Why Women Cry.* - Barbara and Allan Pease
- *Questions are the Answers.* Allan Pease
- *Write Language.* Paul Dunn and Allan Pease
- *Unlimited Power.* Anthony Robbins
- *Awaken the Giant Within.* Anthony Robbins
- *Giant Steps.* Anthony Robbins
- All of Og Mandino's Books
- *Stress for Success.* James Loehr
- *See You At The Top.* Zig Ziglar
- *Over The Top.* Zig Ziglar
- The complete series of the One Minute Manager books
- *Rich Dad Poor Dad.* Robert Kiyosaki
- *Cashflow Quadrant.* Robert Kiyosaki
- *Start with Why.* Simon Sinek
- *Losing My Virginity.* Richard Branson
- *Slaying The Dragon.* Michael Johnson
- *Five Ring Fever.* Laurie Laurence
- *Believe and Achieve.* Paul Hanna
- *You Can Do It.* Paul Hanna
- *Boundaries.* Cloud and Townsend
- *Integrity.* Henry Cloud
- *The Perfect Day.* Jost Sauer
- *Managing Thought.* Mary J Lore

- *A More Excellent Way to be in Health.* Henry W Wright
- *What They Didn't Teach You At Harvard Business School.* Mark McCormack
- *Don't Sweat The Small Stuff - it is all small stuff.* Dr. Richard Carlson
- *The Very, Very Rich.* Steve Mariotti & Mike Caslin

*"Great leaders don't set out to be a leader, they set out to make a difference.
It is never about the role – it is always about the goal."*



◆ KEY SUCCESS POINTS

your personal review

1. a) **What** was the **last book you read** that empowered you to be a better you?
b) **What** was it that **impacted you** most from that book?

2. What has been **your biggest lesson** in leadership since commencing this Program?

3. **Share a situation** where the Problem versus Challenge tool could have been used in your life that could have resulted in a positive outcome.

4. **Explain** what 'above the line' and 'below the line' mean.

5. What do the **acronyms OAR and BED** stand for?

6. a) **List** the 7 Habits, and
b) Share in **your own words** what each means.

7. a) **What** are the 13 Winning Behaviours?
b) Which one is **your favourite** and **why**?

8. a) List **one behaviour** you know you need to improve.
b) **What steps** are you going to take to improve?

9. a) **What** are the 6 Human Needs?
b) Explain what each **mean to you**.

10. What are the **benefits** of using a journal in achieving goals?

11. If you are serious about achieving Your Goals, **who** are you accountable to each day with your Journal entries?

12. **What is the goal** you are working toward now?

13. **Choose one book** from the Recommended List that you are going to commit to reading in the next 30 days.