

The Total Leader®



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Empower Others to Become Leaders

Examples of the power of teamwork can be seen everywhere. In nature, for example, large flocks of geese fly thousands of miles to their destination as the seasons change. These flocks are made up of hundreds of individual birds with limited capabilities to go the distance alone, but somehow nearly all of them make it to their destination. How do they do it? The answer is simple: TEAMWORK. One bird serves as leader while the others fly in formation to minimize wind resistance for the birds behind them. When the lead bird tires, he rotates to another position so a different bird assumes the responsibility of leading the flock. If each individual bird decided to make this long journey by itself, most — if not all — undoubtedly would fail. In contrast, when all the birds work together as a flock — as a team — they reach their goal and arrive at their final destination.

Birds also demonstrate another important aspect of effective teamwork. Have you ever noticed how a bird by itself may not be particularly energetic whereas when a number of birds get together they seem to energize each other. This phenomenon can be considered an example of synergy, a concept closely related to teamwork. Simply put, synergy is the action of two or more elements to achieve a result greater than they would achieve individually. This

phenomenon is true with humans as well as in the animal kingdom.

Another way to define synergy is that the whole is greater than the sum of the parts. When team members cooperate and work together, they can always do more than if any one team member tried to accomplish the same goal alone. Engineers have learned that when geese fly in formation, each bird, by flapping its wings, creates an uplift for the bird that follows. Together the whole flock can fly over 70 percent further than if they fly alone. Now that's synergy!

Perhaps the most obvious examples of teamwork — and synergy — can be found in athletics where teams driven by enthusiastic teamwork usually win, while a lack of synergy and teamwork generally results in losing. Even some sports normally considered individual sports require the efforts of a team.

Teamwork is Rewarding

The benefits of teamwork among animals and athletic events can be fairly spectacular, but teamwork in your situation can also offer tremendous benefits and rewards.

Working as a team member will help you expand your job skills, earn greater success at work, enjoy in-

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creased recognition, gain leadership experience, be available for advancement and promotion — and ultimately receive more compensation for results!

All these benefits — rewards — are made possible through teamwork because T.E.A.M. literally means:

Together

Everyone

Achieves

More

When a team works effectively and efficiently, everyone wins — you, your teammates, the customers, the organization's shareholders, and the employer. A successful team is truly an example of synergy — that is, accomplishing more as a team than you could by working alone. It's been said that, *"Teams are the way ordinary people do extraordinary things."*

Why does effective teamwork lead to progress, increased productivity, and greater success? Effective teamwork leads to improved results because teams are able to apply the collective knowledge, skill, experience, power, creativity, and insight of everyone on the team to accomplish a given goal. Ken Blanchard says pointedly, *"None of us is as smart as all of us."* Everyone working together saves time, limits mistakes, and reduces waste.

When you analyze the power of teams, you can see that effective teamwork:

- Enables team members to build new skills and reach their greatest individual potential
- Focuses team members' collective knowledge and skill into a powerful force to accomplish a specific job or goal
- Facilitates quick, clear, and continual communication
- Boosts the performance level in every area of the job to be done
- Increases the bottom line of the entire organization

The word "teamwork" appears everywhere; it is increasingly becoming an integral, dynamic part of business, family, charitable organizations, sports and recreation. The concept of working together as a finely-tuned team is recognized as important to success in any endeavor. Unfortunately, organizing into a team is no guar-

antee of success. If teams aren't always successful, it may be because time-proven principles of teamwork were not applied effectively. Or it could also mean the task or goal did not lend itself to teamwork. Teams are not the solution or answer to every problem. Sometimes hard decisions have to be made by management because there isn't time to develop a team, or the nature of the task or goal is not appropriate to assign to a team. But generally, teamwork is a win-win approach. Teams may not all succeed, but teamwork always does! Individuals and organizations are discovering that if applied wisely the practice of teamwork can bring greater success and satisfaction in all realms of achievement — personal and professional.

Empower Yourself

As you focus on empowering team members, you cannot forget to empower yourself—to develop and use more of your leadership potential. Becoming the effective leader you were intended to be offers you the opportunity to give

of yourself. And it is in giving of yourself that your goals become tangible realities. Consider these opportunities you have as an effective organizational leader:

- ◆ **Give of yourself.** Life is a gift to you. Give back the best of yourself. Austrian philosopher Martin Buber said, "There are no gifted and ungifted here...only those who withhold themselves and those who give of themselves."
- ◆ **Give of yourself to your family and friends.** You are enriched by giving of yourself to your family and friends, revealing your innermost being and offering to them your unconditional love and support.
- ◆ **Give of yourself to your community and your country.** You have unique talents and abilities you can put to use to make society better for everyone—talents that no one else can offer.
- ◆ **Give of yourself to your team members and other business associates.** One of your richest sources of satisfaction and happiness lies in the close personal feelings you develop for the people with whom you work. The bond of trust and mutual encouragement you develop is more valuable than any corporate title or any amount of money you may ever accumulate.

As your positive self-image grows stronger, others see you in a new light. They are inclined to believe that you can take on added responsibility and that you can aid in the achievement of even more important organizational goals.



Aspire to Perform

In order for a team to achieve a high level of performance it must also develop a significant level of mutual trust and synergy. Through their team success, team members have proven their talents, skills, and knowledge, giving them increased confidence in one another and their effectiveness as a team.

For a team to achieve its highest performance potential, it needs both individual contributions and team synergy. Each team member must be responsible for their individual assignment, but the work must be done in cooperation with other team members.

Each musician is responsible for playing his or her own instrument in a band, but it is only when orchestrated with other musicians that the symphony achieves its greatest expression.

When team members are able to synergize their individual contributions, the team will have developed from a working team into a high-performing team!

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Realize Reward of Leadership

Leadership ability and effectiveness are enhanced tremendously by a leadership philosophy that calls for belief in the worth of people, belief in their abilities, and belief in their potential for growth. This leadership philosophy forms a bedrock foundation for building sound relationships with team members — relationships that lead to personal growth and success for them, for their manager, and for the entire organization. Effective leaders possess this philosophy. They light the spark of imagination and creativity in themselves and in their followers. Effective leaders seek to unleash their own untapped potential as well as that of their people.

This optimistic philosophy of leadership is based on the assumption that you, as a motivated individual, can learn the skills essential to effective leadership. You undoubtedly already possess many of the skills needed for both personal and organizational effectiveness in a management position. The skills you now possess will serve as a foundation for further development and for adding techniques to your inventory of available resources as you work to achieve results through other people.

Any leadership position carries with it certain status, privileges, opportunities, and power. These benefits are a part of your compensation. You have the right to enjoy them; you have earned them. But privileges carry with them their own responsibilities. Recognize that the unique position that brings you honor and prestige also requires making decisions, solving problems, and performing services that no one else in the organization can perform. Your willingness to accept personal responsibility for your own leadership effectiveness will be admired and emulated by your team members. Acceptance of personal responsibility also means you admit to your team when you make a poor decision. After all, you are not perfect. People will respect you more, not less, for your openness and candor.

Good leaders often have unique opportunities for achieving personal and professional success. Typically, leaders have a large supply of resources for productivity—resources such as time, the capacity for work, and the ideas, creativity, and enthusiasm of a whole group of people. The synergistic effect that the leader and team enjoy produces more than the sum of the results that could be achieved by each individual team member working alone.

The rewards of effective leadership begin with the most personal areas and extend outward to the professional arena and to the entire organization. Some personal rewards may include:

- An adequate income for the needs of your family with some left over for luxuries and enjoyment
- A position of prominence that brings acceptance and respect from others
- The satisfaction of knowing you provide a product or service that benefits people
- The sense of fulfillment that comes from seeing other people grow under your leadership
- The fulfillment that comes from contributing to the over
- The spirit of team pride, knowing that you have helped make success possible.

The demand for effective leaders is heard throughout the business world, and the rewards are unlimited.



Establish Trust to Enable Success

Trust is an indispensable force in any relationship, and it is a powerful bond that team members can form to help them reach their team goal. Trust is the combination or convergence of three separate beliefs:

- First is the belief that your team members are competent and that they have expertise in the areas you trust them in.
- Secondly is the belief that others are concerned, that they care for you and have your best interest at heart.
- Third is the belief in others commitment — that they will do what they say and follow through on their commitments.

Trust enables you to encourage other team members to use their skills and abilities to help move the entire team toward reaching its goal. When you display trust in others, showing them that you believe in them and that you have confidence in their skills and abilities to contribute to the team's success, they will trust and encourage you to use your skills and abilities to help reach the goal.

Mutual trust among all the team players creates congruency in thought, ambition, desire, and action. Teamwork bolstered by trust minimizes stress, eliminates misunderstandings, and saves time as you get more done. When you have team members who trust each other, you do not need to have lengthy conversations. Rather, you can almost speak in shorthand. These qualities in turn create synergy — the phenomenon that enables team members working together to accomplish much more than if they worked solo.

Trust develops respect among team members. Respect is required for any healthy relationship whether it is personal or professional. Teams are frequently made up of people who bring very different skills and abilities to the work group; their differences contribute to the strengths and capabilities for reaching the assigned goal. When all the team members assume their appropriate responsibilities, mutual trust and respect develop.

The team leader is responsible to recognize the skills and abilities of each team player well enough to know who would be best in each position. The team members must have confidence in the team leader to make team assignments and to ensure that the right players are in the right positions. In a band, the leader assigns responsibility for

playing the drum to the person who can best play the drum. The leader assigns a trumpet player the responsibility of playing the trumpet. The band members in turn trust that the leader knows best and goes along with his or her direction. This kind of trust creates harmony, respect, synergy, and, ultimately, success.

Working in a climate of trust reduces stress and enables energy to be used more constructively. If two people in a rowboat paddle randomly, they expend twice the energy to get half the results. But if they paddle in sync, they double their speed with half the effort. The exact same

principle applies in any organization when team members work together with a high level of trust. They work together more efficiently and effectively because they know they can trust the other team members to do their part. Their loyalty grows, and their level of job satisfaction increases. When workers are doing their best to contribute to the success of the team and

they are enjoying their jobs, the result is always a higher level of success.

Trust is essential to reach the goal, to get the job done. Like any worthwhile accomplishment, there are no shortcuts to establish trust:

- Developing trust takes time, effort, and commitment.
- Building trust means doing what is right even when it is difficult to do.
- Trust means encouraging other team members even when you do not feel like it.
- Trust means always doing your best and not letting the team down.

These increased levels of synergy and success are not limited to the work team; they expand into every other area of the organization. Customers come to believe that your organization keeps its promises and genuinely cares about their needs. Expanding business is the ultimate result. Your organization makes a profit, you have job security, and you enjoy the personal satisfaction of having contributed to it all.



Lead with Purpose and Authority

From the dawn of recorded history, the right to exercise authority has been tied to ownership—ownership of land, property, or the means of production. Authority derived from ownership is delegated to leaders with the expectation that they will use that authority to further the interests of the owner. Thus, authority is inherent in your role as a leader.

By accepting a position within the organization, team members recognize the authority of the owners and their duly-appointed representatives—the leaders. Over the past century, however, workers and their unions have asserted their own rights and responsibilities. Leaders at all levels have become increasingly sensitive to the collective wishes of team members.

Authority's companion is power. No matter how much authority top leadership delegates to you, the ability to enforce that authority comes essentially from you. No one else can give you that ability—it comes from within. That ability is what we call power.

While power can be withheld or prevented by top leadership—or even by a union contract—it cannot be automatically granted by executive order or via e-mail. It is possible for leaders to have authority because of their title but to lack any real power to exercise it. Lack of power may be a result of the leader's own personal qualities, or waning influence may stem from unrealistic constraints imposed by top leadership.

Power is built over a period of time through multiple complex actions and reactions between you and your team members. It is primarily a function of your personal competence and credibility. While power is sometimes tenuous and fluctuating, it does tend to grow and stabilize as you demonstrate your integrity in its use.

Power and authority are extremely important because they provide you with a practical means for achieving organizational goals through leading the effort and productivity of other people.

Authority and power, wisely used, are never dissipated. They are enhanced by practice and personal growth. A leader who uses authority and power skillfully finds that team members are less likely to resort to personal power plays or to develop opposing blocks of power. Instead, team members are motivated to work cooperatively with others.

Both authority and power are most effective when they

are least evident. In fact, authority has failed when power must be used to enforce it. When your authority is respected and fully recognized, you are able to function without invoking the use of power. You can, by your authority, give a direct order; but if, instead, you make a request accompanied by an explanation, you build a reserve of goodwill and respect. Team members then feel inclined to follow your suggestions and honor your requests without the need for an overt exercise of your authority.

When team members demonstrate substandard performance, you can use your authority to fire them, or you can use your power to train and coach them until their performance is acceptable. The latter course capitalizes on true leadership. Activate your personal resources, and you enjoy, as a result, increased power, respect, and loyalty.

The areas where your authority and power are most visibly called into play are discipline situations and enforcement of rules and policies. As a leader, you stand between your team members and top leadership. You also stand both for the organization and for your team members.

Your team members look to you to interpret the purpose and desires of the organization. When you respect the policies of your organization and enforce them, you are showing positive regard and esteem for your organization. Your attitude enhances the respect your team members have for the organization and for you. As their respect increases, motivation grows and productivity soars.

When team members know that their leader supports the organization, their respect for that leader increases. In contrast, leaders who lack a strong organizational base are viewed as personally weak and unworthy of the power they possess. The feeling seems to be that a leader worthy of organizational backing is worthy of power; and by extension, a leader unworthy of organizational backing is unworthy of team member support.

Leaders who enjoy the backing of other organizational leaders have earned it through their knowledge of the business and their competence or expertise. The most effective leader uses power fairly and with a “soft touch.” But effective leaders are also decisive; as a result, the number of occasions calling for the use of power are minimal. Effective leaders possess ample power, but use it sparingly.



Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management® International, Inc. has been bridging the gap between potential and performance by helping organizations and individuals evaluate their strengths and opportunities through implementation of the unique and proven LMI Process™.

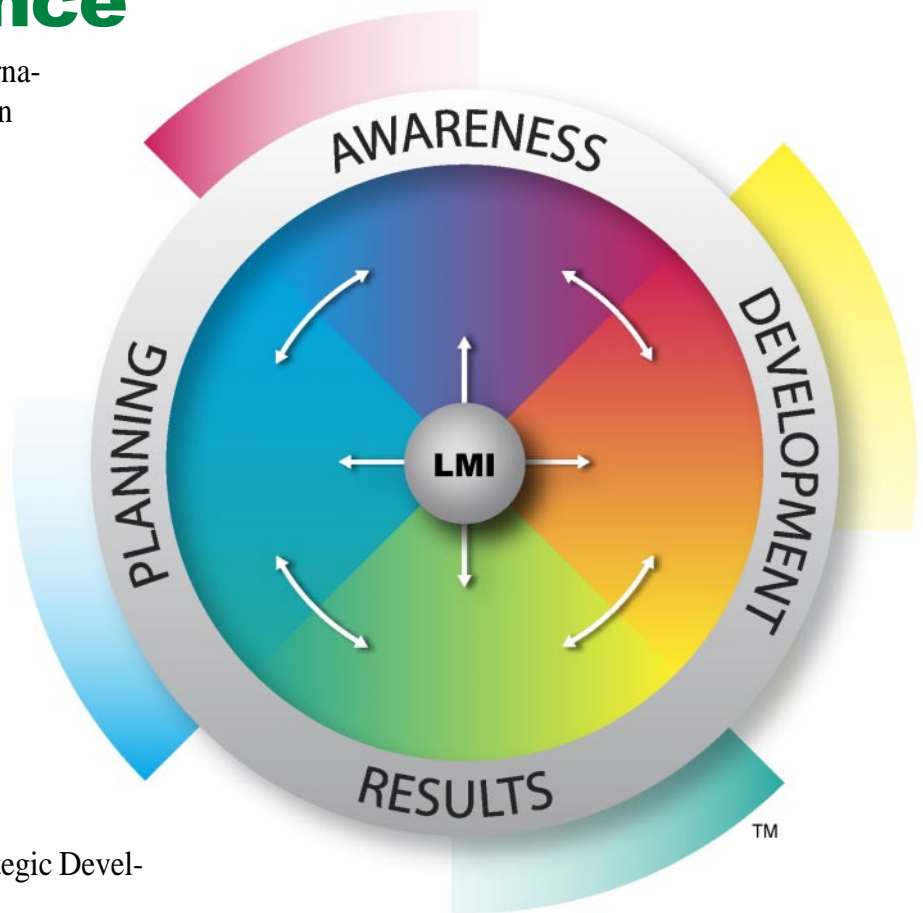
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- Develops leaders who, in turn, empower their people to use their untapped talents and abilities.
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