

The Total Leader®



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Overcome Problems to Achieve Success

The first step in problem solving is to define the problem by evaluating the difference between the current situation and the desired goal. In other words, a problem is the difference between the goal and the result. The sooner you observe and correct any deviation between the goal and result, the smaller the problem will be. Problem solving is closely related to decision making. The processes are much the same.

Part of defining the problem is also identifying the causes. At times, the apparent problem is not the real one; it is merely a symptom. The real problem may be hidden beneath defensive accusations, confusing data, complex processes and procedures, or poorly constructed reports. Be sure you address the causes rather than the symptoms.

For example, one individual on your team may continually bombard you with questions. You need to ask yourself: Is that really the problem? Or is it a symptom of a lack of training? Or is the real problem that this person once received a harsh reprimand for a decision and is now hesitant to proceed without prior approval? You can usually narrow down inadequate performance to one of these three root problems: training, environment, or motivation.

After you define the problem, you need to decide whether it is even a problem

that must be solved. Some problems resolve themselves in a short time without any action. Other problems are not worth your time to take action to solve. Spend a hundred dollars' worth of your time on hundred dollar problems, not twenty dollar problems. If a problem is not worth your time, assign the solving of it to someone else who is paid less than you are. Of course, you need to make sure that it will be solved before it becomes a more costly problem.

When the problem does require your attention to be solved, use this time proven formula for approaching the problem:

- ◆ Make sure the real problem is defined clearly and relates to an important organizational or personal goal. Address causes, not effects or symptoms. You may find that a

number of negative symptoms may all have the same root cause. By dealing with the root cause, you may solve more than one problem at a time.

- ◆ Set a deadline for making the final decision about a solution to be chosen. Allow adequate time to gather information, suggestions, and opinions from others.

- ◆ Identify the purpose to be met by the solution. Refer to specific organizational and personal goals as guidelines for deciding exactly what the solution must accom-



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plish. This prevents investing too much time and material in solving a relatively minor problem. Specifically state any criteria that must be met, including budget, time frame, quality requirements, efficiency, and simplicity.

- ◆ Compile and study information. Collect and assemble information in a logical and useful form, and study the facts to be sure that you understand everything involved.
- ◆ List possible solutions. List all of the possible solutions. Make no attempt to rule out alternatives; use free association, visualization, and creativity to generate as many solutions as possible. Consider the possibility that a given solution could cause other problems. Decide if other actions will need to be taken to ensure a net positive effect, or if another solution altogether needs to be considered.
- ◆ Make a choice. Look over the list of possible solutions that you have made. Cross out any items that you know immediately you do not want to use. For each possible solution left on your list, answer the question, “What would happen if I chose this solution?” Then choose the one that appears to have the best possible chance of success.
- ◆ Decide what action must be taken to implement the solution. The action may be simple and require the attention of only one or two people, or it may have several steps and involve the whole department. Make sure that every person understands what to do, how, and why. Then make sure the predetermined steps are followed.
- ◆ Request feedback. Keep open the lines of communication between yourself and those who must carry out your decision. Be open to their ideas, and do not judge feedback based on your preconceived ideas about the person giving it. Let your team members know you are interested in their problems but that your instructions will be carried out. When necessary and practical, be willing to modify the plan when the feedback you receive indicates a need for adjustment.



Overcome Problems with a Vision

One of the most distinguishing characteristics of humankind is the creative power of our imagination. There is significant power in our ability to imagine our ideal future. The LMI Process™ refers to this power as “vision.”

There were some studies conducted back in the 1960s that scientifically substantiate the power of vision. A group of behavioral scientist randomly selected a group of junior high boys and girls and divided them into two groups. The test was to shoot a basketball through the hoop for a set number of free throws from the free throw line on a basketball court. The two groups were given an initial test without any practice to establish a base line. Then each group was given one week to practice.

For a set time period each day, the two groups practiced shooting free throws; however, one group physically practiced with the ball and actually shooting it, while the second group practiced mentally by imagining standing at the foul line and shooting the ball successfully through the hoop.

After the one week of physical vs. mental practice, the two groups were pitted against each other in a final test. The purpose was to measure and compare the improvement from the first test. The result of the test showed that not only did the group who mentally practiced show the highest percentage of improvement but actually beat the group that had practiced with the ball.

From this classic research grew the trend for professional athletes to spend specific practice time on positive vision of a successful performance. Clear vision is the key to your future. Clear vision is the key to the future of your organization. Ask yourself these questions: What vision do I hold for my future? How much time do I spend weekly imagining my success? How clearly and vividly do I see my future? How do I feel when I vision my success? If you can answer these questions with clarity, you are well on your way to your desired future vision. If, however, you have difficulty with these questions, you would benefit from learning how to build a clear vision for your future and the future of your organization.

Motivate Others to Succeed

Most leaders are concerned about two types of results: Their own personal success and success of the organization. Although the two areas may seem distinct, in a practical sense they cannot be separated. The purpose of a leader is to achieve results through the activities of other people. Those “other people” together with the leader make up the team or organization. If this group of individuals fails, the leader shares in that fate. If the leader fails, the organization’s goals are not achieved. On the other hand, when the leader succeeds, the organization benefits directly; and when the team reaches its goals, the leader shares in the rewards.

Whatever you do to improve your leadership success adds directly to your personal success. Because your purpose as a leader is to achieve results through directing the activities of others, the goal is to set goals to become a more effective, motivational leader.

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Commit to Achieving Goals

The new-found confidence that is yours from the exercise of personal leadership attracts other people. Understanding and empathy are tools that enable you to motivate others to search for their own potential and to achieve success for themselves. Just as you have learned, those whose lives you touch will also learn that the only genuine understanding is self-understanding; the only true peace is internal peace; the only meaningful motivation is self-motivation based on an attitude of positive expectancy and the conviction that we all possess limitless potential.

We live in a world of abundance – a world that was created for us and filled with a wealth of resources that we may use to fulfill our needs and satisfy our desires. The abundance in the physical world is mirrored in the abundance of human potential within each individual. Much attention is given to the tragedy of wasted natural resources, and rightfully so. Even more tragic, however, is the waste that occurs when people fail to use their full potential. Recognize the wealth of untapped potential that lies within you and you will begin to marvel at its abundance.

When you are successful, you draw vitality and strength from the abundance of opportunity that surrounds you. By setting progressively higher goals, you maintain the necessary momentum to keep yourself on a constant course of personal leadership. The practice of goal setting is intended to be a lifelong pattern. The goal setter, like all winners, is marked by the determination. A winner never quits.



Tap Into Your Creative Side

The crowning trait of personal leadership is creativity. Creativity is an even finer art than pure inventive genius. It is a conceptual skill, the willingness to innovate, to try the untried, and to see the usual in unusual ways, and to relate the normally unrelated.

Creativity abounds when your attitudes are uninhibited by conditioning and convention. Creativity allows you to face a changing world and an uncertain future without fear. You are competitive. You are comparatively at ease in unstructured situations and unperturbed even when conditions around you are out of control. You are never awed by mystery. You are a good person to have around during a crisis.

As a creative person, you can listen to others with understanding – not only for facts, but to absorb the emotional overtones of what is said. You evaluate what you hear with calmness and self-confidence; you trust your competence to decide when it is time to act.

Creativity operates not as a flash of light, but as the logical result of your ability to restructure previously unrelated bits of information. You investigate new relationships between facts, ignoring “the way it has always been done.” Creativity builds on a strong, mature personality and is expressed through self-respect, self-confidence and positive expectancy. It is the natural outgrowth of personal leadership.

Devise a Plan for New Year, New Decade

Effective leaders dare to make their own decisions and to direct their organization toward success. Goals create the confidence that comes from knowing where you and your team are going and how you intend to get there. Goals serve as a filter to eliminate extraneous demands. Goals bring to life a sense of order and purpose that sustains desire and motivation over a long period of time.

Goal setting is the most powerful tool at your disposal in the development of your organization. Used effectively, goal setting principles can greatly enhance your skill as an effective motivational leader. Throughout history strong leaders and organizations, armed with specific goals and the force of commitment, have shaped the destinies of millions. You and your organization can leave an imprint on the lives of others by setting worthwhile goals and committing to their achievement.

Your organization is a unique entity. No one outside your organization can choose the direction in which you will grow. You and your team members must dream your own dreams, identify your own goals, and design your own destiny. Define a logical starting place and an ultimate destination where your goals program will lead you. With these two points clearly stated, planning how to move from where you are now to your destination is relatively simple.

Where your organization stands now. Spend some time in honest assessment and evaluation of your present level of growth in the various aspects of your organization. Organizational evaluation helps you gain insight into your present situation. You will discover some outstanding strengths and some areas of needed growth. Use this information to build on your strengths and to select challenging goals for growth.

Where you want to go. Once you have defined your present status, next decide where you want the organization to go. Identify ultimate goals for you and your team – goals that define your leadership style and the results you wish to achieve from your effort. Next, identify a number of intermediate milestones along the way to those ultimate goals. Those short- and intermediate-range goals involve all aspects of your organization – from people and productivity to maintenance and inventory. Carefully coordinate them so they are mutually supportive and so each one

builds organizational growth and progress.

Where you want the organization to go may also include the long-range career plan you choose to pursue. Perhaps your career goal is to hold one of the top leadership positions in your company for a specific number of years before retirement. To support achievement of that career goal, set specific department or team goals for this year – goals that represent your appropriate contribution to the overall goals of the organization. Success in your present job brings you closer to success in your long-range career plan.

Defining where you and your organization want to go is a continuing process. Looking far into the future toward ultimate

goals includes carefully choosing where you and your team want to be next year, next month, or by the end of this week or even day.

How you will reach your destination. When the first two steps have been completed, begin to develop workable plans for reaching your destination. Just as a travel agent must know when and where you want to begin and where you want to go before arranging reservations, you need to know where to begin and where you want to go.

As you develop plans for achievement, include both short-range and long-range goals. Short-range goals are those that can be achieved in a relatively brief time frame. Begin by setting goals you and your team can achieve within the next two weeks. Each short-range goal you achieve generates a feeling of accomplishment, energizes your motivation, and increases your team's belief in your leadership ability.

Also establish long-range goals that provide overall direction for the organization. Long-range goals may take six months, a year, or several years to achieve. Plan to reach them by setting short-range goals that move you closer to their ultimate attainment.

It is valuable to sit down and think about what you and your team have achieved so far, to consider where you want to go in the future, and to dream of the strategies you will follow in pursuit of those ideals. And remember, goal setting works best through a written plan.



Identify Your Motivation for Success

Success means something different to every person. For some, success means advancement to even higher positions within the organization. Others count the contributions they are able to make to the lives of other people. Still others measure success by the size of their bank accounts. The success you seek likely consists of bits and pieces of these elements. But here is a definition of success that works for everyone: Success is the progressive realization of worthwhile, predetermined personal goals.

This definition implies that success is the result of your own choice – the choice of the specific goals you pursue. The most important factor in making satisfying choices is a positive self-image. A positive self-image enables you to set goals that reflect your values and provide meaning and fulfillment through their achievement.

Although no two leaders are identical in personality or approach to management, all effective leaders share one characteristic: a positive self-image. Effective leaders see themselves as capable individuals, worthy of self-respect and deserving of the respect of others.

Your self-image, or the mental picture you have of yourself, determines to a large extent the level of success you achieve as a leader. The level of success you achieve as a leader, of course, helps determine the level of success your organization will achieve. The more positive your self-image, the more opportunities you have to pursue success for yourself and your team.

Your self-image determines the measure of confidence you bring to the challenge of using your potential and working toward the goals you have set. Psychologists estimate that, on average, people use less than a third of their actual potential. This means that by using only a small additional portion of your potential, you can make a sizable increase in your effectiveness. If, for example, you are now using 30 percent of your potential, you could choose to increase that amount by another 10 percent – a total of 40 percent of your potential. With relatively little effort you can be 10 percent more effective than you are now.

The factor controlling how much of your real potential you can use is your self-image. You begin to acquire your self-image almost immediately after birth. As people in

your environment reacted to you with approval or disapproval, you began to form a mental picture of who you were based on that feedback. If many of the messages you received implied that you lacked ability, that you were too young, too inexperienced, or limited in some other way, you may have internalized that message and believed it. Even now, you may be limiting your success based on these old messages, and ignoring the fact that you are now more experienced and more capable than you were in the past.

In contrast, if the people in your early environment were strongly supportive, praised you for your achievements, and expressed belief in your ability to succeed, you may be

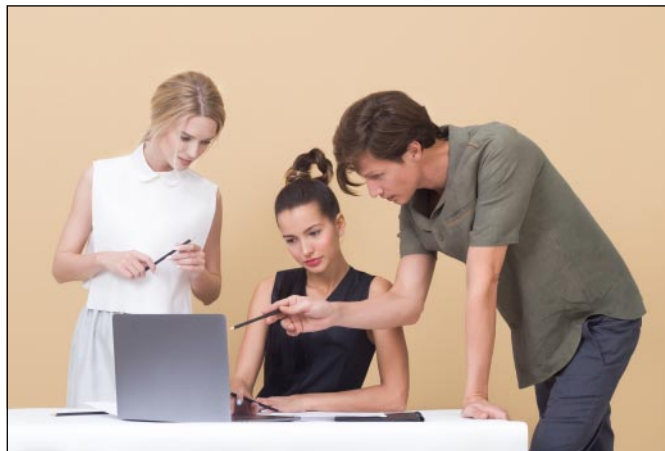
following that estimate of yourself and using a larger percentage of your potential. But regardless of your background, what you are now is what counts. What you are now depends to a great extent upon what you are willing to believe and become, and what you are willing to do about your self-image. You can change your self-image if you wish. You can enhance the relationship between your self-image and suc-

cess. The more positive your self-image, the more successful you become as an effective motivational leader!

Choosing to develop your self-image sets the stage for significant contributions to your team and organization. A positive self-image enables you to view organizational opportunities and challenges in new and exciting ways. Then you are ready to develop clear plans for the achievement of organizational goals. Armed with a strong belief in your potential for success, you and your team members are positioned to achieve the objectives which may now seem remote and out of reach.

Dream Big to Succeed

Your self-image is the key to your future. Develop it and use it to help you capture your dreams and to achieve your goals. An ancient Scripture says, “Where there is no vision, the people perish.” Crystallize your vision of what you want to be. Work hard to fulfill the positive self-image that you were created to enjoy. Make use of your unique strengths instead of merely conforming to circumstances. You may have some unique strengths that for some obscure purpose you have kept hidden, even from your own view. Encourage yourself to bring them out and act upon them.



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™.

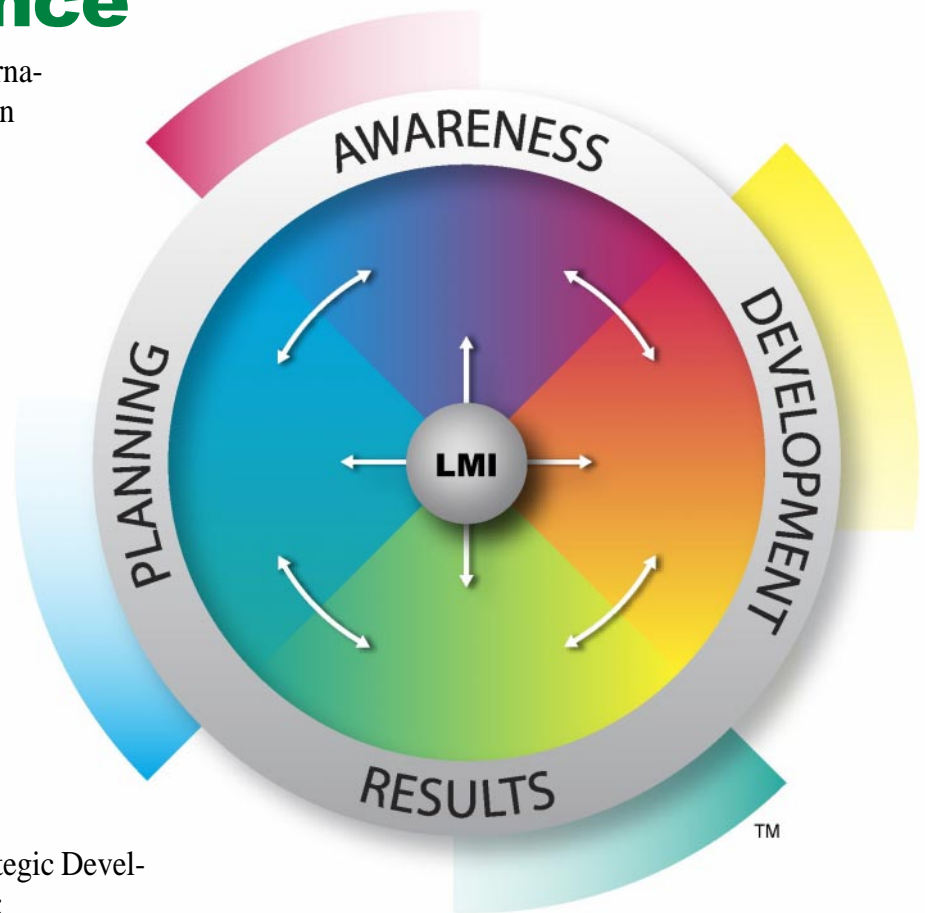
The LMI Process™ ...

- Develops leaders who, in turn, empower their people to use their untapped talents and abilities.
- Identifies key areas the organization should focus on in order to reach the next level of success.
- Gives direction to an effective solution and delivers measurable results.
- Practices a 93 percent effective leadership model.

The LMI Process™ is designed around a Strategic Development™ model with four vital components:

- Awareness
- Development
- Planning
- Results Management.

LMI® tools and processes have been making a difference in organizations and individuals for more than 50 years in more than 80 countries.



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