

# The Total Leader®



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## Excel in all Facets of Leadership

As today's business world changes and evolves through increased global competition, constant innovation, lightning fast communication, and continual advances in technologies, the need for effective and highly skilled leaders has only intensified. In addition, primarily because of globalization and easy access to information, the ever-blurring lines of societal and cultural differences across the globe contributes heavily to this need for improved personal leadership.

For any organization to become a truly empowered, productive, and innovative enterprise, it must develop skilled leaders throughout all levels of the organization. In fact, the organization of the future is an organization where everyone is a leader; it is only when people are able to lead themselves that they are actually empowered to be creative and innovative, as well as to achieve the highest level of personal performance. To this end, leadership abilities must be developed in every team member! This is the very foundation of The Total Leader® concept. Two fundamental principles are at the core of this unique and innovative process:

▲ The first principle is that for businesses to succeed in the

21st century, they must develop leaders through their entire organization. Leadership is no longer a position or title, but rather a process that every person at every level must practice.

▲ The second principle is that for leadership development to be effective, it must employ a complete, integrated, total leadership development process. Leadership development is not an event, a project, or a program. Truly effective leadership development is a continuous, ongoing, lifelong process.



*"For any organization to become a truly empowered, productive, and innovative enterprise, it must develop skilled leaders throughout all levels of the organization."*

Too many organizations attempt to develop leaders with a fragmented, hit-and-miss approach. They often follow the latest fad or best-selling book. They focus on a number of personality traits, a checklist of competencies, or one facet of leadership believing that is all they need. Leadership is much more complex than that. Attempting to develop leaders this way is like trying to become a professional golfer by only practicing your putting. The best golfers are total golfers - they excel at driving, approach shots, sand shots, pitching, chipping, and putting.

The same is true for leaders. The best leaders - total leaders - excel in all facets of

– continued from page 1 –

leadership. Leadership development is a process of growth or maturation. Just like becoming an adult involves maturing through different stages - infancy, childhood, adolescence, and adulthood - effective leaders develop through stages. Extensive research has shown that the best leaders have mastered four key stages of leadership development. The Total Leader® concept identifies these four broad areas or levels that a person must master to become a Total Leader®.

1. Personal Productivity - Personal productivity is the foundation of all effective leadership. Personal productivity is the ability to manage yourself, manage your time, and manage your priorities to operate at maximum performance. It is only when you can optimize your own performance that you are truly able to impact and increase the performance of others.

2. Personal Leadership - Personal leadership is the ability to lead yourself - to be a self-motivated leader of your own life. Most people just let life happen to them and then suffer the consequences. Personal leaders take personal responsibility for determining the life they want, and then through planning and action make it happen. Personal leadership also means becoming a Total Person® - a person who is growing and developing in all six areas of life, including Family and Home, Financial and Career, Mental and Educational, Physical and Health, Social and Cultural, and Spiritual and Ethical. Personal leadership helps form the core of an individual's character and provides the basis for developing trusting relationships that are vital to leading others.

3. Motivational Leadership - Motivational leadership is the capability to lead and motivate others. A motivational leader understands that people are the source of all progress and innovation, and thus the key to business success in the 21st century. Inspiring motivation in others is crucial to developing a productive and engaged team. A motivational leader is able to help people continuously develop and use more of their full potential.

4. Strategic Leadership - Strategic leadership is the process of leading an organization, no matter how small or how large. A strategic leader works through teamwork and collaboration to define and develop the purpose of the organization, the key strategies, the optimum structure, the right people in the right roles, and the most effective processes for an organization to succeed. Strategic leadership is not only setting the

THE TOTAL LEADER®  
CONCEPT



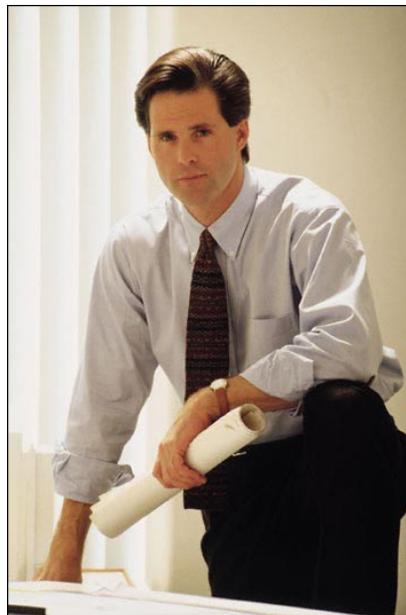
course, but also following through and executing the plan to completion.

The Total Leader® concept is a comprehensive leadership development process that guides individuals through these four critical levels. Effective leadership development is an inside-out process. Successful leaders first master personal leadership, and then develop interpersonal leadership. Personal mastery always precedes team and organizational mastery.

Developing yourself within each level is also paramount to taking on more responsibility and advancement in the organization. It is only when you become more and more of a Total Leader® that you are able to be effective in a larger role or position in the organization. This process literally develops people into total leaders! It is difficult to conceive that a key leader in an organization could really be effective if he or she were still in infancy or childhood in their leadership mastery.

Many leaders today are frustrated because they haven't had the opportunity to develop through all four levels. They feel as though they are standing on the first tee of an important golf tournament and they've never practiced a single swing with their driver. The only thing they have ever learned is how to putt. That is exactly the problem with most leadership development today. You cannot become a truly effective leader by only focusing on and developing in one or two areas of

leadership capability. When this happens, a leader becomes overly dependent on certain abilities. When all you have is a hammer, every problem starts to look like a nail.



## Apply the 80/20 Principle

The familiar 80/20 Pareto Principle operates in time use and personal productivity. Approximately 80 percent of the results you obtain stem from 20 percent of the tasks you perform. The other 80 percent of your tasks produce only 20 percent of the results obtained. It makes sense, then, to identify the most productive activities in your daily schedule and devote more time to these high payoff activities – activities you perform that bring you closer to achievement of your goals. High payoff activities are specific to each individual, so giving examples is difficult. In other words, because different people in various businesses, organizations, or situations have different goals, their high payoff activities will be different. Simplify, delegate, or eliminate other low payoff routines and activities that absorb too much of your time. This common-sense approach frees you for productive work on high priority items.

### Table of Contents

Page 1-2:	<i>Excel in all Facets of Leadership</i>
Page 3:	Growth <i>Practice the Art of Delegation</i>
Page 4:	Strategic Leadership <i>Stay Focused on Road to Success</i>
Page 5:	Motivational Management <i>Build Success Using Self Motivation</i>
Page 6:	Personal Leadership <i>Reveal the Power of Leadership and Maturity in You</i>
Page 7:	Personal Productivity <i>Clear the Lines of Communication at Work</i>
Page 8:	Strategic Development <i>Bridging the Gap Between Potential and Performance</i>

## Practice the Art of Delegation

A manager's primary responsibility is to get work done through other people, and the single most effective technique for achieving this purpose is delegation. Effective delegation is the act of giving someone else the responsibility and authority to carry out an assignment or to represent you or your organization in a specific role. In addition to sharing responsibility, delegation involves communication and training. When teamwork is at its best, effective delegation occurs. Practicing the art of effective delegation is a vital tool in your development as a leader and manager because of these key benefits:

1. You improve your personal time management, leveraging your energy and ideas.
2. You provide motivational and development opportunities for others on your team.
3. You maximize the interests, strengths, and contribution of others and increase the team productivity.
4. You make use of a valuable yet easily overlooked training tool – delegation!

The definition of delegation can be expanded to include sharing of responsibilities with team members, other managers, or anyone with whom dividing responsibilities is appropriate and logical. The concepts used for traditional delegation apply with

some modification when sharing responsibility. For example, some tasks within your work load may best be accomplished by counterparts of yours. Certain individuals may have special skills or knowledge, information, or relationships that make it more effective for them to complete the work. Keeping in mind the overall goal and being willing to share responsibility, as well as the credit, increases your success.

Effective delegation multiplies your efforts many times over by using the time, knowledge, experience, and creative power of other people. Effective delegation frees you for the planning, problem solving, and tracking required to build a more productive organization.

### Choose Delegation Carefully

Choose carefully the team members to whom you delegate specific tasks, especially those you would like to train for the highest level of delegation. Explain your reason for delegating a piece of work, get a clear commitment from the person to perform the task, and provide adequate training and instruction. Evaluate the time required to perform the task and adjust work schedules or work load as needed.

Monitor regularly the responsibilities you have delegated and measure the progress of individual team members to keep them on track, to stay in touch, and to avoid wasted time and effort. To reap the benefits of delegation and also avoid the pitfalls, define the following degrees of freedom according to the situation: 1) Act and report routinely. 2) Act and report immediately. 3) Seek approval, then act. 4) Wait until told.

To increase your team's results, set a goal to move as many people as possible to the highest level of delegation. Delegation challenges the most promising, capable people on your team to develop their potential and to use more of their abilities. When they do, you and the organization are direct beneficiaries of their growth.



# Stay Focused on the Road to Success

Goal setting should never be confused with daydreaming or fantasy. Those activities are escapes from reality – devices used to “get away from it all.” You never intend to take action on a daydream or a fantasy. Genuine goal setting, by contrast, is the first step toward positive, deliberate action. Although goals are often imaginative and visionary, they are always a prelude to action, a track to run on, a course to take; they are never a substitute for reality. They are an expression of your noblest qualities; they are an exercise of your desire for personal leadership – the desire to be a bit better today than you were yesterday, and the determination to be even better tomorrow.

## Set Standards for Success

To set optimally effective goals, you need standards to follow. It is like playing basketball: you need to know the object of the game and the rules; otherwise, you would not know whether to run with the ball, kick it, throw it, or roll it. For your goals to have the magnetic attraction that draws you toward them and propels you toward success, follow these “rules of the game”:

1. Your goals must be your own personal goals. It is obvious that you are more likely to accomplish goals you choose for yourself than those urged upon you by others. But your goals must also be “personal” in the sense of “private.” If you know that your goals plan will be seen by someone else, you may tend to distort it to impress others instead of to satisfy your real needs. Unless they are based on your own internalized values, your goals will have little or no meaning, no appeal and no value.

2. Your goals must be stated positively. Your mind functions through mental images; you literally “see” through the mind’s eye a picture of each thought. A goal expressed negatively eliminates a mental image, and the mind cannot picture a void or a vacuum. Take a simple illustration. You may say, “I’m going to stop procrastinating when it is time to make my monthly report.” What picture – what mental image – can you see of yourself “not procrastinating”? You will be much more likely to accomplish your goal if you state it positively: “I complete my monthly report the first day of each month.” Now you have a picture to visualize. You can see yourself sitting at the desk making your report. You can make specific plans to support this action. Goals, to be effective, need the motivational force created by a



positive mental image of yourself doing what you want to do or being what you want to become.

3. Your goals must be realistic and attainable. To say that goals must be realistic is not saying that they should be low, mediocre, or commonplace. Goals must represent a challenging objective toward which you are both able and willing to work. For example, a recent college graduate with a bachelor’s degree in chemistry might easily find a job as a laboratory technician in a large commercial research laboratory. It would not be realistic to set a goal to be director of that research laboratory within six months. Attaining the mature skills and the wealth of experience necessary would be

impossible in that period of time. Because such a goal is unrealistic, it would also have little motivational power. This does not mean a young laboratory technician should give up all plans to attain the position of director. A goal for a first step of advancement within a reasonable length of time coupled with a plan to gain additional skills and experience would be both realistic and attainable and would have strong motivational power. A series of progressive steps would lead to the ultimate goal to become director of the research laboratory. Fulfillment of goals always comes in realistic, attainable steps.

4. Goals must include personality changes. Many young people would like to be head of a company or hold some high position, but know nothing whatever about the traits of character or personality required to become a topflight executive or professional. As a result, they have no goals to develop those character or personality traits. Regardless of the type of work you do or the position you now hold, any goals to advance must include the personality growth necessary to handle the desired position. If you determine, for example, that you need to manage your time better, it is not enough merely to say, “I will manage my time effectively.” You must study yourself to discover why you practice the habit of procrastination, or of jumping from one activity to another without ever completing anything. When you discover the underlying problem that produces the undesirable behavior, you can make specific plans to develop new habits.

Some people are willing to set goals “to have” but not “to be” or “to become.” It is vital to set goals of becoming before you can achieve the more tangible goals of having.

# Build Success Using Self Motivation

People in leadership positions often speak of the need to “motivate” people, meaning that you do something to get them to work harder. In one sense, no one ever “motivates” anyone else. Real motivation is internal; it comes only from within. But with a better understanding of the principles of human motivation – the desires and situations that move people to action – you, as a team leader, can create a climate that encourages the development of motivation and maximizes individual and team performance.

Self-motivation does not develop in a vacuum; rather, it is generated in the context of a comprehensive, continuous training and development program. When your team members experience the exhilaration of improving their skills and abilities, their self-motivation increases. In turn, they desire to grow and develop as individuals. A comprehensive training and development program is the foundation for improving the self-motivation, and thus the overall productivity of your organization.

An “exchange system” – the mutual giving and receiving of effort and benefit – supports a climate for maximum motivation. The exchange system establishes a relationship in which each contributes something to satisfy the needs of the other. The organization’s requirements for effort and productivity are met by team leaders and team members. In turn, the needs of team leaders and members are met by the organization. This fair exchange between an organization and all its people is as old as organized society.

When you and your team members develop success attitudes to both improve on-the-job performance and increase work satisfaction, you are using the exchange system at its best. People act to gain a benefit or to avoid a loss. Because understanding and insight precede change, talk to your team members and listen to them to find out their needs and ambitions. Understanding what benefits they seek to gain and what losses they desire to avoid enables you to improve on-the-job performance and increase work satisfaction even more.

## Developing a Motivation Plan

If 20 people report to you, you need 20 motivation plans. Since motivation depends on individual needs and is developed internally, any effort you make to encourage the development of motivation must be done on an individual basis.

How well do you know the people you count on to get your work done? Could you read the list of names and say with certainty what each person needs to be better satisfied on the job? Resist the temptation to say, “They all want a raise.” Of course, not one in a thousand would turn down a raise, but some employees might be less satisfied after the raise – not better satisfied. To be self-motivated, people must feel worthwhile and productive. A raise is not a motivator when it is awarded merely because the employee has managed to stay on the payroll for another year. Such a raise is seen as a function of the passing of time – not as an indication of individual merit. Use some of these techniques to encourage the development of self-motivation in employees who have a need to feel productive:



- ◆ Delegate a task, stating clearly your confidence that the individual can successfully accept this new responsibility.
- ◆ Take note of some action demonstrating initiative and express your appreciation for that action.
- ◆ Find ways to let the rest of the organization know who is doing a good job; post the name and/or picture of the person on a departmental bulletin board or print an accolade in the monthly newsletter.
- ◆ Make it a point to speak personally to those who have been absent as a result of illness or vacation. Tell them how glad you are to see them back and how their presence contributes value to you, the client, and the organization.
- ◆ Ask team members for their suggestions about how to solve problems that arise. Even though you cannot use all suggestions, you communicate respect when you ask for suggestions and seriously consider them.
- ◆ Learn about the families of your team members. Compliment them on the achievements of their children when you see reports in the newspaper, or inquire about the health of a family member who has been ill.
- ◆ Use visual reminders to build pride and cooperation among the members of the team. For example, if you are in sales, hang a poster that tells how many days the team has met or exceeded the sales quota. Update the graphic daily. Whatever the goal of the team is, a way to track progress can be devised which will encourage the development of self-motivation.

## Reveal the Power of Leadership and Maturity in You

There is a close correlation between personal leadership and a high degree of personal maturity. A mature attitude toward the world, toward other people, and most of all toward yourself produces positive expectancy. Skeptics often scoff at the idea of maintaining a positive mental attitude. They consider it a facade – a superficial role people assume to deceive themselves or others. A genuine positive mental attitude, however, is an expression of maturity that comes as the internal characteristics of personal leadership gradually unfold much as the petals of a bud open to form a beautiful rose. All together, these traits – self-awareness, self-confidence, self-acceptance, self-respect and self-reliance – reveal the full beauty of your inner being.

Positive expectancy begins with a sense of self-awareness that banishes confusion by defining the goals you want to achieve. Self-awareness gives you a track to run on. It makes you predictable and reliable. It allows you to use your talents and energies in the full expression of your potential. Positive expectancy requires a no-limitations belief in yourself that comes from clear, calm and honest self-confidence. Belief in yourself rests on supreme confidence in both your present and future abilities. It demands that you be goal directed and progressively growing. Positive expectancy gives you victory over the fears that might otherwise accompany recognition of personal inadequacies; doubts and fear itself are never allowed to take root. Self-confidence is power.

Positive expectancy is also developed through self-acceptance. Choosing to accept yourself as you really are – your strengths and your weaknesses, your assets and liabilities – is the most vital and important decision you will ever make. Self-acceptance frees you from guilt feelings and discouragement and gives you the energy and drive to grow and use more of your potential. You must accept yourself as you are now before you have any desire to grow. Setting



goals and working out a “Plan of Action” help you identify and overcome natural fears. Fear is a completely normal and healthy emotion to experience when you face the unknown. You can deal productively with such fear by setting goals and using visualization. The goal-setting process helps you gain mastery over fear by anticipating problems and formulating readily available solutions. Fear, then, is a signal for purposeful action rather than a warning for defensive protection.

You gain additional personal maturity as you grow in the development of the leadership essentials. As you crystallize your thinking to learn where you stand now and where you are going, you grow in personal maturity and understanding of life. You put behind you the feelings of threat, fear, or apprehension. You respond instead of reacting to events, circumstances, and people because you have a clearly defined set of values and goals. Defining your priorities moves you in the direction of self-knowledge and personal leadership. You grow in self-respect when you commit yourself to high values and then live by them. You develop self-confidence by listing the obstacles and roadblocks to achievement and figuring out ways to overcome them. As you discover more of your own potential, you gain the confidence that makes you self-reliant and determined to succeed. The exercise of personal leadership increases your level of maturity and gives you positive expectancy toward life and the people who share it with you. You expect the best; and because you expect it, the best is yours.

Positive expectancy produces an effect that is often called the self-fulfilling prophecy. People tend to do what they are expected to do – and that includes what you expect of yourself. If you harbor doubts and fears and expect to continue making the mistakes of the past, you will surely do what you expect. On the other hand, when you set challenging goals and devise a workable plan for reaching them, you expect success and your expectation becomes a self-fulfilling prophecy. Success is yours. Be sure that you set your goals to reflect your true desires, for the goals you set predict what you will achieve.

As you develop your untapped potential and begin to expect more from yourself, you discover new depths of personal leadership. As you grow, others add their positive expectancy to your own and add to the upward spiral of achievement that marks your life.

# Clear the Lines of Communication at Work

One of the quickest and most powerful ways to grow personally and professionally is to improve your ability to communicate. Effective communication involves two methods of transmitting information:

- ▲ Writing, which includes handwritten notes, typed memos, letters, and E-mail
- ▲ Verbal communication, which utilizes the power of the “spoken word,” including sending the message (speaking the words) and receiving the message.

Improving your skills in both methods of transmitting information – writing and speaking – will enable you to use more of your potential, to develop skills and abilities that may have lain dormant, and to interface with people more effectively. Without good communication, you accomplish only what you can do alone, which inevitably is only a fraction of what you can do in joint effort with others. Improving your communication skills will enable you as a team member to contribute even more to your work group, and ultimately to your organization’s success.

Communication is the ultimate human connection. It is the key to success! Improving your communication skills will provide you opportunities – and rewards – in your workplace and in your personal life far beyond what you could even imagine.

## Essentials of Good Communication

Communication is the process of developing shared understanding. If only one side understands the message, communication has not taken place. Only when verbal, written, or physical messages are understood by both sender and receiver does communication actually occur.

What is required for communication to occur? First, someone must send the message. Second, someone must receive the message. Third, the best words must be chosen for relaying the message, and the best method for delivering these words must be selected. If one of these three elements is missing, communication cannot take place. For example, suppose you send a message, but no one receives it. Or, you may have a receiver and a message, but a poor sender. In either case, communication cannot take place. Alternatively, you may



lack a message altogether.

Good communication assigns each element a unique role or responsibility. Good communication is defined as developing appropriate, shared understanding through verbal, written, or physical messages. The role of all three elements must be clearly defined:

- ▲ Sender: The role of the sender is clarity. The responsibility of the sender is to identify the goal of their message and to formulate it with words that best accomplish that goal.
- ▲ Receiver: The receiver’s role is to understand the message through careful listening, asking probing questions, or seeking detailed explanations. Unfortunately, the role of the receiver is often overlooked or minimized, but understanding the message is essential for effective communication.
- ▲ Delivery method and choice of words: An appropriate, successful message embodies the right words and appropriate delivery. Often, the choice of words depends upon how the message is to be delivered. Give close attention to the best words to use and the most satisfying delivery method for sending them.

Each of these three elements has a responsibility; when one of the elements gives up or fails that responsibility, communication breaks down. To be successful, or, in other

words, to get the desired results, the message must be put together with thought and skill. In addition, the most appropriate delivery method for the particular message must be selected.

When you learn to use these three elements skillfully, you will earn untold benefits, including increased respect and understanding from others, improved relationships with coworkers, family, and

friends, the satisfaction of doing your job better, and so on. Improved communication and success, of course, never come looking for you. You must work at becoming a better communicator.

Communication is important because you want people to act on your suggestions; you want to understand another person’s feelings and their situation; and you want to be understood. Communication is the ultimate method for conveying or securing information.

# Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management International™ 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™.

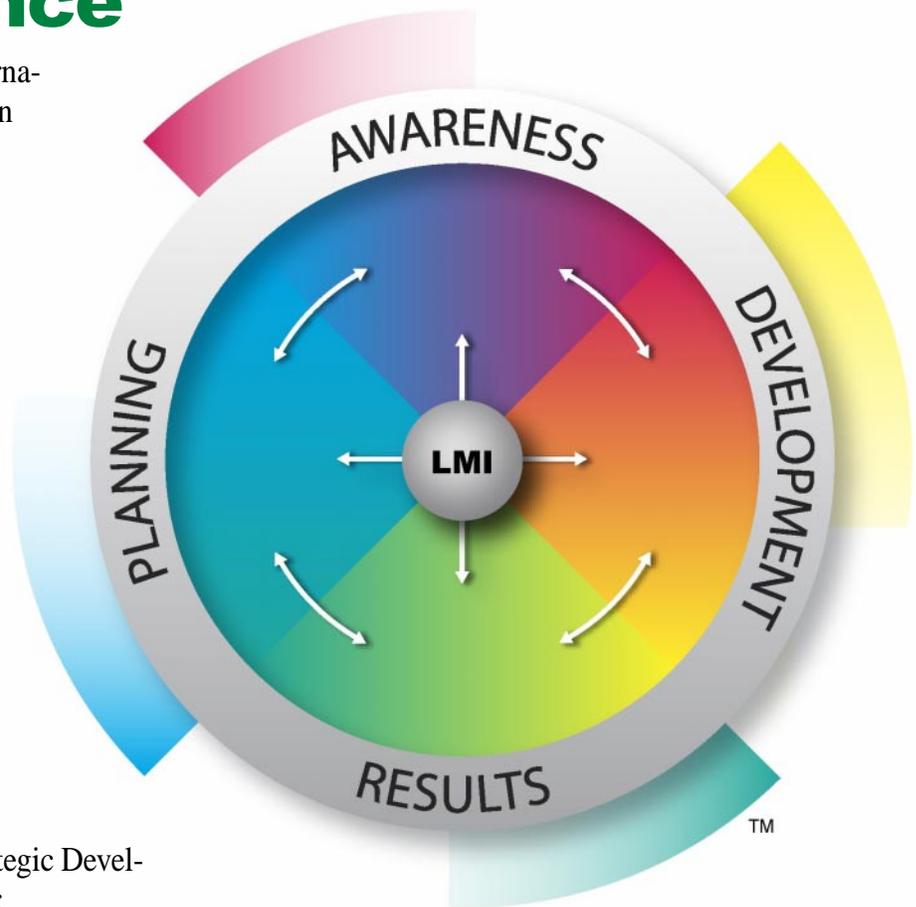
The LMI Process™ ...

- 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 40 years in more than 60 countries.



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