

The Total Leader®



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Live Each Day with Positive Expectancy

Positive expectancy is an attitude you must adopt and maintain daily. The greatness of your accomplishments depends upon your understanding and application of the principles of positive expectancy.

Every day can be one of great accomplishment. You can access your untapped potential, receive merited recognition, and achieve worthy goals in all areas of life. It is up to you to make every day rewarding. You can experience accomplishment, goal realization, and achievement if you live each day with positive expectancy.

To illustrate the power of positive and negative expectancy, Norman Vincent Peale told a story about a group of people who, at the end of the year, committed to writing their expectations for the new year. Each person in the group wrote down his/her expectations and closed them in a sealed envelope to be opened the following year.

When the time came to read aloud the contents of the envelope, all were surprised to find that the expectations of each person had been fulfilled. One person had written: "All I can expect is more of the old, miserable same," which unfortunately, was realized. Another

person listed ten worthy goals he expected to achieve and found that nine had been accomplished.

You receive exactly what you expect, whether your expectations are positive or negative. You can see from these examples, and probably personal experiences, that an attitude of positive expectancy is crucial to accomplishment and success. How can you live life positively? Here are some steps you can take:

First, you must vividly imagine. You must develop the faculty of seeing, with your mind's eye, a concise and clear

image of your expectations. The law of attraction is demonstrated by the tendency to draw to ourselves that which we set out for ourselves. It is difficult, if not impossible, to achieve beyond our self-imposed expectations. You must understand and exploit the natural tendency of becoming precisely what you imagine yourself to be. Your mental picture of expectancy is most likely to become a reality.



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Second, you must ardently desire. The more vivid your expectancy, the stronger your desire becomes toward the achievement of your goals. An ardent desire burning within creates a success consciousness that develops habits of success. Those habits drive dividends commensurate with your investment; they consistently challenge you to climb to greater heights. You enthusiastically accept the challenge of accomplishing your dreams.

Third, you must sincerely believe. The accomplishment of your goals, however vividly imagined and ardently desired, also depends upon a sincere belief in your ability and worthiness to attain them. Speaking of the power of such belief, Benjamin Disraeli said, “Man is not the creature of circumstances. Circumstances are the creature of man.” William James affirmed the same truth when he said, “Our belief at the beginning of a doubtful undertaking is the only thing that insures the successful outcome of our venture.”

Fourth, you must enthusiastically act. Enthusiasm and action are effective partners in bringing imagination, desire, and belief into reality. You must plan the short-term actions required to accomplish your goals. You must consider all the obstacles you expect to face and accept them as opportunities for creativity. Actions empowered by enthusiasm breed a positive state of acceptance of yourself and others. In such an atmosphere of acceptance and selflessness you find that the more you give, the more you are capable of giving, and the more you give the more you receive in return. The unending cycle of giving and receiving reinforces your commitment to positive expectancy.

When you live with positive expectancy, it does not mean that life will be free from disappointment, frustration,

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and difficulties. You acknowledge the negatives inherent in life as mere obstacles to your goals. Obstacles challenge and strengthen your ability, resolve, and understanding.

Positive expectancy allows you to transform problems into procedures and adversity into opportunity. With the pervading thoughts and concise mental picture of positive expectancy, you seek personal growth and welcome change.

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Challenge yourself today to plan and live the new year with thoughts and dreams filled with positive expectancy.



Determine Your Priorities and Establish Goals for Your Success

Determining priorities is a constant challenge. To minimize destructive stress, a working goals program outlines criteria for identifying priorities. The action steps for achieving the goals of the organization define which portion of the work is yours and what will be left to other people. One of the most effective ways to choose which activities you will perform is to evaluate their cost. Determine the value of one hour of your time based on your annual income. When you know how much your time is worth, you have a better standard for choosing items of work you will perform personally and those you will delegate. Just as you would not be willing to pay \$100 for a cup of coffee, you should not spend \$100 worth of time accomplishing a five-dollar task. Compare the cost of your time to the worth of the activity.

Another approach to establishing priorities is to evaluate the contribution each activity will make to the achievement of organizational and personal goals. Focus on activities that make major contributions to moving you and your team members closer to your goals. If time is left, it may be invested in activities of lower priority.

Positively Influence Your Team

Your own attitude toward carrying out a positive approach to discipline determines how effectively you are able to influence members of your work team. **Keep these characteristics in mind as you interact with your work team:**

- Always treat people with dignity and respect. Harsh criticism or punishment creates short-lived fear motivation. Individuals who make changes because they want to are much more likely to provide their own internal motivation and assume responsibility for getting their work done.
- Focus on the behavior and take corrective action to help the team member get back on track. When someone has not followed the established procedures or has failed to meet productivity expectations, avoid harshly criticizing or punishing the person. Instead, focus on the behavior and identify the most appropriate action to help them.

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Discover the Potential Within

We live in a world of abundance, with opportunity on every hand. We have been liberally endowed with talents and abilities, many of which we never use, and we can, through the power of choice, make of ourselves whatever we want.

If all people possess unlimited potential, and if the world is filled with abundance and opportunity, why are not all automatically successful? If we were created with a potential for high internal motivation, why do so many reach maturity only to find the level of motivation at a low ebb?

One reason for the lack of self-motivation is found in seemingly conflicting desires. We have a desire for personal leadership and purpose, but we also wish for acceptance by others. We are torn between being ourselves and gaining that acceptance. The dilemma is compounded by pressure from society: we are encouraged from birth to conform; seldom are we ever given encouragement to be ourselves.



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As we constantly adjust to the complexities of social living and attempt to fulfill our various needs, we encounter a variety of motivation blocks. Leadership impulses and creativity are suppressed, restricted, or eliminated completely. In order to get going again – to motivate ourselves – we must be able to see these motivation blocks as artificial barriers, and know how to deal with them. The pressure or influence of family, society and institutions is intended to be good, and much of it is good. We profit when we learn from all of those who have lived before us. But conditioning becomes a hindrance instead of a help when it stifles and cuts off any new contribution.

Here's a familiar example of the power of conditioning. When you go to the circus, you see a line of elephants each tethered by a rope around one foot to a small stake driven into the ground. As strong as elephants are, they can certainly pull the stakes out of the ground any time they choose. But they have been "conditioned." As baby elephants, they were chained to huge metal stakes driven well into the ground so that they could not pull them up. Weeks and months of tugging at strong stakes convinced the elephants that they could not pull loose. Now, although full grown with almost unlimited strength, any time they are fastened to a stake, they remember the futility of past efforts and do not try to free themselves.

Some people are conditioned in the same way. They become mental weaklings drained of their potential strength simply because they have become conditioned to believe they are weak. Countless thousands of people today refuse to attempt a goal simply because, at an earlier time and under different circumstances, they failed to achieve some similar goal.

It is obvious that personal leadership involves change. We may excuse ourselves from developing personal leadership by pointing to ingrained habits and attitudes firmly entrenched since early childhood; in the world of reality, however, we can see that people do change – often dramatically. Whether you pursue a course that leads to mediocrity or set out on a journey to outstanding success is a matter of your own free choice. **When you choose to break out of a conditioned existence, consider these three areas:**

- *Self-knowledge*
- *Goal setting*
- *Attitudes and habits.*

Be the Light that Guides Your Team

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.

Are You an Effective Leader?

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.

An effective leadership philosophy also encompasses a sense of ethical responsibility. The ethics of an organization is concerned with the way people behave and with the values or standards that govern their actions and choices.

Leaders are responsible for choosing the goals of the organization, establishing its direction, and determining its ethical standards. Ethical standards grow out of the basic beliefs and personal values of the top leaders. **Effective leaders maintain these basic ethical responsibilities:**

▲ They obey the law. Operating within both the letter and the spirit of the law is a responsibility of leadership. Most laws are designed to protect particular portions of the population: employees, workers, consumers, or the general public. Organizational rules and procedures should make it clear to all employees that the law must be obeyed. Policies and procedures should also make it possible for employees to do their work well while satisfying legal requirements.

▲ They deal honestly with clients or customers. Ethical behavior toward clients is more than a matter of right and wrong; it is good business as well, for satisfied customers come back again and again. Honest dealing includes providing a high quality product or service for consumers. They have the right to expect that the product or service you market will accomplish what you claim and that it can be used with safety and confidence. Your clients should also be able to trust you to keep your commitments in regard to quality, delivery time, price, and credit terms.

▲ They treat team members fairly. Effective leaders seek to achieve the greatest possible results through directing the efforts of people. But if they exploit people in the process of achieving results, they stand to lose good workers and, in the long run, lose the ability to produce results. Since the results achieved by the organization come from the efforts of all those who have a part in the work, it is the re-sponsibility of the leader to see that everyone benefits from what is earned in the process.



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View Difficulties as Opportunities to Grow

Innovation and creativity flourish when people challenge one another within good working relationships. When you face challenges with people, keep in mind that in every adversity is the seed of an equal or greater benefit. Whether you call them problems, challenges, difficulties, or differences, it is in working through these interpersonal issues that you, your organization, and your team members may be forced to better understand one another. You recognize previously overlooked strengths, abilities, and insights each person has to offer. You will also find that in resolving these difficulties, you can find the greatest opportunities to grow.

Some problems with people are preventable, but due to differences among people – perceptions, cultural backgrounds, life experiences, and more – some difficulties simply cannot be avoided. You and your team members may not agree on everything, but when you can agree on the overall goals, sometimes how you get there is not so important. By measuring results, not necessarily activity, you can continue to monitor progress and take corrective action when needed, yet at the same time, set an example of tolerating differences in the way people approach their work. A productive, effective organization can usually accommodate individual differences among team members when you, as manager, have clearly defined the overall goals and requirements of your organization. Rather than being a source of conflict, differences can be transformed into a wellspring of team creativity.

Whether you are handling an informal complaint or a formal grievance, on a one-to-one basis or with a group, **use these basic techniques:**

- ◆ Be a good listener. Never interrupt while team members are talking, even if you disagree with the opinions expressed. Complaints often dissolve when people simply have a chance to talk about them.
- ◆ Ask questions. Your questions indicate interest and a desire for more information. You may uncover underlying causes or related problems. Open-ended questions like, “Why do you think we have this problem?” or “What do you think the solution might be?” accomplish more than closed questions that elicit only a

“yes” or “no.” Through asking good questions, you communicate that you do not unfairly prejudge people or situations.

- ◆ Do not argue. Present any information you have in a persuasive manner rather than an argumentative one. Arguing builds resistance and makes employees become determined to have their way regardless of facts. Asking questions can be an effective tool for disarming a potential argument. Your point of view is more persuasive when you demonstrate that you can see the bigger picture and that you refuse to be drawn into an argument.



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- ◆ Use all your questioning and listening skills to make sure you understand their position. If they go away convinced you do not see their point, you have not helped them resolve the issue. Restate, summarize, and ask additional questions to make sure you understand their point of view.
- ◆ Treat others with respect. Ridicule or comments that minimize a person’s concern are powerful and devastating and have no place in management. If you attempt to make someone else feel foolish, you destroy the lines of communication and trust. Let others save face and retreat gracefully.
- ◆ Let the person know when to expect a response from you. Your commitment to give an answer shows that you are taking the problem seriously and will investigate. Many times, the problem can be settled on the spot, and the sooner the better.
- ◆ Gather the facts. If you cannot make a decision during the meeting, check the team member’s story, refer to employment agreements or other important documents, and – if appropriate – consult with higher management before making a final decision.
- ◆ Make a decision. Once you make a decision, stick to it firmly – even if it is unpopular – unless new evidence that deserves consideration is presented.
- ◆ Explain your decision. If your decision is distasteful to the team member, explain it and answer questions. Team members may not agree and may appeal your decision, but they will respect you for your stand.

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™.

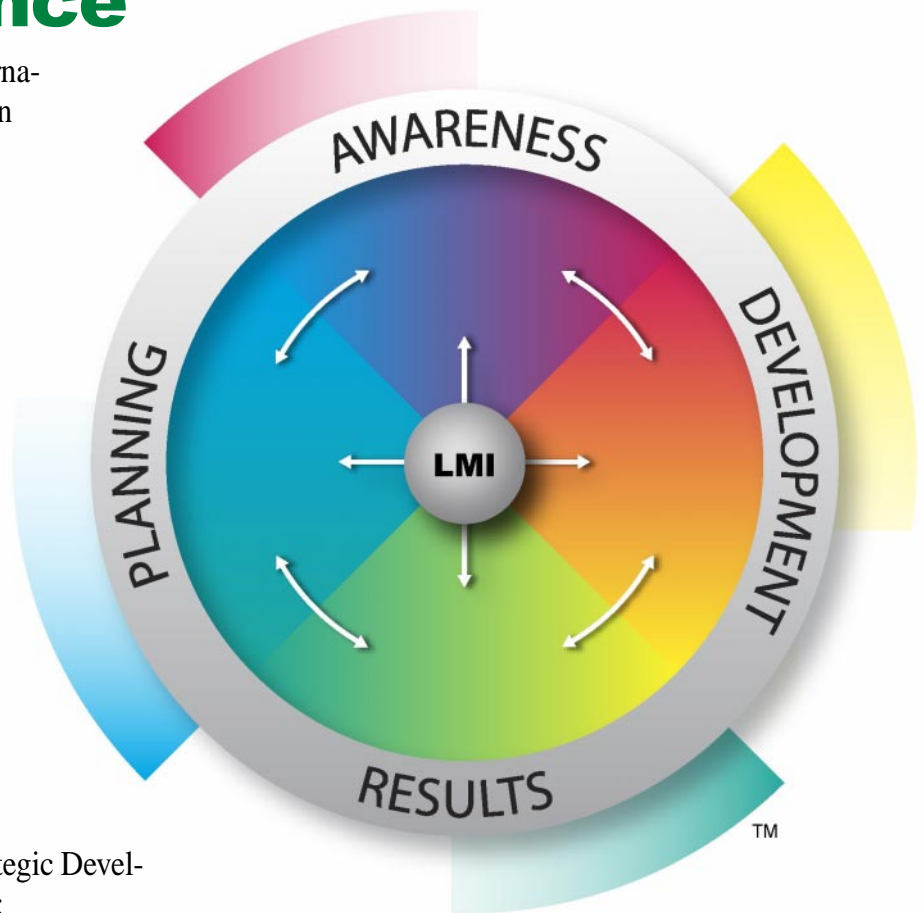
The LMI Process™ ...

- 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 nearly 50 years in more than 80 countries.



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