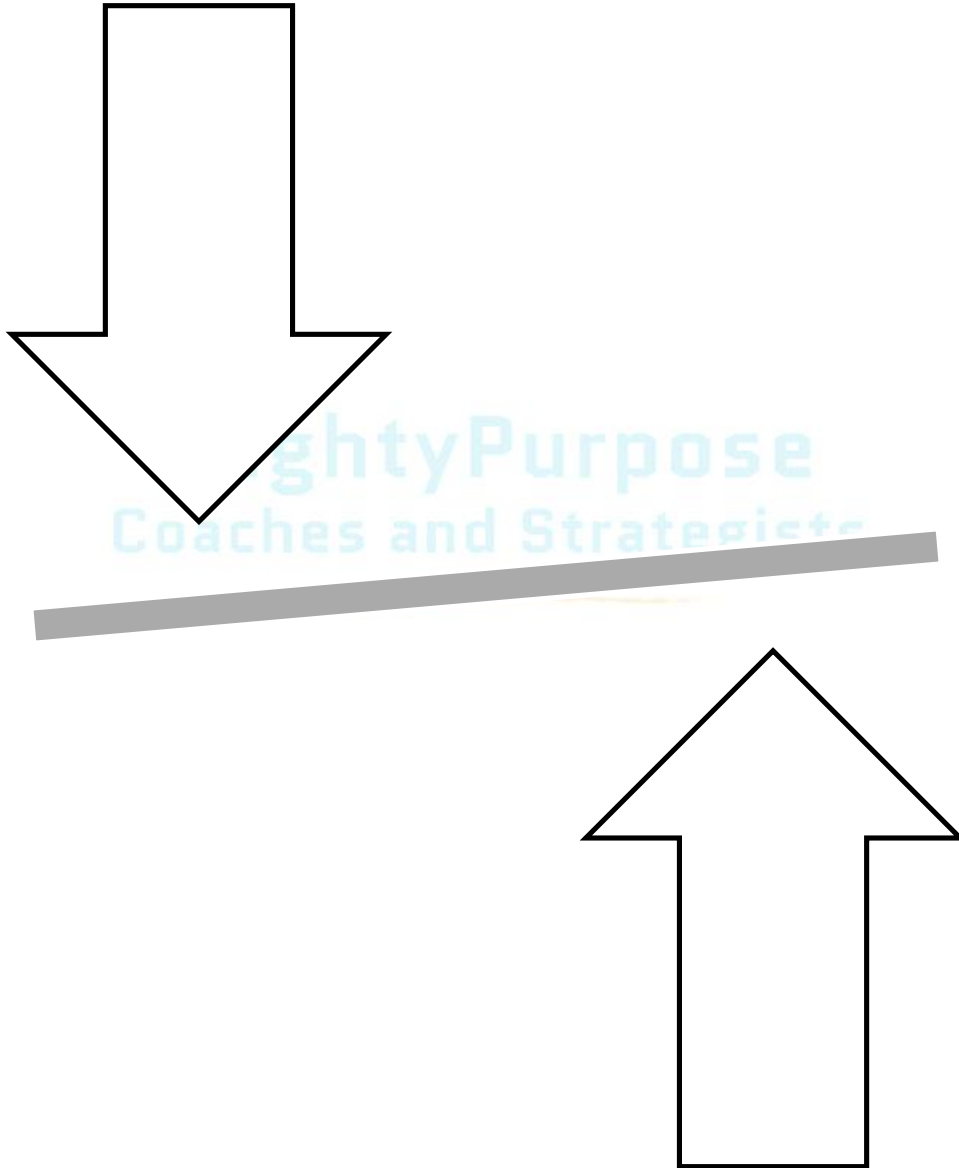


The Leadership Trap v2015.4

A Workbook for "You're Not Leading, You're Stealing".



What Are Your Goals?

This workbook assumes a couple things about you:

- 1) You consider yourself or others consider you a “leader”;
- 2) You want a better future for your organization; and
- 3) You want to be a better leader.

This workbook has a goal – to convince you that you are too often stealing instead of leading and to share with you a way to change that today.

We know why this workbook is here but why are you here? What do you want get out of working through these pages? It’s important to be specific. So take some time, sit down and really consider what you want out of this experience before moving on.

List three things you’d like to improve about the organization or group you are leading.

- 1.
- 2.
- 3.

What Are Your Goals? (Continued)

List three things you'd like to be able to do as leader that you have a tough time doing now.

- 1.
- 2.
- 3.

Now, write down in the space below how your life will change and how you will feel once you achieve your goals for yourself and your organization.

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Now keep these in mind as you journey through this workbook. This is about your life and how you live it matters.

True Story*

A long time ago a local-boy-made-good returned home in triumph to save an underperforming but socially important non-profit. Everything about this man was big and his early devotees among the staff started calling him "Mr. Big". The local media also anointed Mr. Big with frequent front-page stories and magazine covers during his first few months back in town, all labeling him a "visionary" and predicting greatness. The truth of the matter was that in his heart and soul Mr. Big was a good man and he earned the accolades the community was giving him.

Mr. Big was glad that the community's consensus was that the non-profit should be making a bigger splash after some recent successes. He was glad because he had a dream program that would be the tipping point for correcting so much injustice in his community.

Internally, and based on things he said and experiences he claimed during the interview process, the board and many members of the management team were looking forward to him being a leader that would focus on making the organization's people and the current programs a lot stronger. Hearing them loud and clear he promised to help these leaders make the organization great again.

True Story (Continued)*

He conducting internal reviews of climate and operations, and offered a safe means for people to be honest about the challenges facing the group. He used these tools to isolate and put pressure on specific "problem staff" and to uplift specific "talented staff". It took a while but eventually it started to become clear that a manager's or staffer's talent equaled how often s/he said " yes" to Mr. Big and how rarely s/he attempted to engage in dialogue or debate (unhealthy or otherwise) with him.

Mr. Big cultivated the persona of a great listener, externally conducting community surveys and leaders summits where he asked "what do you see the future of this community to be?" Like his internal reviews, he used these sessions to isolate and then attack community leaders that wanted something other than his dream program.

Explaining to the organization's staff and board that the non-profit needed to build a "tolerance for change", he implemented a new set of challenging performance standards and large initiatives. He frequently changed these standards and stopped and started initiatives mid-stream to protect himself or his devotees among the staff and board, or to label and purge "problem" staff and board members.

True Story (Continued)*

Finally, to enforce orthodoxy, Mr. Big implemented a mostly unstated policy of "make a decision but check with me first before you implement". His rationale was that since he was the leader of this organization then it was his job to make all (and he meant all) of the judgment calls. The only people he exempted from this policy were staff members, managers and board members who he wanted to purge - he would delegate to them authority and then wait for them to make a decision he didn't like.

A number of years after his return home all but one piece of Mr. Big's program was dead and few donors would even support that piece. The organization had burned through all of its reserves, and became involved in a few legal proceedings. The management team had turned over multiple times and former managers now sat in senior leadership roles with other entities the non-profit depended on. Having lost major grants over the years, the organizations headcount had shrunk by over 40%. Finally, borrowing from Mr. Big himself, the board initiated both internal reviews and community feedback sessions to isolate and then remove Mr. Big under a cloud of suspicion.

His departure was almost as celebrated as his arrival.

*Some elements were fictionalized to product the innocent (and the guilty).

Activity: Where Did Mr. Big Go Wrong?

If you had to use one word to describe Mr. Big what would it be?

What are some of the leadership "sins" Mr. Big committed during his years at the helm of this non-profit?

Use the rest of the space on this page to jot down your ideas.

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Why Does This Matter?

Before you check your answers you should pause and question why this story should matter to you at all.

Make a list of all of the things you need to do for your organization next week. Divide this list into 3 equal-sized groups: 1/3 will be prioritized as "must dos", 1/3 will be prioritized as "should dos", and 1/3 will be prioritized as "may dos".

Must Dos	Should Dos	May Dos

Why Does This Matter? Personal Cost.

Look over your three lists on the previous page. Did anything having to do improving your skills and capabilities as a leader make your must-do list?

If you serve in any formal or informal leadership role with your organization then I hope your growth as a leader made your must-dos.

Even if you don't serve in a formal leadership role, you are likely an informal leader or aspire to be a leader (otherwise I am not sure why you are reading this workbook).

The price of you being a poor leader is huge and that price is paid by more than the organization. It is paid by:

- Your staff;
- Your colleagues;
- Your bosses;
- Your community;
- Your friends;
- Your family; and most of all,
- Yourself.

Why Does This Matter? Personal Cost. (Continued)

When Mr. Big left his organization not only were a lot careers and egos bruised, there were a lot of people who didn't get the help they needed. Just as bad, his family suffered and his health suffered. Worst still the integrity of a truly good man had been compromised. Everything he loved was harmed.

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Why Does This Matter? Meaning and Love.

This story should also matter to you because it points to how hard it is to lead and how easy it is to do more harm than good. **It reminds us that the road to hell is paved with good intentions.**

It matters because this world needs you to be a leader.

In a world starved for meaning we need you to point the way by being driven by your own core passion, values and calling. Right now we need men and women truly listening to their hearts more than we need blind devotees.

We need you be a leader for the things you love in this world. Who else is going to stand up for what you love?

Why Does This Matter? Luck.

Watch this video and ask yourself "who's to blame?"

<http://www.youtube.com/watch?v=XRrntHgA604>

What Is Luck?

According to Jim Collins, a luck event is an event that has all of the following attributes:

1. has a significant aspect that occurs independent of the actions of the key actors in your organization;
2. has potentially significant (good or bad) consequences for your organization; and,
3. is not all that predictable.

The thing you lead, the thing I hope you love (along with the people I hope you love) live a world of increasing complexity and in situations where luck happens. You cannot avoid it.

The job of the leader is get the best possible ROL: Return on Luck. We need you to save us when sh*t happens and we need you to help us change the world when we finally catch a break.

And when we are not being lucky or unlucky we need you to be preparing us for the next time luck shows up.

Back to Activity 1: Mao, Kim, Hussein, Hitler, Stalin and More.

Go back to your notes on "Activity: Where Did Mr. Big Go Wrong?"

Words that came to mind may have been "tyrant", "dictator", "selfish", "paranoid", "afraid" and more. We only need to look at history (Mao, Kim, Hussein, Hitler, Stalin, etc.) to see that leaders like this are not good for the things they lead, let alone the world.

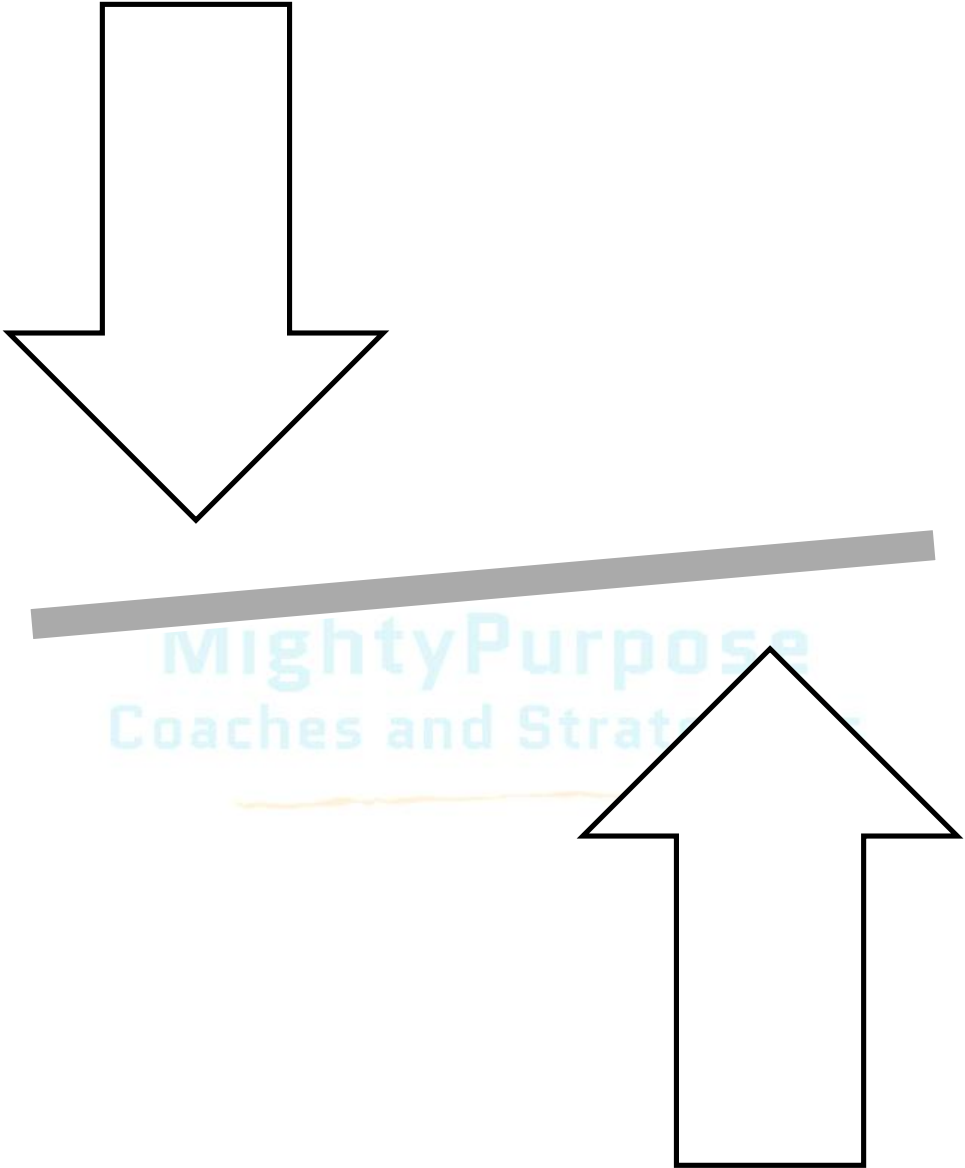
So how does a leader avoid falling into this trap, along with the high personal and community costs that come with that trap?

By living these six leadership virtues everyday:

1. Creating a Healthy Environment.
2. Preparing for Change.
3. Using Intrinsic Motivation.
4. Collecting and Using Power Well.
5. Building a Team.
6. Making More Leaders - Even Leaders That Do Not Agree With You.

The rest of this workbook is a survey of these virtues and will give you a starting point for each. **If you are not doing all six of these then you are stealing, not leading.**

Virtue 1: Creating a Healthy Environment



The Fundamental Attribution Error and Leadership

social psychology

- The fundamental attribution error is a person's tendency to place an undue emphasis on internal characteristics to explain someone else's behavior in a given situation, rather than considering external factors. It does not explain interpretations of one's own behavior, where situational factors are more easily recognized and thus can be taken into consideration. (Wikipedia)

In other words, when something goes wrong for someone else we are much more likely to assume there is something wrong with them: their character or choices rather than their environment. But, when something goes wrong for ourselves we are more likely to blame our environment.

The truth is that environment and situational factors have much more to do with a person's success than their character or choices. Consider again our brief exploration of luck. Even when environment is not the dominant force, it is still a big difference maker. **If you want to win make it as easy as possible both for yourself and the people around you.**

Rehabilitating Mr. Big

Make no mistake about it - a lot of Mr. Big's problems were caused by...Mr. Big himself. At the end of the story all of the bad seeds he planted grew to strangle him.

But, we would be guilty of the fundamental attribution error if we ignored the environment that he was operating in.

In the space below write down some environmental factors that impacted Mr. Big's performance and behavior. Consider the role of the board, local media, the staff and the performance history of the organization. Brainstorm other ideas that were not pointed to in the story.

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Pre-Emptively Rehabilitating Yourself

Let's review:

1. The number one predictor of your future success as a leader is the state of the environment and the world you and your team operate in.
2. To ignore 1 is the fundamental attribution error and as a leader you must avoid it.
3. In order to do 2 you must be alert to the challenges in your immediate environment.

Before you go the way of Mr. Big, use the next page to identify and write down the environmental factors that impact your and your team's ability to get stuff done, meet your goals and move your mission forward (good or bad).

Be as specific as you can. For example, don't just write "there isn't enough money" (there never is). Instead think about why there isn't enough money or what would need to be different for more resources to come your way.

Pre-Emptively Rehabilitating Yourself (Continued)

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Rig The Game: Making It Easy Win.

Every day you should ask yourself, "how do I make it easier for me and the people who follow me to be successful?" How can you repeatedly put yourself and your people in situations that make it easy to win?

Here are some ideas to get you started:

1. Training, professional development and coaching.
2. Blame-free after-action-reviews.
3. Foster creative and constructive debate and dialogue.
4. Give and earn trust.
5. Build a common vision and find a shared goal.
6. Continually communicate that vision and goal.
7. Make behavior expectations clear and be consistent.
8. Make performance expectations clear and be consistent.
9. Improve workplace safety, comfort and accessibility.
10. Support people on your team that add to a healthy environment but brutally expel people who will not help.
11. Be aware of work styles, personality preferences and strengths.

Rig The Game: Your Turn.

Armed with your list of helpful and less helpful factors in your environment and the questions “How can I make it easier for me and my people to be to be success?” and “How can I repeatedly put me and my people into situations that make it easier for us win?”, take a few moments to brainstorm ten specific and actionable ideas to improve your environment.

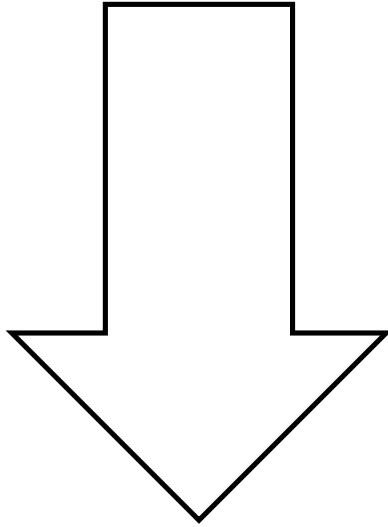
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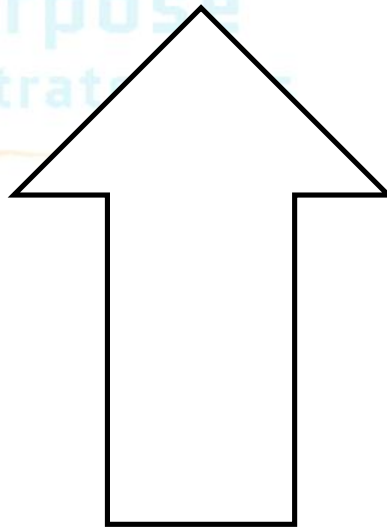


Now take a minute: pick one action item that you find the most exciting and another that you believe will be the easiest to get done. Write those into weeks 1 and 2 on the Thief-to-Leader Plan near the end of this workbook.

Virtue 2: Preparing for Change



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Preparing For Change = Being Smart About Risk

We saw earlier that our lives, the people around us and the organizations we love and lead are vulnerable to luck. We also saw that as leaders it is our job to take advantage of both good luck and bad luck. Exposing yourself to the forces of luck brings with it risk.

Jim Collins identified three types of risk:

1. **Death Line Risk:** The kind of risk that can destroy your organization.
2. **Asymmetrical Risk:** The kind of risk where the potential downside is much larger than the potential upside.
3. **Uncontrollable Risk:** The kind of risk where the organization is exposed to forces and events it cannot control. These open you up to more luck.

There is a fourth kind of risk:

4. **None-Of-The-Above Risk:** The kind of risk that is predictable, where the potential upside and downside are functionally equal or in your favor, and the downside won't kill you (this is what insurance companies invest in).

Your Special Relationship to Risk

A core responsibility of most organizational leaders in government and the for-profit space is to avoid the first three kinds of risk, and to make wise decisions about the fourth.

As a non-profit leader you have a special relationship to risk. A charitable non-profit's job is to transfer risk from a vulnerable population, or thing, to the organization itself. You then seek donors and volunteers to help your organization survive the potential downside of those risks.

This is commonly called...programming.

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Being a Smart Saint

Author Nassim Taleb calls this transfer of risk "being a saint". In fact, your organization is legally obligated to be saintly.

A leader of a non-profit needs to be a smart saint. That means four things:

1. Only transferring risk (i.e. doing programs) that matches your mission.
2. Knowing the kind of risks you are transferring (i.e. death line, asymmetrical, uncontrolled or other).
3. Making reasonable plans so that the risks you do transfer have a reasonable chance of not really harming your organization (i.e. collecting resources and people).
4. Being extreme in avoiding all risk that is not mission related.

You're a non-profit leader so let's get started in making a little bit of a smarter saint.

Getting Smarter

Use this space to identify one death line risk, one asymmetrical risk, one uncontrollable risk and one "none of the above" risk your organization is exposed to right now. Circle the ones that are acceptable to your mission. Finally place a star next to the ones you have a program for right now.

1 Death-Line Risk:

1 Asymmetrical Risk:

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1 Uncontrolled Risk:

1 None-of-the-Above Risk:

The Risk Survival Manual

Here is a survival manual for risk.

1. **Have a Plan:** Have a short, written, easy to understand and easy to adjust plan that answers the question "how will be successful right now?"
2. **Stockpile Cash and Other Stuff:** Your organization is alive as long as it has cash. Once it's out of cash its dead. Stockpile both cash and human capacity and then use it to deal with bad luck, risk assumed for your mission or to take advantage of good luck.
3. **Use a Timely Decision Process:** The first question you should ask yourself when faced with a luck event or a potential risk is, "How long until the risk profile changes?" Make decisions and take action at the pace of events. Next ask "Do the new conditions require a disruption of our plans?" If yes, then adjust your plan.
4. **Use Experiments:** Use low-cost and low-distraction experiments to test your ideas in the real world before you bet the farm. Know what you are trying to learn from these pilots, launch new pilots based on your learning and have the courage to drop ideas that are bad.

The Risk Survival Manual (Continued)

5. **Develop a 6th Sense for Changes in Conditions:** You and your team need a global view and strategic pattern recognition. Develop this, recruit followers with this skill, and be paranoid in using it.

6. **Use Pre-Mortems to Identify Potential Problems:** Before you definitively decide on an action or plan ask your team and close advisors to imagine it is 6 months later and the plan in question has gone very badly, so badly that it is embarrassing. Brainstorm what went wrong. This is a list of risks and adjust your plan to take them into account.

7. **Use Post-Mortems and After-Action-Reviews to Learn:** Adopt a formal system of inquiry and learning and apply it to any plan or project (once completed) or annually for continuous activities. Here are two quality approaches to get you started.
 - a. <http://www.davidmarquet.com/content/7StepsToLearningFromOurMistakes.pdf>
 - b. [http://betterevaluation.org/evaluation-options/after action review](http://betterevaluation.org/evaluation-options/after%20action%20review)

The Risk Survival Manual (Continued)

8. **Supreme Execution:** When you decide to act, then focus your team and resources on execution of the new plan and meeting the new objectives. Focus and measurement limits risk.

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Saintliness, Risk, Survival: Your Turn

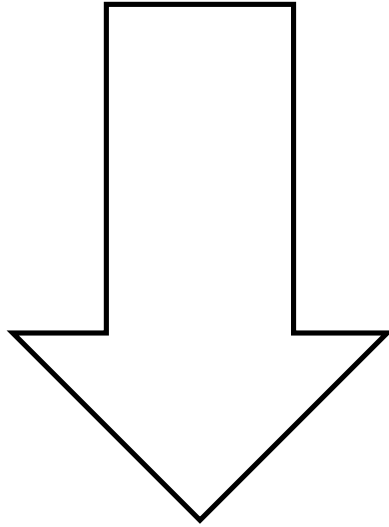
Brainstorm 10 ideas to build some or all of eight rules-on-risk from the “Risk Survival Manual” into your habits. Make sure they are specific and actionable.

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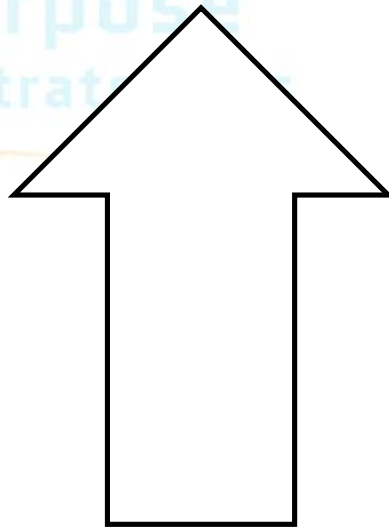
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Now take a minute: pick one action item that you find the most exciting and another that you believe will be the easiest to get done. Write those into weeks 3 and 4 on the Thief-to-Leader Plan near the end of this workbook.

Virtue 3: Using Intrinsic Motivation



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Motivation (Defined)

Motivation

noun

- the state or condition of having a strong reason to act or accomplish something (<http://dictionary.reference.com>)

Extrinsic

adjective

- being outside a thing; outward or external; operating or coming from without (<http://dictionary.reference.com>)

Intrinsic

adjective

- belonging to a thing by its very nature (<http://dictionary.reference.com>)

Think back the story about Mr. Big. What form of motivation was this leader most successful in using, extrinsic or intrinsic?

Extrinsic Motivation

If you said "extrinsic motivation" then you were right. Mr. Big was big (forgive the pun) on using the carrots of big raises and big titles, and the sticks of being punished, demoted, exiled, publically embarrassed or even fired.

There is a place for extrinsic motivators in your work as a leader but there is a limit to their power, especially in the non-profit world.

Most people want to have more money, more power and less bad stuff happen to them. **We especially want more of the good stuff and less of the bad stuff than the people around us (Mr. Big was amazing at using this bit of psychology).** The folks at Gallup have discovered that people recover more quickly from the death of a beloved spouse than a period of sustain unemployment.

But when it comes to measurements of happiness there is little difference between someone with an income above poverty and someone who has an income of millions - at about \$50,000/year you can buy all the happiness that is available for purchase. **In an given year-long period \$50,000 is about the limit of value extrinsic motivators can have.**

Negative motivators, like fear, are also only effective in smallish doses - **too much fear and you will lose the loyalty, initiative and productive risk spotting behaviors you need from your followers.**

Intrinsic Motivation

While for-profit leaders often have the advantage when it comes to having the resources necessary to use extrinsic motivation, as a non-profit (or maybe spiritual) leader you have the upper hand when it comes to intrinsic motivation.

Intrinsic motivation comes from the soul and psyche - purpose, love, duty, passion and values. In fact, Mr. Big was pretty good at using this as well. At his well-attended going-away party person after person took the microphone to share how Mr. Big helped them find their life callings, how he personally helped them be better parents and spouses and community members, and how helped his community finally come to face-to-face with a disgusting injustice.

While this kind of motivation was not often experienced by Mr. Big's board, staff or partners, he was pretty good at moving your "average" community member - at least ones that shared his sense of justice and his values.

As a leader your job is to appeal to common values, help your followers connect their callings to your organization's mission, and point to the meaning in the work being done.

Ideas For Discovering Intrinsic and Extrinsic Motivators That Matter

Here are some ideas to get started with identifying what motivates your followers:

1. Ask each of your staff, board members and volunteers why they are really involved with your cause.
2. Do a compensation study. Are there extreme compensation disparities in your organization? Are there extreme disparities between your organization and other similar organizations in your community?
3. Do a benefits study, especially around sick, vacation and bereavement leave. Consider adding a sabbatical benefit for long-tenured staff.
4. Ask each of your followers and what their top three priorities for their jobs are and frequently follow up during formal meetings to ask how they're doing and how you can support them.
5. Ask each of your followers about their life goals and interests and look for ways to support them. Follow up.
6. Make sure each follower has enough time for friends and family.
7. Give your team more ownership of their work.
8. Buy a deck of Carol Weisman's "52 Ways to Motivate & Reward Your Board & Volunteers" and pull a card a week.

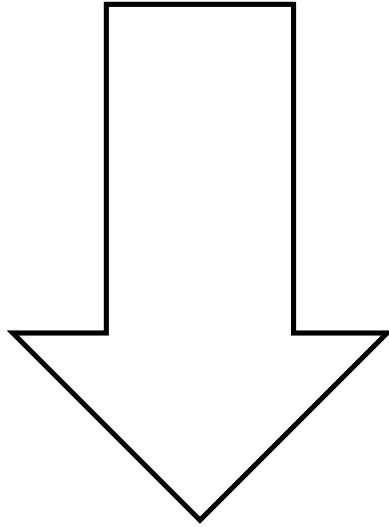
Discovering Motivators: Your Turn

Brainstorm 5 more ideas on how to discover and act on the intrinsic motivators of the people around you. Make sure they are specific and actionable.

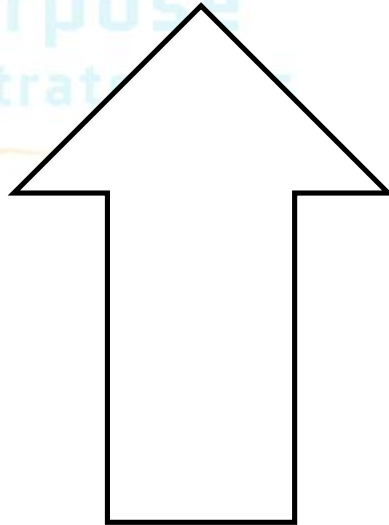
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Now take a minute: considering the 10 ideas on the previous page and your 5 ideas, pick one idea that you find the most exciting and another that you believe will be the easiest to get done. Write those into weeks 5 and 6 on the Thief-to-Leader Plan near the end of this workbook.

Virtue 4: Collecting and Using Power



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Power Defined

noun

- the ability to act or produce an effect (Merriam-Webster Dictionary)

As a leader you need power to accomplish your mission.

You will use your power to do two things:

1. Advance your plan for your organization.
2. Collect more power to be used later.

There are two kinds of power you need to collect:

- 1. Formal Power:** This is the kind of power comes from your position inside of an organization and the responsibilities of that position.
- 2. Informal Power:** This is the kind of power that comes from the relationships you have with others and status you have earned from others.

Put more simply, formal power allows you to produce an effect while informal power gives you to the ability to inspire others to voluntary use their power on your behalf.

One More Note About Power

Abraham Lincoln is quoted as saying "The surest way to reveal one's character is not through adversity but by giving them power."

A person can have too much of a good thing. Too much power, especially formal power, is bad for the soul.

The more power you have the more likely you are to believe that you deserve that power, the more likely you will not be saintly with power (i.e. risking power for your mission) and thus be more likely to abuse that power.

Abusing power is stealing, not leading.

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Informal Power

As we saw in the story, Mr. Big was great at using the formal power of his role to impose his will...until the board acted to take that power away. After that, his continued ability to pursue his mission without the organization depended on something he was less skilled at - collecting informal power.

Informal power can be lost, run-out or be used-up, **but it cannot be taken away.** Also, unlike formal power which has to be formally given and is limited, you can stockpile an unlimited amount of informal power.

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Collecting Power

Here are some ways to get you started in collecting more power.

1. When making an argument frame the issue to emphasize your point of view (formal).
2. Take symbolic action to bring the issue into focus (informal).
3. Help another person with an issue they are having and reciprocate when someone helps you (informal).
4. Do the research and analysis, and control the flow of information on an issue (formal).
5. Be consistent in your actions (informal).
6. Negotiate a truly win-win agreement where you and another party actually get what you want after some initial conflict (informal).
7. Have your job description changed or change the structure of the organization (formal).
8. Publically praise a colleague (informal).
9. Lend your power to others to use for a thing they care deeply about (informal).
10. Share information and resources (informal).
11. Buy lunch and beer for the office (informal).
12. Buy a colleague a useful birthday gift that lets them know that you really understand them (informal).
13. Say thank you one time too many times (informal).

Collecting Power: Your Turn

Brainstorm 5 more ideas to start collecting more power right away. Make sure they are specific and actionable.

- 1.
- 2.
- 3.
- 4.
- 5.

Now take a minute: considering the 13 ideas on the previous page and your 5 ideas, pick one idea that you find the most exciting and another that you believe will be the easiest to get done. Write those into weeks 7 and 8 on the Thief-to-Leader Plan near the end of this workbook.

Use It Well

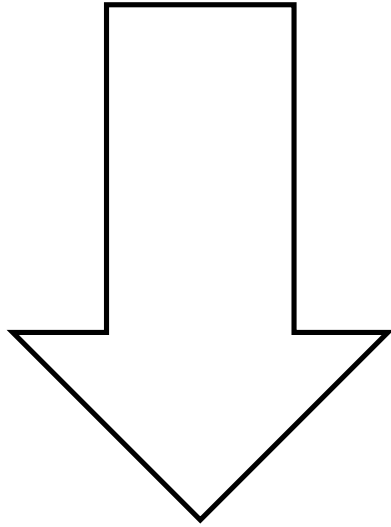
It is not enough to collect power. Please remember to use your power well, never assume you deserve it and always earn it - the heart of the leadership trap is power.

So how do you use your power well? It is simple:

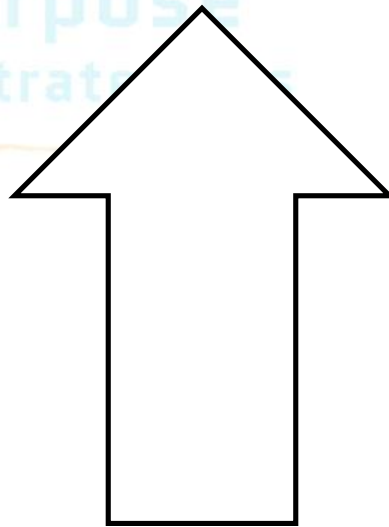
1. Create a Healthy Environment;
2. Prepare for Change;
3. Discover and Leverage Intrinsic Motivation;
4. Collect (A Lot of Informal) Power;
5. Build a Team; and,
6. Make More Leaders, Especially Ones Who Will Argue With You.

In other words, use your power to implement the ideas you come up with as you complete this workbook.

Virtue 5: Building a Team



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Why Bother With A Team? Mr. Big Didn't.

That's not quite true - Mr. Big did have a group of managers that composed a committee on the organizational chart labeled "leadership team". But he did not use them like a team.

So what did he miss out on? Productivity.

This is funny because productivity was not a historical strength for the organization and that lack of productivity was Mr. Big's justification for all of the "leadership sins" he committed.

Also by not forming a true team around himself, he lost out on an excellent source of informal power. Not building a team out of his direct reports meant that he was less likely to have access to all of his direct reports' power. He also made it almost impossible that they would voluntarily and, without much effort on Mr. Big's part, use that power in coordination with one another.

Well functioning teams get more done by far than a group of individuals. If the work you do would be appropriate for a team (most work is), then not forming a strong team is a leadership sin.

Characteristics of Good Teams

Professor Michael A. Roberto of Bryant University offers the first seven characteristics of quality teams. Art Lersch of the University of Wisconsin Extension offers the eighth.

1. Stability.
2. A compelling shared vision, goal or purpose.
3. An enabling structure within a beneficial environment.
4. Well guided and mentored.
5. Members aware of its current stage of team development.
6. Has the ability to tolerate conflict without fracturing.
7. Mines for constructive conflict and avoids groupthink.
8. Seeks out, honors, respects and leverages the differences between team members.

Building Your Team: Your Turn

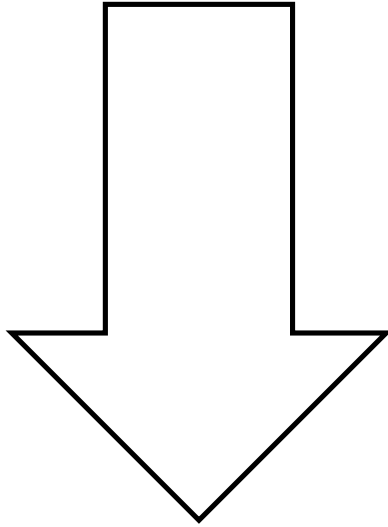
Go through each of the eight ideas on the previous page and come up with one way you can use that idea to build a new team or strengthen an old one.

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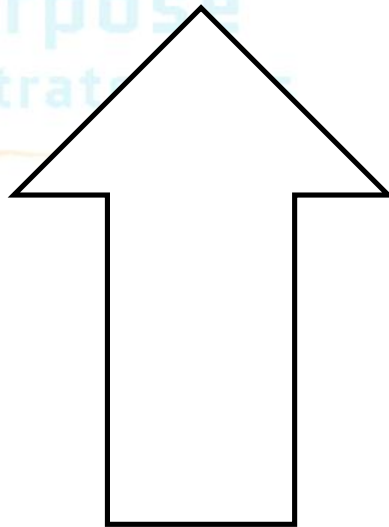
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Now take a minute: pick one action item that you find the most exciting and another that you believe will be the easiest to get done. Write those into weeks 9 and 10 on the Thief-to-Leader Plan near the end of this workbook.

Virtue 6: Making More Leaders



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The Highest Calling

Harvey Samuel Firestone, founder of Firestone Tire and Rubber Company, famously said **"The growth and development of people is the highest calling of leadership."**

Ralph Nader has been quoted as saying **"I start with the premise that the function of leadership is to produce more leaders, not more followers."**

They are both right.

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Of Lowest Practicality

There are good and practical reasons why this has to be your top task as a leader. Here are large handful of reasons.

- In 2000, the people at Business Week did a study and discovered that 2/3rds of all major global companies had replaced their CEOs in the last five years; much higher turnover than even twenty years earlier. The fact is that leaders, even leaders in the non-profit space, are not getting much time to prove themselves and rapid results are demanded.
- We saw with Mr. Big that not having enough leaders puts everything on your shoulders and can cost you your health and effectiveness.
- You need more people who are on the prowl for risk.
- You need more people who will make winning easier.
- Making more leaders is a virtuous pyramid scheme: the more leaders collecting power means more the more power you can collect from them, which makes you more powerful.
- It is responsible to have a successor in place so your non-profit is immune to a luck event eliminating you.

Who To Turn Into Leaders

You do need to show some care, but not too much, when you begin the work of creating new leaders. Here are some things to look for:

1. Does the person in question want the organization's mission to be their mission, like it is your mission now? **The answer needs to be "yes".**
2. Will the person in question do the leadership work described in this workbook? **The answer needs to be "yes", otherwise you've simply made a new thief and not a new leader.**
3. Will the person in question approach problems and opportunities the exact same way you do and have the same strengths as you? **The answer needs to be "no".** The cohort of leaders around you should bring new perspectives and talents to you.

Look at point three again. **Making leaders who are more than just clones of you is not enlightened self-interested - it is bravery.** A leader is not a "yes-woman" and you will have conflict with a leader who sees the world differently than you. If you can face candid criticism and trust the people around you, then you have more courage than Mr. Big did.

Rules For Building a Leader-Creating-Machine

1. Have a formal, written and short succession plan for each significant role in your organization and governing body.
2. Charge each leader to find at least one high potential person who could replace that leader within 1 year of them taking a new leadership role, and create apprentice and mentorship programs.
3. Make use of coaching, 360 degree evaluations, and rapid feedback best practices.
4. Match classroom training with action learning projects targeted at real organizational issues.
5. Don't just send a leader to a training, send the entire team and have them work on issues together.
6. Identify new potential leaders early and invest time and money into their leadership development.
7. Challenge potential leaders with stretch assignments, job rotations and special projects. Encourage them to engage outside organizations and commissions.
8. Don't make this an occasional thing - make this a normal thing your organization does.

The Boy Scout Test: Your Turn

A Boy Scout is taught that when he goes camping he must leave the campsite better and cleaner than he found it. This rule applies to you as a leader.

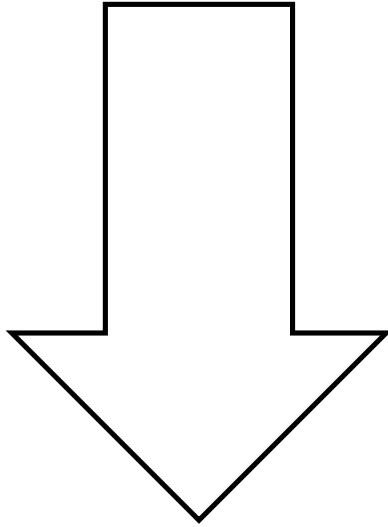
Your real value as leader is actually measured by how well your organization performs after you leave it, whether you left it by choice, by accident, or you were forced out. **The only good way to attempt to pass this test is to leave your non-profit with more and better leaders than when you found it.**

Go through the rules on the previous page and brainstorm 8 ideas for cultivating more leaders.

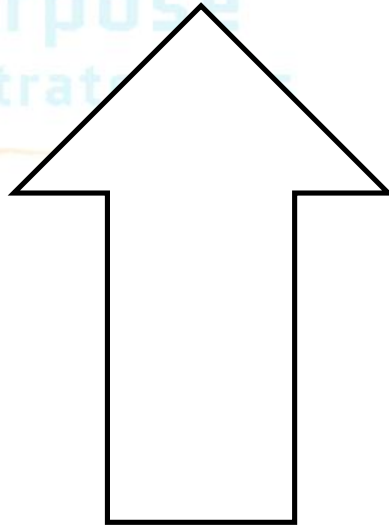
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Now take a minute: pick one action item that you find the most exciting and another that you believe will be the easiest to get done. Write those into weeks 11 and 12 on the Thief-to-Leader Plan near the end of this workbook.

Taking Action



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Your 12-Week Thief-to-Leader Plan

Fill in each of these items as instructed during various points in this workbook. This is your 12-step plan to stop stealing and start leading.

Starting with item 1, execute one of these projects a week. When you are through review and update your brainstormed lists throughout this workbook and select two more action items from each virtue.

Week 1.

Week 2.

Week 3.

Week 4.

Week 5.

Week 6.

Week 7.

Week 8.

Week 9.

Week 10.

Week 11.

Week 12.

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Take the Pledge

Print out this page and the previous page, and then complete this page by hand, sign it and date it. Finally, scan the completed pledge and your 12 week Thief-to-Leader Plan and email both to me at sterlinglynk@att.net. I will help you by being an agent of accountability – every week or two you will hear from me personally to get a report and give you some encouragement. If you are struggling or falter, I will be there to lend you a hand.

Commitment Pledge

I _____ have made the decision to that I am ready to grow as a leader, to stop stealing and start leading, and to stay that way. I am committed to staying on my personal Thief-to-Leader Plan (see attached) in order to reach my goals for myself and my group. As I work harder at reaching those goals I will remain patient with myself and my progress.

In addition:

- I will not let negative thoughts or unsupportive people prevent me from achieving my leadership goals.
- If I am feeling unmotivated, frustrated or discouraged, I will sit down and reread the goals I wrote at the beginning of this workbook and this pledge.
- If I am still struggling, I will reach out to Sterling Lynk at sterlinglynk@att.net or another mentor and ask for help.

(Add your own rules in the space below)

Signed

Date

Start Reading

Here are list of books and authors, and blogs to get you started being a stronger leader. The only rules are as follows: a)if you only have time to either take action or to read a book then please take action; and, b) each book will demand you take some sort of action - tryout what it says and use it as a catalyst for o action taking.

- **It's Your Ship** by D. Michael Abrashoff.
- **Decisive** by Chip and Dan Heath.
- **The Advantage, Death By Meeting or Three Signs of a Miserable Job** by Patrick Lencioni.
- Anything by Michael A. Roberto, check out his audio courses at www.thegreatcourses.com, and his blog at <http://michael-roberto.blogspot.com/>.
- Anything by Jim Collins.
- **Principled Center Leadership** by Stephen R. Covey.
- **Join The Purpose Movement:** Go to www.mightypurpose.me and sign up for the email list. You will receive resources and ideas for both living a purposeful life and leading/creating purposeful organizations.
- **Learn About the Fundamental Attribution Error and More** at <http://danariely.com>.
- **Check Out Latest Practices in Leadership** at <http://www.fastcompany.com/leadership>.

Get a Coach

The greatest athletes and most successful organizational executives have coaches. But why should you miss out on all of the fun?

Email or call Sterling Lynk. He can be found at sterlinglynk@att.net and at (608)698-6055. He's generous, he'd love to help and is a sucker for anyone who calls looking for some advice.

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Spread the Leading-Not-Stealing Virus

Not sure how to get these ideas embraced around your organization? Or are you thinking about going it alone?

Stop and do yourself a favor.

Print four copies of this workbook and give a copy to three potential leaders attached to your organization and give the fourth copy to a potential leader you wish was attached.

Ask them to look it over and tell them you will follow up next week...and then follow up and see what they thought.

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Gather Some Friends

Build a circle of up to 6 people who have been infected like you and meet monthly for 90 minutes (15 minutes for each member of the circle).

For each meeting each member should bring one challenge, problem or issue they are having with implementing the six virtues described in this book. Taking turns, each circle member should describe their issue in 5 minutes or less. Then each of the other circle members should take 2 minutes or less to offer one suggestion to tackle the issue. Someone should keep track of time.

By the end of the 90 minutes you'll feel energized and you'll have a handful of action items to move you and your group forward.

What happens if your group gets bigger than 6? Be like an amoeba and spit into two smaller groups.

I love it when these circles form so please let me know if you get one up and running by shooting me an email at sterlinglynk@att.net.

What's After Week 12? Do It Again Until You Die.

Great question!

Here's my suggestion – celebrate.

That's right, treat yourself for getting through your 12 step plan and making a positive difference (even if it was hard work).

Then what? Start over from the beginning.

Print off five fresh copies of this workbook (one for you and four for other people you'll give it to), redefine your goals and work through this workbook from the beginning.

You'll find that you are a lot better at this stuff the second (and third, fourth, etc.) time around and you'll have great ideas to include in your new 12 week plan.