

BLUE-COLLAR LEADERSHIP & SUPERVISION



UNLEASH YOUR TEAM'S POTENTIAL

MACK STORY

Blue-Collar Leadership Series

Blue-Collar
Leadership &
Supervision:
Unleash Your
Team's Potential

Mack Story

www.TopStoryLeadership.com

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DEDICATION

To those with the courage to accept a leadership position,
especially those who did it without any leadership training.

When you look at your leader, what do you see?

When your team looks at you, what do they see?

What you know matters.

Who you are matters more.

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I would like to thank the many front line, blue-collar leaders who helped me accomplish some amazing things in my 20 years in the manufacturing industry, especially those who were team members on the hundreds of kaizen events I led.

Two of the greatest lessons I learned from front line supervisors:

1. The most respected leaders always respect others.
2. The most effective leaders walk through the door to serve their team, not to be served by their team.

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1

IN THE BEGINNING...

THE CHALLENGE OF NOT KNOWING WHAT YOU DON'T KNOW

"Principle-centered people are constantly educated by their experiences. They read, they seek training, they take classes, they listen to others, they learn through both their ears and eyes...they discover that the more they know, the more they realize they don't know." ~ Dr. Stephen R. Covey

The more I learn the more I become aware of all that I don't know. More awareness leads to more reading, learning, and applying, which leads to an even higher level of awareness of all that I don't know. It never ends.

I call it "dumber by the book." Sure, I learn more with every book, but I also become aware of so much more that I don't know. As I read to increase my knowledge and understanding, I also feel less knowledgeable or "dumber" overall because I'm now aware of so much more I don't know but need to know. It happens with every leadership book I read.

In his book, *The 8th Habit*, Dr. Stephen R. Covey illustrates our "circle of knowledge," what we do know, as a solid area in the shape of a circle. He also refers to the "circle of ignorance," what we don't know, as everything that's along the outside edge of our "circle of knowledge." If we knew those things, they would be in our "circle of knowledge." But, we don't know about them. We're only *aware* of them. So, they remain in our "circle of ignorance."

I like to call the edge of the "circle of knowledge" the *perimeter of awareness*. Along your perimeter of awareness, you

find those things you're aware of but don't yet truly know and understand.

There are also many other things you need to know that are currently well beyond your perimeter of awareness. They are in your *area of ignorance*. At the moment, you're completely unaware of them and won't become aware of them until you expand your "circle of knowledge." There's a good chance you're expanding it right now.

When your "circle of knowledge" expands, your perimeter of awareness automatically expands. As it does, you become aware of some things previously in your area of ignorance. Those are the things you didn't know you didn't know. You still don't know them. But at least now, you know that you need to know. In other words, your awareness has increased.

If you choose to learn about those things, you grow and the cycle repeats. If you choose not to learn about them, you're done growing. When you're done growing, you're done. At best, you stay where you are. At worst, you begin to slip backward and get passed over by those that choose continuous growth.

The more we know, the more we realize what we don't know. Interestingly, learning this principle provides us with a new perspective of what's going on within us and others.

Those among us that think they know it all, don't know much *at all*. They have a *tiny* "circle of knowledge" (about the size of the period at the end of this sentence) which explains their *tiny* perimeter of awareness. Because *know it alls* don't know much about anything, they're not aware of how much there is to know about everything. Therefore, they think they know it all. They're not necessarily dumb people. They simply have an extremely large area of ignorance.

You can consider your "circle of knowledge" generally. Or, you can consider it very specifically. As you read this book, you're increasing your "circle of knowledge" very specifically relative to learning leadership principles. Leadership can be defined simply with one word: INFLUENCE.

After 20 years in the manufacturing industry, I resigned

from the corporate world in 2008 to launch my own Lean Manufacturing Consulting firm. At the time, I had worked my way up to the position of Lean Manufacturing and Quality Manager reporting directly to the Plant Manager.

My first 10 years were spent as a front line, entry-level factory worker (CNC machine operator) doing the hard work and responsible only for myself. Then finally, I began to work my way up after starting and eventually graduating from college. Much of that story can be found in my book, *Defining Influence*. (You can read the introduction in the back of this book.)

I worked my way up from the bottom to second from the top with only one formal leader above me on site. What's interesting is I never received any leadership training. NONE! However, I was asked to and expected to lead others. This happens ALL the time. It may have happened to you.

At the time of my resignation, I was responsible for leading hundreds of people. Few people reported directly to me, but I was responsible for getting all of them to buy-in to process improvements, endless change, and to improve quality.

I wasn't exposed to leadership training until I resigned. I had done well. In my 20 year corporate career, I had been promoted 14 times. I thought I knew a lot about leadership, and I did. But, I still didn't know what I didn't know.

Formal leadership development was in my *area of ignorance*. A friend gave me a one hour leadership audio lesson. He placed it on my *perimeter of awareness*. I listened to it and expanded my "*circle of knowledge*" which also expanded my *perimeter of awareness*, and I began to know what I didn't know.

Odds are high that this may be your first exposure to formal leadership development. Either way, I plan to place a few things on *your* perimeter of awareness. *I hope you're ready.*

"If you have already been trying hard, maybe trying harder is not the way. Try different." ~ Dr. Henry Cloud

2

DEMYSTIFYING LEADERSHIP

MOVING BEYOND MANAGEMENT AND SUPERVISION

"Leadership is about taking responsibility for lives not numbers. Managers look after our numbers and our results, and leaders look after us." ~ Simon Sinek

Wow! Simon nailed it. Unfortunately, the reality is most people experience management instead of leadership.

Is that your reality? How does your boss treat you? Like a person or an object? Does it matter? How does it make you feel? Does it impact your performance? Pause and think about it.

What is *your* team's reality? How do you treat them? Like a person or an object? Would some say a person? Would some say an object? Does it matter?

I'm asking you to look in the mirror. Every high impact leader's journey begins *in the mirror*. Most likely, you found it easier to look out the window at your boss than to look in the mirror at yourself. Choosing to be a high impact leader isn't easy. You must do a lot of work on the inside if you want to be highly effective on the outside.

I refer to the leaders Simon described above as *high impact* leaders. I hope you are one or choose to become one. Also, any reference to the term manager when discussing the leadership of people is purely related to those people who are in a position of authority that choose to continue treating their team members like objects, instead of like people. Those managers either don't value high impact leadership (I can't help them at all), or they simply don't know what they don't know

(I can help them a lot).

High impact leaders look after their people. Managers always look after themselves and rarely, if ever, look after their people beyond what is required. This book is *not* about the management of people or the supervision of people. Anyone can manage and supervise if they have a position of power and the authority to do so. This book *is* about helping you become highly effective as a high impact leader.

Don't misunderstand me. Unless you are the absolute top leader in the organization, you *must* be a manager of things and processes. And, you *should* be a leader of people. However, if you are the top leader and you want to only lead, you can always hire others to do all of the managing of things and processes for you with a few exceptions along the way.

To say it simply, we *must* manage things and processes because they don't think or feel. But, we *should* lead people because they do think and feel. Unfortunately, when you have a position of authority, you can take the easy road and choose to *manage* the people too. Or, at least, you can until they do some thinking and change departments or work addresses. When that happens, you can no longer manage *or* lead them. We choose our actions, but not our consequences.

During my 20 years in the blue-collar workforce before I started my own consulting business, I didn't work with many high impact leaders. I can actually count them on one hand and still have a few fingers left over. And, I remember them all. All the rest chose to manage those of us that worked *for* them.

You don't work *for* high impact leaders. You work *with* them. They know it, and you know it. You don't work *with* managers. You work *for* them. They know it, and you know it.

Is your boss a manager or a high impact leader? Most likely, you knew the answer instantly because you've already been thinking about it. I hope you've also been thinking about this question too: "Do those who report to me work *for* a manager or *with* a high impact leader?"

They already know the answer just as you already knew the answer about your boss before you started reading this book.

I've simply provided some new terms and some new ways of looking at it.

How do you know when you're in the presence of a high impact leader? It's simple. You'll feel it. How do you know when you're in the presence of a manager? It's simple. You'll feel it. However, what you feel in each case will be tremendously different. The leader will generally leave you feeling good. The manager will generally leave you feeling not so good.

The question you need to ask yourself at this point is: Do I want to become a more effective leader of people, a high impact leader? If yes, you're in for a treat. Because I'm going to share some golden nuggets of wisdom that will help you launch your career as a high impact leader, *if you apply them*.

Many of these nuggets I learned during my 11,000 hours of leading cross-functional teams through process improvement, organizational change, and cultural transformation, without a position of direct authority over any of the team members. I was an outsider, a consultant, hired to lead groups of strangers. Most of the time they didn't want to change, so I had to build trust and influence them to buy-in to me first and my vision second. We always achieved amazing results together.

Many of these nuggets will also come from the hundreds of leadership books I have read, the thousands of hours of leadership audios I have listened to, and the numerous leadership seminars I have attended. I have validated what I'm sharing with you by first applying it in my professional life at work and also my personal life at home.

I hope becoming a high impact leader excites you, it should. If so, you must be prepared to climb the leadership mountain.

"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent." ~ Douglas MacArthur

3

CLIMBING THE LEADERSHIP MOUNTAIN

YOU'VE BEEN GIVEN A LEADERSHIP POSITION, BUT WILL YOU LEAD?

"Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could." ~ Steve Jobs

Will you move beyond management and supervision and choose to lead? Will you become bigger than your position?

Unfortunately, very few front line bosses are expected to lead. Most often, their boss isn't leading them and doesn't know much about high impact leadership themselves. Far too often, their goal is to just make it through the day.

I wrote this book to help you help yourself. I've been mining leadership nuggets for years, so my intent on these pages is to remove the dirt and give you page after page of pure gold relative to accelerating your leadership climb. Although this is a short and simple book, it is a tremendously powerful tool of transformation if learned and applied. Soak it up. Highlight or underline the key points. Use it as a tool, and reference it as you grow. Don't give it away.

If this is your first leadership book, you will discover that becoming a high impact leader has *little* to do with your boss developing you and *everything* to do with *you* developing yourself. The leadership mountain is always there waiting to be climbed. However, *you must choose* to climb it.

No company or boss ever invested a single dollar on

leadership development for me. They all expected me to be a good manager, and I was. But, I also chose to become a leader of people without realizing exactly what I was doing at the time. And once I discovered what you'll learn from this book, which took me many years, I began to accelerate my climb up the leadership mountain. It's a privilege for me to help you do the same.

If you're fortunate enough to work with a high impact leader, you have a huge advantage over those who don't because you will have tremendous support during your climb. You will have someone come along-side you to not only *help* you grow and develop as a leader, but they will also continue to grow and develop *with* you.

What does it mean to be given a position? It means someone believes you have potential. That's a good thing. Congratulations! You have been plucked from the forest and placed at the bottom of the leadership mountain. Notice, I didn't say placed at the top of the leadership mountain. Far too often, someone who does a good job is simply offered a position of authority: team leader, line lead, lead man, supervisor, manager, etc. In other words, they become a boss.

Position has a lot to do with managing things, processes, and people, but it has very little to do with leading people.

Managing people from a position of authority is about motivating them to do what is expected. Motivation comes from the outside, from someone else. When you're effective, you're considered a highly effective manager.

But, leading people is about inspiring them to choose to do more than expected, to do it better than expected, and to do it before it's expected. Inspiration comes from within.

What does it take to climb the leadership mountain and to grow beyond your position? First, you must be able to responsibly and effectively manage the things and processes in your area of responsibility. Managing is about what you know and what you can do: ability, skills, knowledge, etc. Managing is something you *must* do. It is a job *requirement*. If you don't do it, your boss will find someone else that will. You will then be

removed from the base of the leadership mountain and cast back into the forest. *You must master your position.*

Managers stop there. They think mastering their position is the goal. To become a high impact leader, you must continue to climb. You begin by building solid relationships on a foundation of trust. It's not about position. It's about people. Building relationships has a little to do with what you know, competency, and a lot to do with who you are, character.

As you build trust, people become inspired by you instead of driven by you. Your influence increases far beyond what comes with your position. You still have your position, but now you're leading with influence instead of managing with authority. This increased influence with your team translates into better results: increased engagement, retention, and productivity along with improved morale and teamwork. When you make a bigger difference, your leadership *will* be noticed.

If you've managed to climb this high, you're now at the top of the leadership mountain. You are a great leader, but you're not a high impact leader. High impact leaders do more than successfully climb the leadership mountain. You may be wondering, "If I'm at the top, what else can I do?"

What separates high impact leaders from great leaders is this. High impact leaders don't stand on top of the mountain and enjoy the view. High impact leaders go back down the mountain and help others navigate their way to the top, just as I'm doing with you right now. Climbing the leadership mountain is about success, but helping others climb the leadership mountain is about significance.

When you're able to climb to the top of the leadership mountain, then go back down and effectively help others climb their way to the top, you will be a high impact leader.

I'll now begin helping you navigate your way to the top of the leadership mountain. Once we're there, I'll also help you go back down and bring some others up with you. *Let's climb.*

*"To excel in leadership, you must first master followership."
~ S. Truett Cathy*

4

UNDERSTANDING ARTIFICIAL INFLUENCE

THERE IS A DIFFERENCE BETWEEN
SOMEONE RESPECTING YOUR POSITION
AND SOMEONE RESPECTING YOU

"Into the hands of every individual is given a marvelous power for good or evil - the silent, unconscious, unseen influence of his life. This is simply the constant radiation of what man really is, not what he pretends to be."

~ William George Jordan

If you want to begin to lead beyond your position, you must be respected by those you want to influence. No one gives you respect. You can demand respect all day long, but it's a waste of time. I always laugh (on the inside) when I hear someone demand respect. You will never be respected because you demand to be respected, at work or at home. It's simply not going to happen.

Think about it from your own point of view. If there's a boss or manager you don't like because of who they are as a person, can they demand respect from you and get it? Absolutely not. You may respect their position. But, you will never respect them simply because they demand it. You *must* respect their position to *keep* your job. But, you don't have to respect *them* to keep your job.

A position will give you authority but not influence. Influence must be earned by first earning respect. The more you are respected the more influence you will gain. Everything I'm sharing in this book, *if applied*, will help you earn respect

and increase your influence with others.

Having a position or title such as Mom, Dad, Coach, Boss, Supervisor, Manager, VP, President, CEO, Owner, etc. gives you authority and control over other people. I call this *artificial influence*. Artificial influence creates the *illusion* that you have *real* influence. However, if you choose to influence people using only artificial influence, you are not leading. You are simply managing. Sure you may accomplish a lot, but what are you leaving on the table?

You can easily validate the principle of artificial influence by considering those bosses you've had, or now have, that you would never follow if they didn't control your pay, your time off, your promotions, etc. If you only follow a boss because you *have to*, their influence is *not* real. It's artificial. And unfortunately for the company, most likely, you will only do what you have to do.

The title of boss is one that is simply given, often by another manager with artificial influence. However, when it comes to real influence, managers are not in the same league as leaders. If you develop real influence based on character-based principles that you have internalized, then you will *earn* the right to lead. When you do, those reporting to you will do much *more than they have to* simply because they *respect* you.

A high impact leader operates from a position of real influence, not artificial influence or authority.

Listen to the voices of those with *artificial* influence:

- How am I supposed to make something happen when those people don't report to me?
- I can't make them do anything. They don't report to me and won't do anything I tell them to do.
- I can't get anything done in that department. They report to someone else, not me. It's useless to try.
- How can I be responsible for their results when they don't report to me?
- If you want me to make it happen, you've got to give me the authority over those people.
- My hands are tied. They don't report to me.

Phrases like those are always spoken by a manager, never by a leader. I've heard them spoken many times in my career by managers who don't have a clue about leadership. The only influence they have at work is directly tied to the authority, *artificial influence*, which is associated with the position they hold. Without it, they wouldn't accomplish much of anything.

I remember being in a facility as a consultant once. I needed some help from a few team members in a different department, so I asked the manager I was working with if it would be okay if I went over and asked them for some help. He said, "You'll have to wait. I'll have to get an interpreter because none of them speak English." I said, "Okay, I'll go wait over there." I thought it was interesting. When I got there, they all spoke English to me. Leadership is influence.

Managers make things happen with people that *have to* help them. Leaders make things happen with people that *want to* help them.

Most managers have never read a leadership book and can't understand a leader doesn't need authority to make something happen. Leaders only need *influence* to make something happen. Leadership is *not* about who *has* to help you. Leadership is about who *wants* to help you.

Research studies have repeatedly shown a 40% productivity increase when comparing people that *want to* follow a leader with those that *have to* follow a manager.

A manager thrives on artificial influence and is not interested in developing himself or others in order to capture this massive loss of productivity. That's what leaders do, not managers.

How do you influence? What is your style? Are you a director or a connector? Do you tell or sell? What would change if you had more real influence in every situation?

"When we look at people who disobey their leaders, the first question we ought to ask is not, 'What's wrong with those people?' but rather, 'What's wrong with their leader?'"

It says that responsibility begins at the top."

~ Malcolm Gladwell

5

DEFINING YOUR LEADERSHIP STYLE

DO OTHERS FOLLOW YOU BECAUSE THEY HAVE TO OR BECAUSE THEY WANT TO?

"I suppose leadership at one time meant muscles; but today it means getting along with people." ~ Mahatma Gandhi

You're given a position, and you're told what and who to manage. But, *how* you lead is up to you. The position does not define you. You define the position. Your *values* will determine if people follow you because they have to or because they want to. It's all about your style. How do you operate?

No one but you can, or will, determine your leadership style. When it comes to climbing the leadership mountain, your leadership style can launch you like a rocket, or it can hold you back like an anchor. *Your values will determine your style.* Who you are on the inside is what people will experience on the outside.

Most often, the managers who hired me when I worked as a process improvement consultant typically thought I was extremely gifted and could do amazing things.

Actually, I usually didn't know very much about what they were doing, how they were doing it, or why they were doing it.

I want to share a story to illustrate two very different leadership styles based on two very different values.

The manager in this story had over 30 years of experience in their operations. I didn't have any.

What I do have is a very effective leadership style that allows me to quickly connect with and influence people. This enables me to get their buy-in quickly, to get them to work together quickly, and to unleash the potential within them that their managers don't even know they have. Any high impact

leader can do the same thing.

I was leading a process improvement event as an outside consultant. The team's goal was to redesign the layout of a manufacturing work area to improve the work flow in order to make the process more productive.

A lot of changes were needed. It had been the way it was for many years. I was brought in by the top leaders, so everyone had to play along. They didn't have to change. If they didn't want to, they could have blamed me. They would have been right because I was the leader. I simply wouldn't have been invited back because I *was* ultimately responsible.

When I arrived on Monday morning, I was a stranger. I didn't have any formal authority. I was basically a hired leader, but the manager that hired me didn't understand that. If they would have, they wouldn't have hired me. First of all, they wouldn't have needed me. They would have already developed a team of internal leaders. And secondly, they would be out making things happen themselves.

Remember, I was new to the area. It was my first day on the job working with the team. Everything that happened or didn't happen that week was a direct result of my leadership style. I didn't have a clue about what they were producing. But, I knew they did. Without formal authority, my only option was to lead with influence by applying the principles I'm teaching you in this book. However, I had to do it quickly. I was only going to be with the team from start to finish for five days. We would not be planning. We would be doing.

My style involved coming in on Monday and immediately connecting with the team and conducting leadership training with them. I wanted to get to know them. I wanted them to get to know me. And, I wanted to share key leadership principles to get them in the right mindset to achieve amazing results together. I had done this many times before. It wasn't new for me, but it was new for the manager.

The manager, who was also a team member, had never participated in an event like the one I was leading. He didn't know what he didn't know. However, his style was built on a

foundation of pride and ego. He wanted those on the team to know he was the boss. The first thing he did when I started connecting with the team was roll his eyes. He was a manager of people. Then, he proceeded to let the team know we were wasting time. He thought we should be out on the shop floor making changes. After all, in his mind, that was the *only* reason we were there.

The manager's style was to come in and *take control* of the team. My style was to come in and *empower* the team. They had been controlled long enough. The manager's style was to give orders and do all the talking. My style was to ask questions and do all the listening. This was the type of environment where I truly learned to be a high impact leader. Situations like this were common as I built up over 11,000 hours of experience leading cross-functional teams like this through change.

Don't miss the point, this manager "owned" the area. He could have already made any changes he wanted. He didn't want changes. But, if changes were going to be made, he wanted to be in charge of those making them. Managers value being in control. Leaders value the team being in control.

I immediately focused on building trust with the team. I also ignored the manager's need for control and leveraged his strengths to benefit the team. He was there all week, but he had very little influence beyond his authority. He wanted to be in charge, and formally was, but I had the most influence. Positive influence trumps negative authority every time!

We made it happen in spite of his inability to lead and his desire to manage. He didn't have to know how to lead that week, I was doing the leading. He simply needed to follow.

The team delivered amazing results! They already had all the answers and knew what needed to be done. They simply hadn't been allowed to do it. My style of leadership released them. The manager's style had suppressed them. *Style matters, and it matters a lot!*

"Nobody wants a boss. Everyone wants a coach."
~ Art Williams

6

HIGH IMPACT LEADERSHIP

LEADERSHIP STARTS WITH YOU,
BUT IT'S NOT ABOUT YOU

*"What stands between you and your goal is your behavior."
~ Darren Hardy*

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CHAPTER CONTENT REMOVED FOR PROMO

"It is the capacity to develop and improve themselves that distinguishes leaders from followers." ~ Bennis and Nanus

7

MIRROR, MIRROR ON THE WALL

THE BEST LEADERS ARE
THE MOST SECURE OF ALL

"No amount of personal competency can compensate for personal insecurity." ~ Wayne Smith

CHAPTER CONTENT REMOVED FOR PROMO

"Saying 'I don't know' when you don't know is a sign of good leadership. Pretending to know when you don't is a sign of insecurity. By expressing your lack of uncertainty, you give the leaders around you permission to do the same thing. You send them an important message: In this organization, it is okay not to know. It is not okay to pretend you know when you don't." ~ Andy Stanley

8

FIRST IMPRESSIONS COUNT

IS YOUR INTENTION TO SERVE
OR BE SERVED?

"Having the tenacity to lead, and the humility to serve are the key ingredients of Transformative Leadership."

~ Amir Ghannad

CHAPTER CONTENT REMOVED FOR PROMO

"Without a doubt, one of the most significant factors in Chick-fil-A's cultural sustainability has been its commitment to the principle of servant leadership...We recognize the tremendous responsibility not only to lead, but also to serve those we lead." ~ Dee Ann Turner

9

WHO YOU ARE MATTERS

LEAD WITH CONFIDENCE, NOT ARROGANCE

"Leaders with confidence help people. Leaders with ego hurt people because they use and abuse other people."

~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

"The people are just fine; it's our leadership that's lacking. When people perform poorly, most leaders are quick to blame them, perhaps even fire them right away. It takes introspection and humility to admit, 'That might be a consequence of my poor leadership.'" ~ Bob Chapman

10

WALKING THE TALK

TRUST IS A LEADER'S BEST FRIEND

*"Trust is the one thing that changes everything."
~ Stephen M. R. Covey*

CHAPTER CONTENT REMOVED FOR PROMO

*"A warm, trustworthy person who is also strong elicits admiration, but only after you've established trust does your strength become a gift rather than a threat."
~ Amy Cuddy*

11

MOVING BEYOND COMMUNICATION

THE BEST LEADERS INTENTIONALLY CONNECT

"When dealing with people, you are not dealing with creatures of logic. You are dealing with creatures of emotion." ~ Dale Carnegie

CHAPTER CONTENT REMOVED FOR PROMO

*"The art of communication is the language of leadership."
~ James Humes*

12

SQUINT WITH YOUR EARS

LISTEN WITH THE INTENT TO UNDERSTAND

*"Authentic listening is not easy. We hear the words, but rarely do we really slow down to listen and squint with our ears to hear the emotions, fears, and underlying concerns."
~ Kevin Cashman*

CHAPTER CONTENT REMOVED FOR PROMO

"The most important thing in communication is to hear what isn't being said." ~ Peter Drucker

13

LEADING BY EXAMPLE

**YOU'RE ALWAYS TEACHING WHAT
YOU'RE MODELING, REGARDLESS
OF WHAT YOU'RE TEACHING**

*"Example isn't another way to teach,
it's the only way to teach." ~ Albert Einstein*

CHAPTER CONTENT REMOVED FOR PROMO

"We don't tend to drift into better behavior." ~ Bill Hybels

14

UNLEASHING YOUR TEAM

THE FRONT LINE DETERMINES THE BOTTOM LINE

"To truly get smart, you'll have to strain yourself on many levels. You'll read more than you ever thought you would. You'll have to think purposefully about what you've read and digest it into nuggets of insight. You'll need to put yourself out there, discussing these nuggets with colleagues and be willing to debate the issues. Often, you'll have to employ creative powers, associating unrelated facts or examples to give new insights." ~ Tim Sanders

CHAPTER CONTENT REMOVED FOR PROMO

"Praise isn't merely a reaction to a great performance; it is a cause of it. Less than a third of people report that they frequently receive praise or recognition for good work. This suggests that they did something at a level of excellence and no one praised them for it, or that they haven't performed at a level of excellence recently. Of course, neither is a good thing." ~ Marcus Buckingham

15

TWO POWERFUL THINGS

THE MIRROR AND THE WINDOW

"You can't change what you can't change. But, you've got to change what you can." ~ Nick Vujicic

CHAPTER CONTENT REMOVED FOR PROMO

*"A good leader takes a little more than his share of the blame, a little less than his share of the credit."
~ Arnold Glasow*

16

MAKE IT HAPPEN!

LEADERS GET RESULTS, MANAGERS PLAN TO GET RESULTS

"The command-and-control approach is far from the most efficient way to tap people's intelligence and skills. To the contrary, I found that the more control I gave up, the more command I got." ~ Capt. D. Michael Abrashoff

CHAPTER CONTENT REMOVED FOR PROMO

*"The secret to getting ahead is getting started."
~ Mark Twain*

17

CLEARING THE PATH

LEADERS REMOVE THE OBSTACLES

"Leaders who navigate do even more than control the direction in which they and their people travel. They see the whole trip in their minds before they leave the dock. They have a vision for their destination, they understand what it will take to get there, they know who they'll need on the team to be successful, and they recognize the obstacles long before they appear on the horizon." ~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

"When you are an individual contributor, you try to have all the answers. When you are a leader, your job is to have all the questions." ~ Jack Welch

18

LEADING WITH QUESTIONS

THE BEST LEADERS ASK THE MOST QUESTIONS

"As we look ahead into the next century, leaders will be those who empower others." ~ Bill Gates

CHAPTER CONTENT REMOVED FOR PROMO

*"Some people assume we stumble onto our success, but the path of discovery is paved with interesting questions."
~ Bryan Cioffi*

19

HOW HIGH WILL YOU CLIMB?

**DEVELOP YOURSELF WITH THE
INTENTION OF DEVELOPING OTHERS**

*"Your capacity to grow determines your capacity to lead."
~ Mark Miller*

CHAPTER CONTENT REMOVED FOR PROMO

*"If you work hard on your job you can make a living, but if
you work hard on yourself you can make a fortune."
~ Jim Rohn*

20

MOTIVATION IS NEVER ENOUGH

**MOTIVATION COMES FROM THE OUTSIDE,
BUT INSPIRATION COMES FROM THE INSIDE**

"Every once in a while I will hear someone in leadership complain about the performance or competency of the people around him... We must never forget that the people who follow us are exactly where we have led them."

~ Andy Stanley

CHAPTER CONTENT REMOVED FOR PROMO

"You'll never get dumber by making someone else smarter."

~ Stanley Marcus Jr.

21

ABUNDANCE ALLOWS YOU TO ACCELERATE

BE A RIVER, NOT A RESERVOIR

*"A candle loses nothing when it lights another candle."
~ Thomas Jefferson*

CHAPTER CONTENT REMOVED FOR PROMO

*"Leadership is an ability and responsibility for all.
Our definition of leadership is the ability to make those
around you better and more productive." ~ Jack Clark*

22

SUPERCHARGE YOUR TEAM

FOCUS ON CHARACTER FIRST AND COMPETENCY SECOND

*"Do not tolerate brilliant jerks.
The cost to teamwork is too high." ~ Reed Hastings*

CHAPTER CONTENT REMOVED FOR PROMO

*"The ability to mobilize the skills and competencies of the
people around us has a bigger impact on our
performance than does the amount of
experience we have." ~ Liz Wiseman*

23

EVERYBODY MATTERS

THERE IS POTENTIAL IN EVERYONE

*"Treat a man as he appears to be and you make him worse.
But treat a man as if he already were what he potentially
could be, and you make him what he should be."
~ Johann Wolfgang von Goethe*

CHAPTER CONTENT REMOVED FOR PROMO

*"If we lose sight of people, we lose sight of the very
purpose of leadership." ~ Tony Dungy*

24

BELIEVE IN YOUR TEAM

THEY NEED TO FEEL IT, NOT HEAR IT

*"The very best leaders make us feel as if we are in control."
~ Jimmy Collins*

CHAPTER CONTENT REMOVED FOR PROMO

"It is a big step in your development when you come to realize that other people can help you do a better job than you could do alone." ~ Andrew Carnegie

25

FOCUS ON YOUR LEADERS

**WHEN YOU LEAD LEADERS, YOU
ALSO LEAD THEIR FOLLOWERS**

*"There is something more scarce than ability.
It is the ability to recognize ability." ~ Robert Half*

CHAPTER CONTENT REMOVED FOR PROMO

"Everyone wants to contribute. Trust them. Leaders are everywhere. Find them. Some people are on a mission. Celebrate them. Others wish things were different. Listen to them. Everyone matters. Show them." ~ Bob Chapman

26

THE WEAK LINKS

DON'T FIRE THEM, FIRE THEM UP

"As a leader, and ultimately a mentor, you have the responsibility and privilege to grow those around you and help them become their absolute best." ~ Mike Davis

CHAPTER CONTENT REMOVED FOR PROMO

"When you decide to pursue greatness, you are taking responsibility for your life. This means that you are choosing to accept the consequences of your actions, and to become the agent of your mental, physical, spiritual, and material success. You may not always be able to control what life puts in your path, but I believe you can always control who you are." ~ Les Brown

27

A BIGGER SACRIFICE

**WILL YOU CHOOSE TO LEAD
AT A HIGHER LEVEL?**

"Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired, and success achieved."

~ Helen Keller

CHAPTER CONTENT REMOVED FOR PROMO

"A great leader must make the choice to put other people's needs in front of his or her own." ~ Ria Story

28

CHANGE AND TRANSFORMATION

IT'S EASIER TO CHANGE,
BUT IT'S BETTER TO TRANSFORM

"Self-mastery is the hardest job you will ever tackle. If you do not conquer self, you will be conquered by self. You may see at the same time both your best friend and your worst enemy, by simply stepping in front of the mirror."

~ Napoleon Hill

CHAPTER CONTENT REMOVED FOR PROMO

"When we are faced with change, we either step forward into growth, or we step backward into safety."

~ Abraham Maslow

29

TOP PERFORMERS

THE CHALLENGE OF RETAINING YOUR GAME CHANGERS

"Those who build great companies understand that the ultimate throttle on growth for any great company is not markets, or technology, or competition, or products. It is the one thing above all others – the ability to get and keep enough of the right people." ~ Jim Collins

CHAPTER CONTENT REMOVED FOR PROMO

*"It is the future that pulls rather than the past that pushes."
~ Peter Koestenbaum*

30

THE ULTIMATE QUESTION

WILL YOU BE AN INFORMER
OR A TRANSFORMER?

*"I am not what happened to me,
I am what I choose to become." ~ Carl Jung*

CHAPTER CONTENT REMOVED FOR PROMO

*"Death is not the greatest loss in life. The greatest loss is
what dies inside us while we live." ~ Norman Cousins*

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Mack has also written [Blue-Collar Leadership: Leading from the Front Lines](#). As of early 2017, [Mack](#) and his wife, [Ria](#), have published 18 books on leadership development and personal growth.

ABOUT THE AUTHOR

Mack's story is an amazing journey of personal and professional growth. He began his career in manufacturing on the front lines of a machine shop. He grew himself into upper management and found his niche in lean manufacturing and along with it, developed his passion for leadership.

Mack has logged more than 11,000 hours leading cross-functional blue-collar teams through various types of organizational change. He understands that everything rises and falls on leadership.

Mack is the author of *Blue-Collar Leadership, Defining Influence, 10 Values of High Impact Leaders, Change Happens, 10 Foundational Elements of Intentional Transformation*. He's an inspiration for people everywhere as an example of achievement, growth and personal development. His passion inspires people all over the world! [Order signed copies here.](#)

Mack's experience as a John C. Maxwell Certified Leadership Coach, Trainer, and Speaker includes an international training event in Guatemala with John as part of the Cultural Transformation in Guatemala where more than 20,000 Guatemalan leaders were trained.

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My wife, Ria, is also an author, executive coach, and keynote speaker with an amazing personal story of overcoming seven years of sexual abuse by her father and others from age 12-19.

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