

BLUE-COLLAR LEADERSHIP® & SUPERVISION

BOOK STUDY GUIDE



UNLEASH YOUR TEAM'S POTENTIAL

MACK STORY

Blue-Collar Leadership® Series

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

By Mack Story

“Ninety-nine percent of leadership failures are failures in character.” ~ General Norman Schwarzkopf

Ch.1: In the Beginning: The challenge of not knowing what you don't know.

- Leadership growth doesn't just happen. You must become intentional and make it happen.
 - What happens to your perimeter of awareness as you increase your leadership knowledge?
 - What are you doing, beyond what is required, to grow intentionally?
 - What would stop you from reading one paragraph per day every day?

“Intentional growth increases your influence and increases your options.” ~ Mack Story

Ch.2: Demystifying Leadership: Moving beyond management & supervision.

- To make a high impact, you must be both a great manager and a great leader.
 - What is the difference between management and leadership?
 - How can you learn to manage better? Where do you focus?
 - How can you learn to lead others better? Where do you focus?

*“Leadership is one of the most observed and least understood phenomena on earth.”
~ James MacGregor Burns*

Ch.3: Climbing the Leadership Mountain: You've been given a leadership position, but will you lead?

- Motivation is never enough. High impact leaders seek to inspire others.
 - What is the difference between motivation and inspiration?
 - Which is more likely to inspire others? Authority or character? Why?
 - How can your words actions inspire others? Deflate others?

“When high impact leaders are tasked with making things happen, they simply ask for a team. When low impact leaders are tasked with making things happen, they desperately seek a position of authority.” ~ Mack Story

Ch.4: Understanding Artificial Influence: There is a difference between someone respecting your position and someone respecting you.

- When it comes to influence, moral authority will always trump formal authority.
 - Why do we respect those who lead with moral authority the most?
 - How can a leader intentionally increase his/her authentic influence?
 - What prevents leaders from leading with moral authority?

*“The extent of your influence depends on the depth of your concern for others.”
~ John C. Maxwell*

Ch.5: Defining Your Leadership Style: Do others follow you because they have to or because they want to?

- Your style when determine if others follow you, when they follow you, and why they follow you.
 - What style do you prefer in your leader?
 - What style do you exhibit as a leader?
 - What causes a leader’s style to attract or repel followers?

“Who we are and what we know combine to create our unique style of influence which determines how we influence others. We can always improve our style, and we can always change our style.” ~ Mack Story

Ch.6: High Impact Leadership: Leadership starts with you, but it’s not about you.

- High impact leaders intentionally develop themselves in order to develop their team.
 - How do you feel when someone on your team has a better idea than you?
 - How do you feel when your leader acknowledges your team’s performance but not your own?
 - When you’re away, do you look better if your team struggles or excels?

*“Leadership is the single greatest factor in any team’s performance. Whether a team succeeds or fails is all up to the leader. The leader’s attitude sets the tone for the entire team.”
~ Leif Babin, U.S. Navy Seal*

“Leaders that lack confidence in themselves fear being outshined by someone else.”
~ Jocko Willink, U.S. Navy Seal Commander

Ch.7: Mirror, Mirror on the Wall: The best leaders are the most secure of all.

- The byproduct of growth and development is belief and confidence. The byproduct of belief and confidence is success.
 - When have you seen a leader’s insecurity lower a team’s morale?
 - When have you seen a leader’s security allow their team member’s to shine?
 - How does your behavior reveal your security or insecurity to your team?

“Secure leaders lead with an abundance mindset and understand there is plenty of everything for everyone. They give credit, power, recognition, and control to the team.”

~ Mack Story

Ch.8: First Impressions Count: Is your intention to serve or be served?

- High impact leaders focus on serving their team, not on being served by their team.
 - How does a leader’s intention impact their influence with their team?
 - How has your leader served you beyond what is required of their position?
 - If your team was interviewed today, what examples could they provide of you intentionally serving them beyond what is required of your position?

“Servanthood is the missing link in most chains of command...Servanthood begins with security. Only the secure will stoop down and help others. And only the secure will stretch and attempt great undertakings.” ~ John C. Maxwell

Ch.9: Who you are matters: Lead with confidence, not arrogance.

- High impact leaders lead with confidence. Low impact leaders lead with arrogance.
 - Would you rather follow a confident leader or an arrogant leader? Why?
 - What is the underlying difference between a confident leader and an arrogant leader?
 - What must an arrogant leader do to become a confident leader?

“Let me assure you that a good stock of self-confidence backed by plenty of hope and good cheer is more than the equivalent of a college degree.” ~ Napoleon Hill

Ch.10: Walk the Talk: Trust is a leader's best friend.

- Trust will determine what you can achieve with and through others.
 - Why does a lack of trust in their leader lower a team's morale?
 - How do high impact leaders create trust intentionally with their team?
 - What do you do to intentionally build trust with your team?

“Every time we interact with someone, we are either building trust or creating distrust, not only with them, but also with everyone watching or listening.” ~ Mack Story

Ch.11: Moving Beyond Communication: The best leaders intentionally connect.

- High impact leaders understand that connection leverages communication.
 - What is the difference between communicating and connecting?
 - How do you know when a leader has moved beyond communication to connection? What signs will the team display? How will they feel?
 - What causes connection to improve communication?

“You can't make the other fellow feel important in your presence if you secretly feel that he is a nobody.” ~ Les Giblin

Ch.12: Squint with Your Ears: Listen with the intent to understand.

- High impact leaders listen between words for hidden meaning.
 - Who has more authentic influence, a leader that leads with questions or a leader that leads with directions? Why?
 - Why does morale improve when a leader listens to their team?
 - How can asking questions be used to develop team members?

“You can win more friends with your ears than with your mouth. People who feel like they're being listened to feel accepted and appreciated. They feel like they're being taken seriously and what they say really matters.” ~Harvey Mackay

“Culture equals values plus behavior.”
~ Lt. General George Flynn, USMC

Ch.13: Leading by Example: You're always teaching what you're modeling, regardless of what you're teaching.

- When we expect others to do one thing while we're doing another, we lose credibility.
 - How does a team feel when their leader doesn't walk their talk?
 - How do you intentionally lead by example?
 - How does a leader's example outside of work impact their influence at work?

“The mind is the master-weaver, both of the inner garment of character and the outer garment of circumstance.” ~ James Allen

Ch.14: Unleashing Your Team: The front line determines the bottom line.

- Your team's performance is a reflection of your leadership performance.
 - How does a leader's lack of personal development negatively impact the team?
 - What things can a leader do to unleash their team's potential? Explain.
 - If your team was better equipped, more motivated, and more inspired, what change would you expect to see? What's preventing this from happening?

“When we invest in those on the front lines, they are better equipped, more motivated, and more inspired to help us improve the bottom line.” ~ Mack Story

Ch.15: Two Powerful Things: The mirror and the window.

- Have you ever wondered why people blame others when things go wrong? It's because there's only one other choice.
 - When a leader blames their team, how does it make the team feel?
 - When a leader takes the blame for something their team did, how does it make the team feel?
 - When a leader takes the credit for their team's success, what is the result?

“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

Ch.16: Make It Happen: Leaders get results, managers plan to get results.

- Leaders of people accept responsibility for achieving results. Managers of people transfer responsibility for achieving results.
 - What do low impact leaders do when their team fails to get the desired results?
 - What do high impact leaders do when their team fails to get the desired results?
 - What are you currently doing to intentionally improve your team's results?

“If we want to achieve uncommon results, we must possess uncommon sense. Common sense allows us to easily understand what we should do. However, it is often uncommon sense that allows us to act on that understanding.” ~ Mack Story

Ch.17: Clearing the Path: Leaders remove the obstacles.

- High impact leaders proactively seek to remove obstacles from their team's path.
 - How do you feel when your leader removes an obstacle from your path?
 - How can you become more proactive in removing obstacles for your team?
 - Why is it important to remove obstacles for your team?

*“Success is about getting results. Significance is about helping others get results.”
~ Mack Story*

Ch.18: Leading with Questions: The best leaders ask the most questions.

- A high impact leader knows the best answer to a question is another question. A question that causes others to think about the right thing for the right reason.
 - Why do some leaders prefer to give directions instead of asking questions?
 - How can asking more questions increase your influence?
 - After you ask a question, who immediately has the influence? Why is this important?

“If we're starting with the wrong questions, if we don't understand the cause, then even the right answers will always steer us wrong.” ~ Simon Sinek

“Low impact leaders aren’t interested in growth. They prefer coasting over growing. All growth is accidental. High impact leaders are always growing. They prefer growing to prevent slowing. All growth is intentional.”
~ Mack Story

Ch.19: How high will you climb? Develop yourself with the intention of developing others.

- High impact leaders have a growth mindset. Low impact leaders have a fixed mindset.
 - Do you have an intentional growth plan? What is it? What does success look like?
 - Are you growing for yourself or for the company? What’s the difference?
 - In the last year, how many books have you read? Audios? Videos?

“Anyone who isn’t embarrassed by who they were last year probably isn’t learning enough.”
~ Alain de Botton

Ch.20: Motivation is Never Enough: Motivation comes from the outside, but inspiration comes from the inside.

- If you need a position to get people to follow you, you’re not a leader. You’re a boss.
 - What character traits make a leader motivational?
 - What character traits make a leader inspirational?
 - How does intentional motivation and inspiration impact a team?

*“When we teach, we change what people know.
When we transform, we change what people do.” ~Mack Story*

Ch.21: Abundance Allows You to Accelerate: Be a river, not a reservoir.

- Secure leaders understand when they give power to others they do not lose power themselves.
 - How does it make you feel when a leader shares what they are learning?
 - How does it make you feel when a leader hoards what they are learning?
 - What does it mean when a leader hoards knowledge and information?

“If you help enough people get what they want, they will help you get what you want.”
~ Zig Ziglar

Ch.22: Supercharging Your Team: Focus on character first and competency second.

- Average leaders focus on developing their team's competency. Exceptional leaders focus on developing their team's competency and character.
 - How has your leader helped you improve your character?
 - How have you helped each member of your team improve their character?
 - How does the character of your team members impact their results?

“High impact leaders set the bar higher for their team than the team does for themselves.

They stretch them. They believe in them. They support them.

And ultimately, they help their team win.” ~ Mack Story

Ch.23: Everybody Matters: There is potential in everyone.

- It matters if your team knows they matter. They need to feel it, not hear it. When you invest in them, they will feel it.
 - What does your leader do to make you feel appreciated?
 - What specific things do you do to make your team feel appreciated?
 - When others don't feel appreciated, how does it affect them? Those around them?

“Without people, you will have nothing. With the worst people, you will have chaos.

With the best people, you will have success.” ~ Eric Story

Ch.24: Believe in Your Team: They need to feel it, not hear it.

- High impact leaders intentionally loan their belief in others to them when they don't have it in themselves.
 - Share a time when someone believed in you when you didn't believe in yourself. How did it make you feel?
 - Share an example of when you have expressed belief in someone who didn't believe in themselves? How did it make you feel?
 - What character traits must you demonstrate to express belief in others?

“Anyone can see people as they are. It takes a leader to see what they can become, encourage them to grow in that direction, and believe that they will do it.” ~ John C. Maxwell

“The cost of leadership is self-interest.”
~ Lt. General George Flynn, USMC

Ch.25: Focus on Your Leaders: When you lead leaders, you also lead their followers.

- To maximize your influence and leverage your time, invest in the leaders on your team.
 - Why is it important to focus on the top performers and not the low performers?
 - What happens to top performers when their contribution is ignored?
 - How do top performers and low performers differ in the area of influence?

“One of the most expensive things you could ever do is pay attention to the wrong people.”
~ Henry Cloud

Ch.26: The Weak Links: Don't fire them, fire them up.

- Most often, a high impact leader can connect with and grow the weak links.
 - What are you doing to intentionally develop your weak links?
 - How does the leader's character impact the performance of the weak link?
 - If the weak links aren't being developed, is this a sign that the leader is actually the weak link? Why or why not?

“It's when things aren't going well that you have the greatest opportunity to demonstrate your leadership ability and increase your influence.” ~ Ria Story

Ch.27: A Bigger Sacrifice: Will you choose to lead at a higher level?

- You must believe in yourself before you will develop yourself. And ultimately, you must bet on yourself in order to prove yourself.
 - What role does sacrifice play in leadership?
 - What causes some leaders to sacrifice while others refuse?
 - How can you leverage sacrifice to increase your leadership ability?

“There's a bridge that connects the gap between mediocrity and significance. It's called sacrifice. It has to be crossed daily. If you won't pay the price to cross it, then you'll pay the higher price of settling for mediocrity.” ~ Mack Story

Ch.28: Change and Transformation: It's easier to change, but it's better to transform.

- To experience true transformation, you must be willing to transform your character.
 - Provide an example of a leader who has transformed their life?
 - Why is change often temporary, but transformation usually permanent?
 - What do you believe causes someone to change? To transform?

“We get out of life what we are willing to invest into it...plain and simple.

Invest a lot, get a lot. Invest a little, get a little. What will it be? What needs to change?

What are you willing to change? What are you willing to invest?” ~ Mack Story

Ch.29: Top Performers: The challenge of retaining your game changers.

- Top performers are hungry. High impact leaders make sure they are fed.
 - What causes some leaders to be threatened by their top performers?
 - How can leaders benefit by leveraging their top performers?
 - What happens when top performers are treated like everyone else?

“A high impact leader attracts not only followers,

but also other leaders and is primarily focused on developing those leaders.” ~ Mack Story

Ch.30: The Ultimate Question: Will you be an informer or a transformer?

- When you achieve significance, your influence is magnified by others and multiplied through others.
 - What's the difference between telling someone what to do and modeling what someone should do?
 - What kind of leader seeks to inform? To transform?
 - What must you do to inform members of your team? What must you do to transform members on your team?

“Transformative Leaders covertly set their teammates up to succeed and overtly demonstrate that they have their back if and when they fail.” ~ Amir Ghannad