BLUE-COLLAR LEADERSHIP®
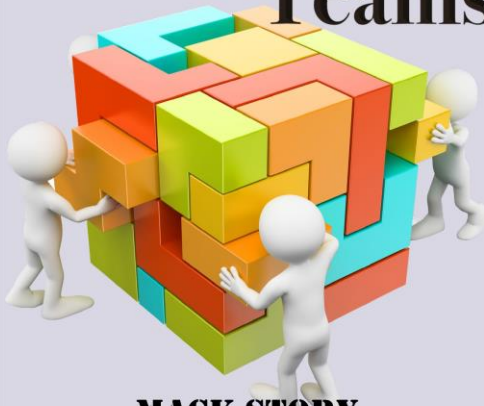# & CULTURE

The **5** Components for Building
High Performance
Teams

MACK STORY
BLUE-COLLAR LEADERSHIP® SERIES

[Blue-Collar Leadership & Culture: The 5 Components for Building High Performance Teams](#)

ADDITIONAL RESOURCES

Do you know about the **[Special Blue-Collar Leadership® Offer](#)**? Get complimentary copies of books with on site leadership speaking/training from Mack and Ria.

We spoke at Yale University's School of Management on the topic of
Blue-Collar Leadership®: Innovation in Talent Development.
[Watch our entire 1 hour presentation here.](#)

Listen/subscribe to my [Blue-Collar Leadership® Podcast](#).

Mack Story

BlueCollarLeadership.com

DEDICATION

To those rare, high impact leaders who are willing to intentionally challenge their own thinking as they strive to lead their teams to the next level and beyond.

CONTENTS

ACKNOWLEDGMENTS

I would like to acknowledge the late S. Truett Cathy, Chick-fil-A® Founder, Jimmy Collins, Chick-fil-A® President and COO (Ret.), Dee Ann Turner, Chick-fil-A® VP of Talent (Ret.), and Bob Chapman, Barry-Wehmiller CEO. All of them have inspired me.

Each of these leaders and their teams created and sustained exceptional cultures within their respective industries. Their cultures have been and continue to be the competitive advantage that separate their organizations from their competition.

Jimmy Collins has been a friend and mentor since I first met him on June 18, 2015. I'm extremely grateful for the hours he has invested in me, for the lunches we've shared together, for the many stories he shared about his nearly 33 years creating the Chick-fil-A® culture with Truett Cathy from startup in 1967 to $1 billion in annual sales by 2001, for inviting me into his home to record several episodes with him as a guest on my Blue-Collar Leadership® Podcast, and for all of the support and encouragement he has given me and my wife, Ria Story, as we've built our Blue-Collar Leadership® brand. The high impact culture that Jimmy Collins and Truett Cathy established during those first 33 years together produced $10.5 billion in annual sales in 2018.

That didn't happen by accident; it happened by design.

CULTURE COUNTS

1

THE COST OF CULTURE

THE 3 DILEMMAS:
ENGAGEMENT, RETENTION, AND TURNOVER

"When trust goes down, speed will also go down and costs will go up. When trust goes up, speed will also go up and costs will go down." ~ Stephen M. R. Covey

I've logged well over 11,000 hours leading leaders and their blue-collar teams through process improvement, organizational change, and cultural transformation. I've learned a lot. But, two things were obvious from the start:
1) Every team member wants a great leader.
2) Every leader wants great team members.

I discovered many leaders were frustrated because they had disengaged team members. Employee engagement is not only the key to increasing retention, productivity, profitability, and teamwork, but it's also the key to reducing turnover, costs, and frustrations. Numerous research studies reveal only 30-35% of employees consider themselves engaged.

As a result, many leaders are facing three costly dilemmas: engagement, retention, and turnover.

THE ENGAGEMENT DILEMMA:
Employee engagement starts with engaged leadership. Disengaged employees are a symptom of disengaged leaders at one or more levels in your

organization. In fact, research studies show employees are 40% more productive if they *want* to follow their leader compared to those who feel they *have* to follow their leader. In other words, the level of engagement below is determined by the level of engagement above.

Leadership development, or the lack of it, at every level determines morale, engagement, turnover, productivity, communication, teamwork, and how your customers will be served. Unfortunately, many people are over-managed and under-led.

People who are led well become highly engaged.

People who are over-managed become disengaged.

Leadership development is the key to transforming the culture of your organization, improving your team's results, and reducing costs in all areas.

THE RETENTION DILEMMA:

The competition wants more than your customers. Have you considered there are two types of competition? 1) Those in the same industry who want to steal your customers; and 2) Those who may or may not be in the same industry who want to steal your people.

A leader's ability to attract and retain high performance employees is a crucial factor for organizational success. Employees who are disengaged are far more likely to change jobs and even change industries because disengagement leads to dissatisfaction.

Minimizing employee turnover by increasing engagement through leadership development is critical to improving your bottom line.

High performance team members and managers are looking for more than a good salary. They are seeking growth and development opportunities that will help them become more successful personally and

professionally. As Heather Huhman stated, "87% of managers wish they had more training before becoming a manager." High impact leaders understand they must offer more development opportunities in order to become the sought after employer of choice in their industry and in their area of operation.

THE TURNOVER DILEMMA:

Are you tired of hiring, then firing? Employees are primarily interviewed, selected, and hired based on their competency. In this case, competency means a leader believes the candidate has the required skillset, technical knowledge, and ability to perform the task or job.

However, most employees are terminated based on character. Character relates to who we are and how we do what we do. It's the "soft" skills, such as attitude, work ethic, integrity, behavior, and how we work with others.

In other words, employees are hired for what they know, but fired for who they are. Performance problems are almost exclusively a character issue. According to Daniel Goleman, "90% of our results as individuals and organizations is determined by character." However, most organizational training and development is focused on improving competency, not character.

If your team isn't engaged, you're likely dealing with some level of frustration, resistance, confusion, anxiety, and stagnation. It doesn't have to be this way.

"Imagine the personal and organizational cost of failing to fully engage the passion, talent, and intelligence of the workforce. It is far greater than all taxes, interest charges, and labor costs put together."
~ Stephen R. Covey

2

THE FOUNDATION OF CULTURE

THE ORGANIZATIONAL CULTURE WILL BE DETERMINED BY THE LEADER'S VALUES

"Greatness is achieved by using resources to help people; not using people as a resource."
~ Captain L. David Marquet, U. S. Navy

Merriam-Webster defines culture as, "the set of shared attitudes, values, goals, and practices that characterizes an institution or organization."

"Values" is the key word because your values are the underlying foundation which fuel your thoughts. Thoughts produce your emotions which influence your choices. Choices lead to your results which determine your circumstances. The culture of an organization can be traced back to a single root cause: the top leader's values.

Values on the inside are revealed as character traits on the outside. I'm reminded of the words of Andy Stanley, "Character is personal, but it's not private." The culture of an organization isn't private either. The people on the inside are always talking about it to people on the outside.

Because values are revealed outwardly as character, the collective character of everyone in an organization is what is commonly referred to as the "culture" of the organization. Organizational culture is simply a reflection of the combined character of all of the people within the organization. As Gruenter and Whitaker pointed out, "The culture of any organization is shaped by the worst

behavior the leader is willing to tolerate."

Culture equals character. Character equals culture.

High impact leaders understand the culture of an organization affects everything else – and culture starts with them. Before a leader can change their culture, they must change their values. Why? Because the leader's current values are what created the current culture.

High impact leaders know it doesn't cost anything to care for their team members. They also know it costs a lot when they don't.

As a leader, your character, which is based on your values, will determine your culture. Your character will determine: your ability to build meaningful relationships, whether you build trust or create distrust, what you tolerate, what you expect, what people say about you, who you attract, who you repel, who stays, who goes, and how long they stay before they go.

Michael Josephson said it best, "You don't have to be sick to get better." But, you must have a desire to get better. And ultimately, you must act on that desire.

My wife, Ria, and I had the privilege of joining John C. Maxwell and 150 others in Guatemala in June 2013 to kickoff the "Transformation Begins with Me" cultural transformation initiative across the entire nation. We were privileged to join John and the President of Guatemala at the Presidential Palace for a special celebration as the vision was broadcast live nationally. In just three days, our team conducted four hour development workshops for nearly 20,000 Guatemalan leaders.

When the Guatemalan leaders chose to value cultural transformation, cultural transformation started to occur.

Until a leader values developing their character, they won't develop their character. Until a leader values developing the character of those on their team, they

won't develop the character of those on their team. Until a leader values transforming the culture, they won't transform their culture. Until a leader values using resources to develop people, they won't use resources to develop people.

Your values determine your direction.

Relative to developing people, John C. Maxwell made a powerful observation, "Authenticity—This is the foundation for developing people. Servanthood—This is the soul for developing people. Growth—This is the measurement for developing people. Excellence—This is the standard for developing people. Passion—This is the fuel for developing people. Success—This is the purpose for developing people."

When one person gets a little better, the culture gets a little better. When a lot of people get a lot better, the culture gets a lot better. As Lieutenant General George Flynn stated, "Culture equals values plus behavior."

My mission is to help leaders engage the front line to improve the bottom line.[SM] I do this by helping leaders develop the character of everyone on their team from the very top to the very bottom. When it comes to character development, no one should be exempt. We all need it.

Leaders who value developing others attract great people. Leaders who don't develop people struggle to find good people.

It's always easier to compete when you're attracting great people instead of searching for good people.

> *"Values are not simply posters on a wall.*
> *In order for a culture to be strong, your values*
> *must be clear and your values must be lived."*
> *~ Simon Sinek*

3

THE IMPACT OF CULTURE

THOSE WHO WORK THERE WILL DETERMINE WHO WANTS TO WORK THERE

"I think the most important and difficult thing is to create a culture in the organization where leadership is really important. It's important for people in the company to realize that this is a growth-oriented company, and the biggest thing we have to grow here is you, because it's you who will make this company better by your own growth. ~ Jim Blanchard

Listen to the voices of leaders who are losing the labor war:

- "We just can't find any good people."
    As if…there aren't any good or great people.
- "Due to the low unemployment rate, there just aren't any good people left."
    As if…the only people who can be offered a job are those without a job.
- "In today's labor market, those who want to work are already working."
    As if…those who are working at one place can't decide to work at a different place.
- "When we do get good people, they won't stay."
    As if…the problem is always with the people and never with their leaders.

One thing I know about leaders who make these and similar comments is this: Their culture is a competitive disadvantage. Someone else has the advantage and is winning the battle for the good and great people. The good and great people certainly aren't out of work wishing they had a job. They're working someplace else.

Until a leader is aware of the problem, they can't address the problem. In case it's not obvious, the problem is their culture. The leader owns this problem whether they want to or not. Every time I hear these comments, and I hear them a lot, I know I'm talking to a leader who doesn't know what they don't know.

Ria and I hear leaders across varying blue-collar and white-collar industries repeatedly making these comments as we travel across the USA speaking on leadership development. These voices seem to be getting louder and louder. In fact, these voices are an inspiration for this book.

There are many leaders in blue-collar industries needing help. I want to help them stop searching for good people and start attracting great people. The transformation won't happen overnight. However, until it starts happening, it's not going to happen. My intention is to use this book to raise awareness while providing a transformational road map for those leaders who want to make their culture their greatest competitive advantage.

We were speaking in Louisville, KY recently to owners of blue-collar organizations. Afterward, one approached and said, "There isn't a magic pill is there? I think we all hoped there was." I replied, "No sir. There isn't a magic pill or an easy button. This is how you build a high performance team and an exceptional culture that will attract, retain, and support them. There is no other way."

Your culture is always attracting certain types of people and repelling others. Who we are is who we attract. This principle applies to individuals as well as organizations. The culture within your organization is negatively or positively impacting those within the organization, and some who are outside the organization.

The key point is to understand the people inside your organization are constantly providing the most influential type of advertising about your organization and the leaders within it. It's called word of mouth advertising. How your team is feeling inside the organization will determine what they're saying outside the organization.

If what they're saying about their leaders and the organization to others is good, it'll be easier to find good people. If what they're saying is great, it'll be easier to attract great people. But, if what they're saying is bad, finding good people will be hard, if not impossible.

Remember the voices at the start of this chapter? Those leaders had team members who were sharing bad word of mouth advertising about the organization. Unless those leaders choose to change, nothing will change.

Common sense reveals it's easier to win the labor war while attracting great people instead of searching for good people. However, what's common sense isn't always common practice. Often, it takes uncommon sense to act on things that are commonly understood. Creating an organizational culture that will attract and retain great people requires leaders with uncommon sense.

The best led companies aren't impacted by labor shortages because they're consistently attracting the best and the brightest people to their organizations.

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

4

BECOMING A
SOUGHT AFTER EMPLOYER

PEOPLE WHO DON'T WORK THERE
WANT TO WORK THERE

"Leaders set the standard – both by how they lead and by what they do –they are the guardians of, and must be held accountable for, the culture."
~ Charles G. Koch, CEO Koch Industries

I want to set the bar high right from the start as we begin our cultural transformation journey together. To ensure our cultural vision is aligned, let me clarify. Becoming a sought after employer means: Great people who don't work at your organization become aware of and are attracted to your organization, and most importantly, they have a strong desire to work there.

By great people, I mean top talent. By top talent, I mean people who not only have exceptional, well-developed competency (experience, knowledge, abilities), but also people who have exceptional, well-developed character (integrity, humility, trustworthy, responsible).

Sure, good people, and some people who aren't so good, will be attracted as well. But, my goal is to help you develop a culture that attracts great people. When you're attracting great people consistently, it becomes easier to say no to the good people and easy to say no to the people who aren't so good.

Unfortunately, because many leaders of blue-collar organizations haven't focused their energy and resources on developing a high impact culture, they and their support staff find themselves having to take anyone they can get when it's time to fill a position. These are also the organizations that are constantly advertising they're hiring because they can't find good people. And when they do, they don't stay.

If you're struggling to find good people, then attracting good people will sound like a big win. But remember this, a team of good people can't compete effectively with a team of great people. Although, they can easily compete with a team of mediocre people.

My intention is not to help you and your team climb to the middle of the cultural transformation mountain. I want to help you climb to the top.

The mountain will be tall, steep, and challenging at times. To get to the top, you and your team must make the same sacrifices and pay the same price all of those who have stood on the summit have paid. There are no short cuts, but you can increase your speed while travelling on the path to the top.

You get to the top with great people, not good people. Only high performance teams get the view from the top.

You and your team can't climb to the top of the mountain with base camp character. You must be fully aware of the challenge that lies ahead and know where you want to end up. Then, focus on conquering the moment, not the mountain. If you conquer enough moments, you will eventually conquer the mountain.

When it comes to becoming a sought after employer, culture counts. And, it counts a lot. Culture doesn't just happen. It is created, good or bad, by the everyday choices leaders and their teams are making.

Everything I'll share in this book is intended to help you help your organization become a sought after employer that attracts great people and top talent. However, I'm beginning with the end in mind, so I can help you see where I'm trying to lead you.

Becoming a sought after employer is the end result, not the starting point. It's at the top of the cultural transformation mountain, not the bottom.

Everything that follows will help you achieve that result. How long will it take? That's up to you. It depends. For example, if your goal is to swim across a lake and you dive in, you'll get to the other side of the lake much faster than those who simply stand on the bank and stick their toe in the water to see what it feels like.

Your speed will be determined by your investment. By investment, I mean not only time and money, but also your willingness to lead the transformation and change who you are and how you do what you do. It won't happen without you leading the way.

Becoming a sought after employer is not about doing something different. That's easy. It's about becoming something different. That's usually not so easy and is a bit more of a challenge.

What you need to know at this point is this: Before you can become a sought after employer, you must become an employer of choice.

"In a culture of strong character, the people inside the company will feel protected by their leaders and feel that their colleagues have their backs.
In a culture of weak character, the people will feel that any protection they have comes primarily from their own ability to manage the politics, promote their own successes, and watch their own backs."
~ Simon Sinek

5

BECOMING AN EMPLOYER OF CHOICE

PEOPLE WHO WORK THERE
WANT TO KEEP WORKING THERE

*"At Chick-fil-A®, leaders **SERVE**, which means they do five things: **S**ee and shape the future; **E**ngage and develop others; **R**einvent continuously; **V**alue results and relationships; **E**mbody the company values."*
~ Dee Ann Turner, Chick-fil-A® VP Talent (Ret.)

To ensure our cultural vision remains aligned at this critical stage, let me clarify. Becoming an employer of choice means: The people who are currently working in your organization have a very strong desire to continue working there because they're excited about their future within the organization, there are frequent growth and development opportunities, they are consistently challenged to get better in positive ways, they feel valued by their leaders and their team, they have meaningful relationships with their co-workers, they feel good while on the job, and equally as important, they feel good about themselves and their leaders at the end of each day.

As I mentioned, the cultural transformation mountain is tall, steep, and challenging at times. If you're serious about developing a high impact culture, you may likely feel challenged. If you don't feel challenged by my last paragraph, you're either already there and trying to get better, or you have no real intentions of going there.

I assume you're reading this because you already know

you want to climb the mountain, or you're curious about climbing the mountain. Either way, don't let the challenge you may be feeling at this moment overwhelm you. You won't have to learn to climb alone. I'm here with you, and my mission is to help others climb.

My intention in the first six chapters is to help you understand why you should consider climbing the cultural transformation mountain. The remaining 24 chapters are intended to help you understand what you must do in order to climb the mountain. Not only will I describe what must be done, I'll also provide resources to aid you and your team as you begin your climb and offer a few key examples of how to climb.

Keep reading, thinking, reflecting, and making notes as you continue. Consider this book a guide, a road map, as I take you on a mental climb up the mountain before you strap your boots on and do it within your organization.

This book is intended to be a tool for high impact leaders who want to build a high performance team capable of creating a high impact culture. Jim Blanchard made a great point when he said, "When current or would-be leaders realize you are investing in their growth, it's more important to them than money."

To become highly effective at competing with those who want to steal your people, you must become an employer of choice. Otherwise, you'll find yourself on the losing end of the labor war, especially relative to attracting great people. The result: endless frustration.

Read the opening paragraph of this chapter again. Imagine the type of word of mouth advertisement someone with those feelings working at an employer of choice will provide. It will be off the charts. That type of word of mouth advertisement will cause any organization to become a sought after employer.

But, you can't buy that kind of advertisement. You must earn it. Here's an example of the impact.

Chick-fil-A® was our client for three years straight and is a great example of a sought after employer of choice. They've been climbing the mountain for over 50 years. They understand they don't have to be sick to get better and are striving relentlessly to improve.

I remember one store owner in a town of 30,000 saying to me, "When I have an entry-level job opening, I typically have 250 applicants." Wow! Without a doubt, there are always great people applying. That's what it means to be a sought after employer of choice.

To become a sought after blue-collar employer of choice, you must become innovative. Culture is all about the people, not your products and services. So, when I say innovative, I mean innovative relative to the growth and development of all people at all levels.

Why is growth and development of people innovative? It's not in the white-collar world, because they've been doing it for decades. But, it is in the blue-collar world because very few blue-collar leaders value doing it, even if they're considered successful within their industry.

Ria and I had the privilege of speaking at Yale University's School of Management on "Blue-Collar Leadership: Innovation in Talent Development." You can watch the entire one hour video of our session on our home page at BlueCollarLeadership.com

"It can be far more difficult to overcome success than adversity…There's a tendency for many in successful companies to rest on their laurels and become complacent, self-protective, and less innovative. In such bureaucratic cultures, employees can survive only by running with the herd. Decline sets in."
~ Charles G. Koch, CEO Koch Industries

6

THE TRANSFORMATION EQUATION

DISCOVER THE 5 KEY COMPONENTS FOR BUILDING HIGH PERFORMANCE TEAMS

"Change starts with 'what is' and attempts to keep what is working intact and eliminate what is not, transformation simply starts with 'nothing' and is led by a vision of the whole as if it were to be created from scratch today. The former views today as an extension of yesterday and tries to make the most of what is. The latter sees today as the beginning of tomorrow and shapes today's circumstances as a solid foundation for what will be." ~Amir Ghannad

CLICK HERE TO ORDER

CHAPTER CONTENT REMOVED FOR PROMO

"The first step to creating a compelling culture for your team is to be assured of your calling as their leader."
~ Dee Ann Turner, Chick-fil-A® VP Talent (Ret.)

ADDITIONAL RESOURCE

I want to establish the foundation for the remainder of the book by introducing you to The Transformation Equation. It's also contained in our Blue-Collar Leadership whitepaper which can be viewed at: GetTheTransformationEquation.com

COMPONENT 1
LEADERSHIP
DEVELOPMENT

7

MINIMIZE FRUSTRATION

WITHOUT LEADERSHIP DEVELOPMENT, THERE WILL BE FRUSTRATION

"Failing organizations are usually over-managed and under-led." ~ Warren Bennis

CHAPTER CONTENT REMOVED FOR PROMO

Help your team discover the fundamentals of leadership and influence! Visit: BlueCollarLeadership.com/Defining-Influence

"When we are in the presence of good leadership, we usually are not even aware of it. Everything goes so well that leadership seems unnecessary; it creates the illusion that everything is seamless and smooth." ~ Jimmy Collins, Chick-fil-A® President/COO (Ret.)

8

LEADING, FOLLOWING, AND MANAGING

EVERYONE IS A LEADER; EVERYONE IS A FOLLOWER; EVERYONE IS A MANAGER

"I believe ability can get you to the top, but it takes character to keep you there." ~ John Wooden

CHAPTER CONTENT REMOVED FOR PROMO

Help your team learn to effectively communicate in each of these roles! Visit: RiaStory.com/Communication

"The strength of the culture, and not its size or resources, determines an organization's ability to adapt to the times, overcome adversity, and pioneer new innovations." ~ Simon Sinek

9

LEADERSHIP DEVELOPMENT NEVER ENDS

THE LANGUAGE OF LEADERSHIP IS EXTREMELY DYNAMIC AND COMPLEX

"Leadership.
It's one of the most misunderstood words in the
professional world, and perhaps in the
personal development world." ~ Ria Story

CHAPTER CONTENT REMOVED FOR PROMO

Discover 30 key characteristics of very successful leaders!
Visit: RiaStory.com/LeadershipGems

"Our capacity for development does not end at
physical maturity; our capacity is virtually limitless.
Our power to reason is our distinguishing
characteristic, our mind is our basic means of
survival—and our ability to think, to learn, to discover
new and better ways of dealing with reality, to expand
the range of our efficacy, to grow intellectually, is an
open door to a road that has no end." ~ Ayn Rand

10

THE LEADERSHIP DILEMMA

YOU CAN'T DEVELOP OTHERS
WITHOUT DEVELOPING YOURSELF

*"Becoming a leader is a lifelong endeavor of
study, action, reflection, and refinement."
~ Colonel Tom Connally, USMC (Ret.)*

CHAPTER CONTENT REMOVED FOR PROMO

Help leaders align themselves with key leadership values in Mack's book:
10 Values of High Impact Leaders

Listen to our podcasts and samples of our audiobooks at:
TopStoryLeadership.com/podcast
TopStoryLeadership.com/audiobooks

*"We make some of the best industrial machinery in the
world. But, I will not go to my grave being proud of all
the machines we have built. Instead, I will be deeply
grateful for all the lives that we touched and uplifted
in our journey. The machinery we build is just the
economic engine that enables us to touch lives. The
flourishing of those lives is our paramount concern."
~ Bob Chapman, CEO Barry-Wehmiller*

11

DEVELOP HIGH IMPACT INDIVIDUALS

PERSONAL DEVELOPMENT
IS THE FOUNDATION OF
LEADERSHIP DEVELOPMENT

*"We understand that talented people with bad values
can do far more damage to a company than
virtuous people with inferior talents."
~ Charles G. Koch, CEO Koch Industries*

CHAPTER CONTENT REMOVED FOR PROMO

Help all of your team members learn how to lead themselves well!
Visit: BlueCollarLeadership.com/Workers

*"If enough people declare themselves, individually, the
cause of the current culture, and unconditionally
commit to a different behavior, we can shift the
culture instantly." ~ Amir Ghannad*

12

DEVELOP HIGH IMPACT TEAM PLAYERS

HELP TEAM MEMBERS LEARN "HOW TO BE" WHILE THEY'RE DOING WHAT THEY DO

"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

CHAPTER CONTENT REMOVED FOR PROMO

Help your team learn "how to be" while they're doing what they do!
Visit: BlueCollarLeadership.com/Teamwork

"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

13

DEVELOP HIGH IMPACT LEADERS

THE LEVEL OF ENGAGEMENT BELOW IS DETERMINED BY THE LEVEL OF ENGAGEMENT ABOVE

"Often, organizations focus only on the value of developing new leaders and neglect the development of seasoned leaders. A few will take their thinking to the next level and continue to invest in seasoned leaders. Organizations that invest in both new leadership and seasoned leaders will clearly create the most competitive workforce."
~ Dee Ann Turner, Chick-fil-A® VP Talent (Ret.)

CHAPTER CONTENT REMOVED FOR PROMO

Help every leader at every level learn how to lead others well!
Visit: BlueCollarLeadership.com/Leaders

"Whether in the military or a civilian organization, the culture of the first organization a young person joins has tremendous impact. And, his or her first immediate supervisor significantly shapes that person's understanding of the organization and the role of supervisors and managers."
~ Colonel Tom Connally, USMC (Ret.)

14

BECOMING A TRANSFORMATIONAL LEADER

LEADERS ARE ALWAYS TEACHING WHAT THEY'RE MODELING, REGARDLESS OF WHAT THEY'RE TEACHING

"Creating a beneficial culture is impossible without mentoring and positive examples."
~ Charles G. Koch, CEO Koch Industries

CHAPTER CONTENT REMOVED FOR PROMO

Discover the 10 Foundational Elements of Intentional Transformation!
Visit: BlueCollarLeadership.com/Transformation

"We all know, whether we actually practice it or not, that basic respect and courtesy should not depend on the person's title or rank. What we forget sometimes is that it should also not depend on a person's performance. It is possible to share tough feedback and hold low performers to high standards without treating them as lesser human beings. Transformative Leaders have the courage to create a culture of accountability AND the consideration to treat everyone with dignity and respect, all the way through the performance correction process."
~ Amir Ghannad

COMPONENT 2
BUY-IN

15

ELIMINATE RESISTANCE

WITHOUT BUY-IN, THERE WILL BE RESISTANCE

"People buy into the leader first,
then the leader's vision." ~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

Help your team learn personal foundational success principles!
Visit: RiaStory.com/Achieve

"Only organizations with a sterling level of trust
garner a culture of true commitment vs. a whirlpool
of wishful thinking through forced compliance."
~ Pete Beaudrault

16

GENERATE BUY-IN

THE KEY TO OVERCOMING RESISTANCE

"If you think you're too busy to give time and energy to your people, then they're too busy to give time and energy to you. It is a balanced equation."
~ Simon Sinek

CHAPTER CONTENT REMOVED FOR PROMO

Help your leaders learn to unleash process improvement teams like I did!
Visit: BlueCollarLeadership.com/Kaizen

"A good route to executive failure is to be a part-time role model."
~ Jimmy Collins, Chick-fil-A® President/COO (Ret.)

17

LEADING CHANGE

WITHOUT CHANGE,
THERE CAN BE NO IMPROVEMENT

"The great thing about business is that despite all the history, all the deeply embedded traditional dysfunctional management practices, and all the baggage of unhealthy relationships and corrosive cultures, it is possible at any moment in time to push the reset button, to embrace a different way of being, and experience dramatic change."
~ Bob Chapman, CEO Barry-Wehmiller

CHAPTER CONTENT REMOVED FOR PROMO

Help your team learn to embrace, support, and buy-in to change!
Visit: BlueCollarLeadership.com/Leading-Change

"Don't settle for just 'Managing Change!' Take on 'Leading a Transformation!'" ~ Amir Ghannad

COMPONENT 3
UNIFYING PURPOSE

18

REDUCE CONFUSION

WITHOUT A UNIFYING PURPOSE, THERE WILL BE CONFUSION

*"It's not enough to have purpose yourself.
You have to create a sense of purpose for others."
~ Mark Zuckerberg*

CHAPTER CONTENT REMOVED FOR PROMO

*"If you could get all the people in an organization
rowing in the same direction, you could dominate any
industry, in any market, against any competition,
at any time." ~ Patrick Lencioni*

19

CLARIFY THE UNIFYING PURPOSE

THE LEADER'S RESPONSIBILITY IS TO CAST THE VISION AND DETERMINE THE MISSION

"Followers choose to follow a leader with a compelling purpose, vision, cause, or goal, the unifying purpose. It is the leader's unifying purpose that attracts the interest and loyalty of followers. The leader is someone who is able to communicate unifying purpose in a manner that is inspiring, persuasive, or motivating. The unifying purpose joins the followers to the leader."
~ Jimmy Collins, Chick-fil-A® President/COO (Ret.)

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"Leaders provide a mental picture of a preferred future and then ask people to follow them there. Leaders require those around them to abandon the known and embrace the unknown – with no guarantee of success. As leaders we are asking men and women not only to follow us to a place they have never been before; we are asking them to follow us to the place we have never been before either. That takes guts. That takes nerve. That takes courage."
~ Andy Stanley

COMPONENT 4
COMPETENCY

20

PREVENT ANXIETY

WITHOUT COMPETENCY, THERE WILL BE ANXIETY

"One source of frustration in the workplace is the frequent mismatch between what people must do and what people can do. When what they must do exceeds their capabilities, the result is anxiety. When what they must do falls short of their capabilities, the result is boredom." ~ Daniel Pink

CHAPTER CONTENT REMOVED FOR PROMO

"Sharing knowledge builds trust, and trust creates a culture of excellent performance." ~ Colonel Tom Connally, USMC (Ret.)

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TWO AREAS OF FOCUS

CHARACTER AND COMPETENCY

"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

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"You can have great academic intelligence and still lack social intelligence." ~ Carole Hyatt & Linda Gottlieb

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PROVIDE CONTINUOUS EDUCATION

MAINTAIN A LIBRARY
OF PERSONAL GROWTH AND
LEADERSHIP DEVELOPMENT RESOURCES

"Growth-minded leaders, they start with a belief in human potential and development—both their own and other people's. Instead of using the company as a vehicle for their greatness, they use it as an engine of growth—for themselves, the employees, and the company as a whole." ~ Carol S. Dweck

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Start filling your library. Learn more about our books!
Visit: BlueCollarLeadership.com/Store

"Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant." ~ Stephen R. Covey

23

SUPPLY OCCASIONAL MOTIVATION

OFFER ONSITE PERSONAL GROWTH AND LEADERSHIP DEVELOPMENT SESSIONS

"We don't do a lot of 'awareness training;' we want people to be intensely impacted by their experience so that it leads to significant behavior change. For that reason, our shortest classes run three days, while long classes require an investment of two to three weeks. We want people to think differently about themselves and about their work."
~ Bob Chapman, CEO Barry-Wehmiller

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Our "Special Offer" is subject to change. Learn about our current offer! Visit: BlueCollarLeadership.com/Special-Offer

"The only thing worse than training an employee and having them leave, is to not train them, and have them stay." ~ Zig Ziglar

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FACILITATE
TEAM-BASED INSPIRATION

ENGAGE THE PEOPLE IN THE PROCESS

"The problem is most people overestimate the importance of an event and underestimate the power of the process." ~ John C. Maxwell

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Download a book study script in the "Options to Implement" section!
Visit: BlueCollarLeadership.com/Implement

*"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*

25

FOCUS ON IDENTIFICATION

IDENTIFY YOUR CULTURE CHAMPIONS

"When I first started coaching, people told me to put my five best players on the court. But I learned early on that this was not the key to success. It wasn't putting the five best players on the court that was going to cause us to win. It was putting the five players on the court who could work together the best. We won championships because we put people together. They weren't always our best players."
~ Red Auerbach, 9-time NBA championship coach of the Boston Celtics (16 championships overall as coach, general manager, and front office president)

CHAPTER CONTENT REMOVED FOR PROMO

"A coach will call out the champion in you. They will see your potential. They will speak it over you. And, they will demand it from you." ~ Tom Mullins

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SUPPORT INTENTIONAL PREPARATION

TRAIN AND DEVELOP YOUR IN-HOUSE TRAINERS

"When you invest in emerging leaders, it means you're serious about creating the future rather than just hoping it works out." ~ Mark Miller

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Learn more about certifying your champions!
Visit: BlueCollarLeadership.com/Certifications

"High performing organizations that continuously invest in leadership development are now defining new 21st century leadership models to deal with today's gaps in their leadership pipelines and the new global business environment. These people-focused organizations have generated nearly 60% improved business growth, reported a 66% improvement in bench strength, and showed a 62% improvement in employee retention. And, our research shows that it is not enough to just spend money on leadership training, but rather to follow specific practices that drive accelerated business results." ~ Josh Bersin

COMPONENT 5
EXECUTION

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AVOID STAGNATION

WITHOUT EXECUTION, THERE WILL BE STAGNATION

"There are three requirements for humans to act: 1) dissatisfaction with the present state of affairs, 2) a vision of a better state, and 3) belief that we can reach that better state. When just one of the requirements is missing, people will not act." ~ Ludwig von Mises

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Develop your sales team with Mack's character-based-selling book:
[Who's Buying You? Until You Sell Yourself, You Won't Sell Much](#)

"Above all, success in business requires two things: a winning competitive strategy, and superb organizational execution. Distrust is the enemy of both." ~ Robert Shaw

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THE LEADER IS
ALWAYS RESPONSIBLE

THE LEADER IS EITHER MAKING IT HAPPEN (GOOD OR BAD), ALLOWING IT TO HAPPEN (GOOD OR BAD), OR PREVENTING IT FROM HAPPENING (GOOD OR BAD)

*"Culture is owned by the CEO,
whether he or she admits it or not." ~ Edward Schein*

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Help your team learn to put first things first!
Visit: RiaStory.com/TimeManagement

*"Every time you open your mouth, you create culture."
~ Stephen R. Covey*

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CREATE THE TRANSFORMATION

POSITIVE CULTURE CHANGE WON'T JUST HAPPEN, A LEADER MUST MAKE IT HAPPEN

"If you want to start creating a Leadership Development culture...then do the following: Champion Leadership—Define and model good leadership. Teach Leadership—Train leaders on a regular, frequent, consistent basis. Practice Leadership—Help emerging leaders to plan and execute, fail and succeed. Coach Leadership—Review new leaders' performance and correct their errors. Reward Leadership—Reward good leadership with pay, resources, and recognition."
~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

"Create an organization that prizes the development of ability—and watch the leaders emerge."
~ Carol S. Dweck

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CULTURE EQUALS CHARACTER

YOU CAN'T IMPROVE THE CULTURE OF THE ORGANIZATION WITHOUT IMPROVING THE CHARACTER OF THE PEOPLE WITHIN THE ORGANIZATION

"Culture and character are built daily, not in a day."
~ Mack Story

CHAPTER CONTENT REMOVED FOR PROMO

"Vision without execution is hallucination."
~ Thomas Edison

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Mack has also written *[Blue-Collar Leadership®: Leading from the Front Lines](#)*, *[Blue-Collar Leadership® & Supervision: Unleash Your Team's Potential](#)*, *[Blue-Collar Leadership® & Teamwork: 30 Traits of High Impact Players](#)*, and *[Blue-Collar Kaizen: Leading Lean and Lean Teams](#)*. As of 2019, [Mack](#) and his wife, [Ria](#), have published [23 books on leadership development and personal growth](#).

We spoke at Yale University's School of Management on the topic of *Blue-Collar Leadership®: Innovation in Talent Development*. [Watch the entire 1 hour presentation here.](#)

Listen/subscribe to my [Blue-Collar Leadership® Podcast](#).

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 a passion for leadership development.

Mack has logged over 11,000 hours leading cross-functional blue-collar leaders and their teams through various types of process improvement, organizational change, and cultural transformation.

Mack is also the author of *Defining Influence, 10 Values of High Impact Leaders, Change Happens, 10 Foundational Elements of Intentional Transformation, Maximize Your Potential, Maximize Your Leadership Potential,* and *Who's Buying You?.* He's an inspiration for people everywhere as an example of achievement, growth and personal development. His passion inspires people all over the world! Listen to Audio Book samples here.

A few highlights: In 2013, Mack participated in the Cultural Transformation of Guatemala with John C. Maxwell where more than 20,000 Guatemalan leaders were trained; In 2014, Les Brown invited Mack to speak at his event in Los Angeles, CA; In 2018, Mack was invited to speak at Yale University.

Contact Mack at 334-728-4143 or mack@mackstory.com for Professional Leadership Development, Keynote Speaking, and Cultural Enhancement/Transformation.

TopStoryLeadership.com

Mack's wife, Ria, is also an author and speaker with an amazing personal story of overcoming seven years of extreme sexual abuse by her father and others from age 12-19.

RiaStory.com

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