

**BLUE-COLLAR LEADERSHIP®
& CULTURE**

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



MACK STORY
BLUE-COLLAR LEADERSHIP® SERIES

FACILITATOR WORKBOOK

A note from Mack

Dear friend,

As a leader (person of influence), you have a remarkable responsibility to impact the lives of those around you, personally and professionally. Remember that as you work your way through this material.

You and I will be partners as we explore what it takes to build a high impact culture and a high performance team. We can't raise the bar for others if we can't reach it ourselves. As you study and teach, I already know you will reach new levels of knowledge, growth, and understanding. I'm also confident that you will motivate and inspire others to also reach higher as they climb to the next level and beyond.

The values (principles) contained in *Blue-Collar Leadership® & Culture* are timeless and have been tested and proven again and again by high impact leaders in all types of industries across multiple generations around the world. I encourage you to read, study, and familiarize yourself with the ideas in this book in order to prepare to lead others effectively through this information. The key to facilitating this content is to teach the principles and share the insights. Then, support them with practices (stories) from your own life. As you teach the material, use your stories to make it your own.

Ultimately, your ability to effectively teach these principles will be based on your character as a leader. We're always teaching what we're modeling, regardless of what we're teaching. You can't simply teach it. You must live it.

I have devoted my life to helping people make a high impact by making what is common sense also common practice. It is my hope that you will have as much fun as I do while you lead people to a greater understanding of the values that will unleash their leadership potential. High impact teams always have high impact values.

Make it happen!

Your friend,

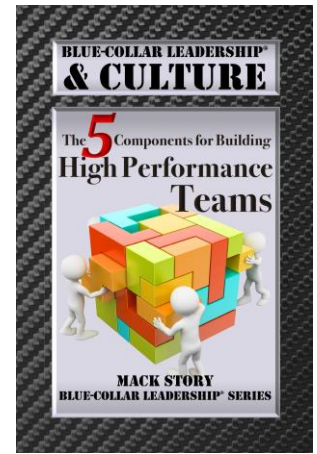
Mack Story

Mack Story

Blue-Collar Leadership[®] ***& Culture***

The 5 Components for Building High Performance Teams

by Mack Story



“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

1. The Cost of Culture

“Intellectual growth should commence at birth and cease only at death.” ~ Albert Einstein

- a. Many leaders are facing three costly dilemmas:
 - **Engagement**
 - **Retention**
 - **Turnover**
- b. The level of engagement **below** is determined by the level of engagement **above**.
- c. People who are **led** will become highly engaged.
- d. People who are **over-managed** become disengaged.
- e. 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**.
- f. Most often, people are hired for what they **know**, but fired for who they **are**.

“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

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

- a. Merriam-Webster defines culture as, “the set of shared **attitudes, values, goals, and practices** that characterizes an institution or organization.”
- b. “**Values**” is the key word because your values are the underlying foundation which fuel your **thoughts**.
- c. Thoughts produce your emotions which influence your **choices**.
- d. Choices lead to your **results** which determine your circumstances.
- e. The culture of an organization can be traced back to a single root cause: **the top leader’s values**.
- f. Until a leader values developing their character, they won’t develop their character.
- g. Until a leader values developing the character of those on their team, they won’t develop the character of those on their team.
- h. Until a leader values transforming the culture, they won’t transform their culture.
- i. Until a leader values using resources to develop people, they won’t use resources to develop people.
- j. Values on the inside are revealed as **character** traits on the outside.
- k. Organizational culture is simply a **reflection** of the combined character of all of the people within the organization.
- l. Culture equals character. Character equals culture.**
- m. As Gruenter and Whitaker pointed out, “The culture of any organization is shaped by the **worst** behavior the leader is willing to tolerate.”

“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

“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

- a. Those who work in the organization **determine** who wants to work in the organization.
- b. 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.
- c. The good and great people certainly aren’t out of work **wishing** they had a job.
They’re **working** someplace else.
- d. Your **culture** is always **attracting** certain types of people and **repelling** others.
Who we are is who we attract.
- e. 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.
- f. How your team is feeling **inside** the organization will determine what they’re saying **outside** the organization.

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

4. Becoming a **Sought After** Employer

“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

- a. People who **don't** work in the organization **want to** work in the organization.
- b. 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.
- c. By great people, I mean **top** talent.
- d. 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).
- e. 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.
- f. You and your team can't climb to the top of the mountain with **base camp** character.
- g. Becoming a sought after employer is not about **doing** something different. That's easy. It's about **becoming** something different.
- h. Becoming a sought after employer is the **end** result, not the **starting** point.

“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**

*“At Chick-fil-A®, leaders **SERVE**, which means they do five things: **See** and shape the future; **Engage** and develop others; **Reinvent** continuously; **Value** results and relationships; **Embody** the company values.” ~ Dee Ann Turner, Chick-fil-A® VP Talent (Retired 33 yrs)*

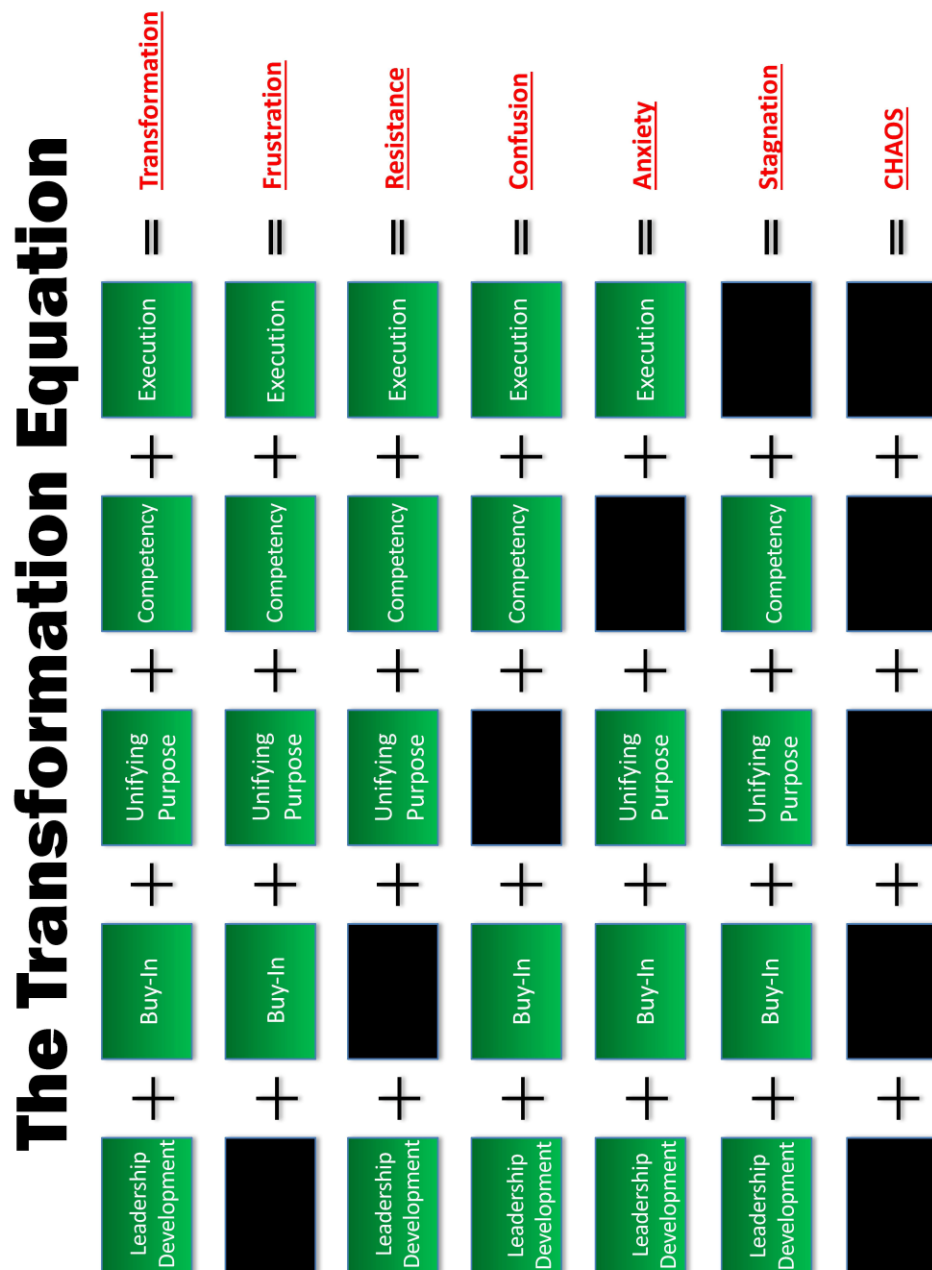
- a. Before you can become a sought after employer, you must become an employer of choice.
- b. People who work in the organization want to **continue** working in the organization.
- c. Becoming an employer of choice means: The people who are currently working in your organization have a **very strong 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.
- d. 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.”*
- e. Culture is all about the **people**, not your products and services.

“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

“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

Discover the 5 key components for building **high performance** teams:



Copyright © 2019 Mack Story and Ria Story. All Rights Reserved.

BlueCollarLeadership.com

“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 (Retired 33 yrs)

7. Leadership Development: **Minimize** Frustration

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

- a. Without leadership development, there will be frustration.
- b. In many organizations, frustration is the **norm**, not the exception.
- c. Merriam-Webster defines frustration as, *“a deep chronic sense or state of insecurity and dissatisfaction arising from unresolved **problems** or unfulfilled **needs**.”*
- d. Answer this simple question: The last time you were frustrated with a member, or members of your team, was it because you had too **much** influence or too **little** influence?
- e. When we're frustrated, it's due to a **lack** of influence.
- f. Simon Sinek observed, *“One of the great things that is lacking in most of our companies is that they are **not teaching** us how to **lead**. Managers must go through a transition—from being responsible for the **job**, to being responsible for the **people** who are responsible for the job.”*
- g. Frustration occurs when we **want** something to happen, but it **doesn't**. Or, when we wanted to **prevent** something from happening, but we **couldn't**.
- h. To understand why leadership development is crucial to eliminating frustration, we must consider the definition of leadership.
- i. As John C. Maxwell defines leadership perfectly and simply, *“Leadership is **influence**. Nothing more. Nothing less.”*

“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 (Retired 33 yrs)

8. Leadership Development: Leading, Following, Managing

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

- a. Influence can be positive or negative.
- b. Everyone has influence. However, the amount of influence each person has varies greatly. A person may have a lot of influence in one area and no influence in another area or with one person and not another.
- c. Everyone influences others at some level. Therefore, everyone is a leader.
Leaders have followers.
- d. Everyone is being influenced by others. Therefore, everyone is also a follower.
Followers choose leaders.
- e. Everyone must also manage things and processes at some level. Therefore, everyone is a manager.
- f. Regardless of our title, position, or rank, we are all leaders, followers, and managers. This includes those on the front lines in entry-level positions and everyone else.
- g. Each person’s overall level of effectiveness will be determined by their ability to be in the right role at the right time for the right reason in the right way. The collective effectiveness of the entire team will determine the effectiveness of the organization.
- h. A person’s character will determine how well they lead, how well they follow, and how well they manage.
- i. Leadership development equals character development.

“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

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

- a. The language of leadership is extremely **dynamic** and **complex**, not because leadership principles are hard to understand but because of the endless number of **variables** that impact how our attempts at influence are perceived and received.
- b. What one person perceives as positive may be perceived as negative by another person at the very same **moment**.
- c. When you’re building **trust** with one person, you could be creating **distrust** with another. This is because different people have different **values**.
- d. **Trust** is the foundation of leadership and is based on two components: character and competency. Research reveals that **87%** of our influence is based on **character** and only **13%** on **competency**.
- e. Without trust, there will be no **authentic** influence.
- f. **Intention** is the foundation of trust. Intention is about motivation and manipulation. If someone believes there is mutual benefit, they feel **motivated** and trust is built. If they feel they are not benefiting, they feel **manipulated** and distrust is created.
- g. Aligning everyone behind proven, unifying leadership principles is the key to avoiding **chaos** and creating a high impact **culture**.

“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. Leadership Development: The Leadership **Dilemma**

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

- a. You can't develop others without **first** developing yourself.
- b. When you consider the Leadership Development component in The Transformation Equation, you should know it consists of two parts: development of **self** and development of **others**.
- c. Developing others is not about **you**, but it **starts** with you.
- d. If the team isn't **performing**, it's because the leader isn't **servicing**.
- e. As a leader with a desire to create a high impact culture that will ensure your organization becomes a highly sought after employer of choice, your primary role is to **lead** the charge up the mountain.
- f. Since you're not literally climbing a mountain, this means you must be the **model** of what you expect from others because someone is always **watching**, especially during culture change.
- g. Abraham Maslow said it best, *“If we are not **modeling** what we're teaching, we are teaching something else.”*
- h. High impact leadership is more **caught** than **taught**.
- i. You must become very **intentional** about your own personal development.
- j. The main thing is that your team sees you **in class** and knows you're on the development journey **with them**.

“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. Leadership Development: Develop High Impact **Individuals**

“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

- a. **Personal** development is the foundation of leadership development.
- b. Each individual on your team must choose to change their **values** just as you must choose to change your own.
- c. You can't transform the culture of your organization by yourself, but you must **begin** the cultural transformation **within** yourself.
- d. Regardless of how many times you've heard, “There's no ‘I’ in Team,” you must understand there are **multiple** “I's” on every team.
- e. If your team is made up of 10 people, there are 10 “I”ndividuals on your team. If your team is made up of 10,000 people, there are 10,000 “I”ndividuals on your team.
- f. Each team member is an “I” and will always be an “I.” A team is simply a **group** of “I”ndividuals.
- g. Without high impact “I”ndividuals, there won't be a high performance team.
- h. As John C. Maxwell said best, “When you **equip** people, you teach them how to do a job. When you **develop** them, you are helping them to improve as individuals.”
- i. Cultural **transformation** is about developing and improving “I”ndividuals.

*“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. Leadership Development: Develop High Impact **Team** Players

“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

- a. Help team members learn “**how to be**” while they’re doing what they do.
- b. When you develop high impact individuals, you’re building the **foundation** upon which high impact team players can be developed.
- c. First you help your team members learn to lead themselves well. Then, you help them learn how to **intentionally** work effectively with others.
- d. As Peyton Manning remarked, *“The most valuable player is the one that makes the most players valuable.”*
- e. When you’re creating a high impact culture, your goal is to make as many of your team members as **valuable** to the organization as possible.
- f. It’s about far more than getting them to do their job and perform their tasks. You should see each of them as a **brand** ambassador for your organization.
- g. The difference between a high impact player and a low impact player is their **values**.
- h. Values determine how they **think** and what they do.
- i. High impact players don’t *just* do things different. Because their character is different, they **are** different.
- j. High impact cultures require a lot of fuel because the people are hungry for **growth**. If you don’t feed those great people who are hungry for growth, someone else will.

“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. Leadership Development: Develop High Impact **Leaders**

“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 (Retired 33 yrs)

- a. The level of engagement **below** is determined by the level of engagement **above**.
- b. High impact team players **require** high impact team leaders.
- c. As you develop individuals and help them become high impact team players, you’re actually beginning to fill your leadership pipeline.
- d. You shouldn’t expect someone to be able to lead others well until they’ve **proven** they can lead themselves well.
- e. Those who are the best at leading themselves well will also be best at **modeling** and **teaching** others to do the same.
- f. High impact individuals on the front line, who have been developed and are leading themselves well, expect and **deserve** to be led well.
- g. The #1 reason people quit is the **relationship** with their boss. Leaders are **responsible** for turnover and retention.
- h. Workers work **for** a boss because they feel they **have** to. Followers work **with** a leader because they **want** to.
- i. Research has shown that followers are **40%** more productive on average than workers.

“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. Leadership Development: Becoming a **Transformational** Leader

“Creating a beneficial culture is impossible without mentoring and positive examples.”

~ Charles G. Koch, CEO Koch Industries

- a. The need for culture transformation can be **driven** by one or more key factors: organizational growth, toxic organizational culture, poor top-level leadership, industry or technology changes, or poor management, or even a lack of succession planning for an aging workforce.
- b. Transformation is a **change** in form, appearance, or character.
- c. Transformational Leaders influence others to change their **character**, and therefore their **behavior**.
- d. Leaders are always teaching what they’re **modeling**, regardless of what they’re teaching.
- e. Transformational Leadership requires **sacrifice**, character development, time, effort, energy, and putting **others** ahead of yourself.
- f. **Influence** is the essence of leadership and **positive** influence is the key to transformational leadership because we are asking someone to follow us to a place they have never been.
- g. Our ability to **coach** and **develop** others not just in the job competencies, but also on the personal **character** side, determines if we will become more than just a competent “manager” of the job itself but also a “Transformational Leader” of others.

“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

15. Buy-In: **Eliminate** Resistance

“People buy into the leader first, then the leader’s vision.” ~ John C. Maxwell

- a. In The Transformation Equation, Leadership Development comes **before** Buy-In because of the principle contained in Maxwell’s quote above.
- b. Leadership Development is the **key** to generating Buy-In, especially when you’re trying to get people to buy into cultural transformation because developing effective, positive influence is the **only** way to build **trust** and get them to move from where they are to where you want them to be.
- c. When the team doesn’t buy-in to their leader, there will always be **resistance**. The team will be frustrated and the leader will be frustrated.
- d. When people are resisting their leader’s influence, they will be **disengaged**.
- e. Disengagement is simply a **passive** form of resistance.
- f. When people aren’t engaged, it’s because their **leaders** aren’t engaged.
- g. Engaging the disengaged is a **leadership** activity, not a management activity.
- h. Managers of people have insufficiently developed character and lack leadership ability. Therefore, they **demand** buy-in and struggle to get it.
- i. Leaders of people have well-developed character and leadership ability. They achieve significant buy-in because they seek to **earn** it and **refuse** to demand it.
- j. As long as management of people continues, disengagement will continue. Nothing will change except the **people** due to high **turnover** and low **retention**.

“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. Buy-In: **Generate Buy-In**

“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

- a. Generating buy-in is the key to overcoming resistance.
- b. How do you generate buy-in? It’s simple really. You **involve** the people. No involvement, no commitment. If you want your team to be committed, involve them in a meaningful way.
- c. How do you involve the people in a meaningful way? You **communicate** with them. Not one-way communication that managers prefer, but rather **two-way** communication that leaders prefer.
- d. High impact leaders know one of the most effective two-way communication tools is a thought-provoking **question**.
- e. As Andrew Sobel made this observation, *“**Telling** creates resistance. **Asking** creates relationships.”* Resistance leads to more disengagement. Relationships lead to more engagement.
- f. Telling or giving directions is one-way communication. It’s fast, but it’s inefficient, especially when it comes to building a high impact culture. Why? Because resistant people don’t move very fast, if at all.
- g. Asking questions leads to two-way communication which leads to **connection**.
- h. One-way communication is about **sharing** information. Two-way communication is about more than information. It’s about connection which leads to **motivation, inspiration, and transformation**.

*“A good route to executive failure is to be a part-time role model.”
~ Jimmy Collins, Chick-fil-A® President/COO (Retired 33 yrs)*

17. Buy-In: Leading **Change**

“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

- a. Without change, there can be no **improvement**.
- b. Change happens, and it will always happen. **Everything** is constantly changing. People are changing. Customers are changing. Suppliers are changing. Products are changing. Expectations are changing. Goals are changing. Demand for products is changing. Equipment is changing. Technology is changing.
- c. When change happens, high impact people are more likely to **shine**, and low impact people are more likely to **whine**.
- d. Who has more **positive** influence with you when you must initiate, implement, or lead change? The whiners or the shiners? The answer is obvious to you. What does your leader see when they ask you to buy-in to change? A shiner or a whiner? To them, the answer is also obvious.
- e. To gain buy-in when change happens, you must help them embrace a **growth**-mindset because many people have a **fixed**-mindset.
- f. High impact individuals with a growth-mindset learn to **leverage** change.
- g. You must help them see and **identify** the positive **benefits** change can bring to them and the organization.
- h. High impact individuals with a growth-mindset go beyond embracing and supporting change. In fact, they **initiate** change and **seek** change.

“Don’t settle for just ‘Managing Change!’ Take on ‘Leading a Transformation!’”

~ Amir Ghannad

18. Unifying Purpose: Reduce **Confusion**

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

- a. Without a unifying purpose, your team will be confused.
- b. Within the organization, the unifying purpose provides **vision**.
- c. As a leader, your goal should be to build **trust** by keeping people out of “the dark.” Keeping people in “the dark” creates **distrust**.
- d. Low impact, **insecure** leaders keep people in “the dark” intentionally because having a confused team gives them a sense of **control**. Due to their insecurity, they feel the need to control the thoughts and actions of others.
- e. People will be resistant and less likely to buy-in if they’re confused about what’s happening and **why** it’s happening. Not because they’re bad people or have a desire to annoy their leaders, but simply because they want to **understand**. It’s human nature to want to understand what’s going on around you and why.
- f. If you don’t establish a unifying purpose, the **rumor** mill and the grapevine will do it for you. People will start **guessing**, wondering, and talking to others inside and outside the organization without really knowing what’s going on.
- g. High impact, **secure** leaders want their teams to understand because they know the impact it will have on **morale**, buy-in, trust, and productivity. They also know if their team understands the purpose, vision, and mission, they can help ensure **success**, help avoid and **identify** obstacles, and hold each other accountable.

*“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

“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 (Retired 33 yrs)

- a. The leader’s **responsibility** is always to cast the **vision** and determine the **mission**.
- b. As you cast the vision and define the mission, you’ll eliminate confusion by helping others understand your **motive** and **agenda**.
- c. Beyond being a resource for you personally, *Blue-Collar Leadership® & Culture* also has a second purpose. Leaders can use it to establish and **clarify** the unifying purpose relative to cultural transformation.
- d. This book does contain high level leadership principles, but it’s meant to **prepare** leaders for the cultural journey that lies ahead as you attempt to raise **awareness**, cast the vision, and generate buy-in.
- e. When all formal leaders are **aligned** and aware of what you’re doing and why you’re doing it, they’ll be prepared to help you cast the vision. When the questions start coming in from all directions as word about the change starts spreading, they can **help** you generate buy-in.

“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

20. Competency: **Prevent** 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

- a. Without competency, there will be anxiety.
- b. The majority of the **stress** and anxiety experienced by those within an organization can be traced back to a combination of **weak** management and **poor** leadership.
- c. Weak management means leaders and their team members struggle to effectively manage **things** and **processes** at all levels.
- d. Poor leadership means leaders and their team members struggle to lead **themselves** and **others** well.
- e. The actual job or work being done usually doesn't cause too much stress and anxiety. Not knowing **how to do** what is expected, not having the **time to prepare** for what must be done, and being expected to do too **much** too **fast** can absolutely cause a lot of stress and anxiety.
- f. It's the leader's responsibility to minimize stress and anxiety in the workplace.
- g. An organization filled with people who are suffering from stress and anxiety, regardless of the reason, will not become a sought after employer of choice because these people will be providing a constant stream of **bad** word of mouth advertisement.

“High trust businesses are built on respect and caring, not fear and anxiety.”
~ Bob Chapman, CEO Barry-Wehmiller

21. 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

- a. Character is related to your **behavior**, soft skills, and values.
- b. Competency is related to your **talent**, hard skills, and knowledge.
- c. You must develop the necessary competency relative to your job, because it’s **required**. But, it’s not the most **important** of the two.
- d. Character is the most important because an individual’s character will either **MAXIMIZE** or **minimize** their competency. Ultimately, your character will **launch** you like a rocket or **limit** you like an anchor.
- e. All leaders understand the **need** for competency when it comes to a person being able to do their job effectively and efficiently.
- f. Most leaders and their team members develop their character **randomly**, not **intentionally**.
- g. In *Blue-Collar Leadership® & Culture*, the terms personal growth, development, leadership development, or people development refers to **character** development.
- h. Developing both your own and your team’s character is **optional** in most organizations.
- i. When developing their team isn’t **required**, most formal authority leaders choose not to do it. This **choice** is the primary reason so many leaders struggle to find good people and are unable to attract great people.
- j. Great people have many **options**. One of them is to choose a great leader.

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

22. Competency: Provide Continuous **Education**

“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

- a. Let’s begin to look at how we can develop people. These methods will help you **facilitate** cultural transformation.
- b. These are not things you do once and forget. These are things you must do **continuously** to some degree for the life of the organization if you want to become and remain a sought after employer of choice.
- c. Maintain a **library** of personal growth and leadership development resources.
- d. Personal growth and development is an **inside** job that requires confidence, humility, and ultimately a desire to get better. As a leader, it’s your **responsibility** to support your team. When you do, they’ll support you.
- e. The remainder of this “Competency” section is not only about how you provide development for everyone on your team, but more importantly, it’s about **how** you **feed** those who are **hungry**.
- f. When it comes to real, sustainable culture change, the hungry people will be the tip of the spear. They will **lead** the way. They will **help** you the most, so you must be willing to **support** them the most.
- g. When you provide the hungry with a library, both physically with books and digitally with videos and audios, you’re providing them a place to feed themselves. Then, they will **reveal** themselves.

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

23. Competency: Supply Occasional **Motivation**

“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

- a. Personal growth and leadership development is not about developing the **toolset** and **skillset**. It’s about developing the **mindset**.
- b. A person’s mindset serves as the **lens** through which they **view** the world.
- c. If you want to help people see themselves, their organization, and their future through a different lens, you’ll have to help them develop a **growth**-mindset.
- d. Provide personal growth and leadership development **sessions**.
- e. When you offer **onsite** or **offsite** development sessions, you’re doing several things at once:
 - You’re demonstrating to your team that you’re **committed** and cultural transformation is very **important** to you.
 - You’re demonstrating that you’re **bought**-in at a high level.
 - You’re making them **feel valued** at a higher level because you’re **investing** directly into them.
 - You’re providing **new insights** by introducing them to new people, ideas, and examples.
 - And, if you’re on the front row taking notes, you’re humbly demonstrating to your team that you’re willing to **learn** and **grow** with them.

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

24. Competency: Facilitate Team-Based **Inspiration**

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

- a. Too many leaders believe they can provide an onsite development session for their team or send someone to a conference, and they’ll experience major transformation. It simply **does not** work this way.
- b. Attending a development event is like drinking from a **fire hose**. You’ll get some of it, but you’re going to miss most of it because there’s a lot coming at you in a short amount of time. An event is a catalyst: raising **awareness**, provoking **thought**, and inviting **reflection**.
- c. An event is motivating. An event is valuable. An event should **initiate** or **support** the process. An event is **not** the process. An occasional event will not lead to personal or cultural transformation.
- d. Leaders must establish an **ongoing** development process.
- e. Leaders must **engage** the people in the process.
- f. The process must involve **everyone**. I refer to it as the steady “drip” of content, motivation, and inspiration which will lead to and sustain the cultural transformation. The drip is the opposite of a fire hose. The fire hose is full blast and intense with a short-term purpose. The drip is **slow** and **steady** with a long-term purpose.
- g. What do the best organizations do to separate themselves from the rest? They have leaders who lead their teams through **book** studies. (Reference p.78)

“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. Competency: Focus on Identification

*“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)*

- a. Identify your culture champions.
- b. The sooner you identify and engage your culture champions the quicker and easier your journey will be.
- c. These are the people who will help you carry the load.
- d. These are the people who will help you cast the vision and keep it top of mind for the entire team.
- e. These are the people who are truly hungry. They will read and learn much more and much faster than others.
- f. You may be surprised to discover many of your culture champions will be in entry-level or support roles. These people are frequently hungry for this type of change because of how their leaders make them feel.
- g. You may be surprised who becomes a culture champion and who doesn’t. Many of your formal leaders who you may expect to become champions, may not.
- h. Those who prefer to continue managing people will do great harm the longer they remain.
- i. The top leader must make it clear, their participation in the transformation is not an option.

*“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*

26. Competency: Support **Intentional** Preparation

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

- a. Most often, when an organization begins a cultural transformation, they will need outside support. But, your goal from the start should be to begin doing all of this yourself at some point by leveraging your **leaders** and your culture **champions**.
- b. **You must train and develop your in-house trainers.** Most often, this means getting them certified through an **external** source to teach someone else’s content.
- c. As they grow and develop, they should be growing with the **intent** to develop others. Developing others will result in additional growth for them while **modeling** growth for those who are watching.
- d. When you’re teaching **character**-based principles, you’re more likely to become intentional about **applying** them yourself.
- e. Having others teach what they’re learning will also **accelerate** their growth.
- f. Nothing will engage a team quicker than seeing their leader standing at the front of the room **teaching** leadership principles and humbly sharing their stories of **success** and **failure**.

“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

27. Execution: **Avoid 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

- a. Without execution, there will be stagnation.
- b. Merriam-Webster defines stagnation as, “a state or condition marked by lack of flow, movement, or **development**.”
- c. Development is the keyword when it comes to **preventing** cultural stagnation.
- d. Without character development, there will be no **transformation**, personally or organizationally.
- e. Relative to culture change, lack of character development **indicates** stagnation.
- f. When it comes to culture change, development **equals** execution. No character development. No execution.
- g. Character development is what separates **great** organizations from **mediocre** organizations.
- h. Without character development, **low** impact people will not become **high** impact individuals.
- i. Without character development, low impact **managers** will not become high impact **leaders**.
- j. Character development, or the lack of it, will determine if your organization is consistently **attracting** great people or constantly **searching** for good people.
- k. Culture development doesn't happen accidentally. It happens **intentionally** or not at all.

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

28. Execution: The Leader is Always **Responsible**

“Culture is owned by the CEO, whether he or she admits it or not.” ~ Edgar Schein

- a. The leader is always **making** it happen (good or bad), **allowing** it to happen (good or bad), or **preventing** it from happening (good or bad).
- b. If a leader thinks he or she is not responsible for the culture of their organization, it's because they're a low impact manager **blaming** others, not a high impact leader **taking** responsibility.
- c. Garry Ridge, CEO WD-40, provided a great example of what high impact leadership looks like when he said, *“I am responsible for taking action, asking questions, getting answers, and making decisions. I won't wait for someone to tell me. If I need to know, I'm responsible for asking. I have no right to be offended that I didn't 'get this sooner.' If I'm doing something others should know about, I'm responsible for telling them.”*
- d. This type of high impact leadership **above** will lead to the same type of high impact leadership **below**.
- e. Remember, leadership is more **caught** than **taught**.
- f. When leaders allow something to slide that should be corrected, they are co-signing and **silently** signaling to everyone watching, *“I've determined that choice or that behavior to be acceptable. Since it's ok for that person to do it, it's ok for you to do it too.”*
- g. General Colin Powell stated, *“Leaders who do not have the guts to immediately correct **minor** errors or shortcomings cannot be counted on to have the guts to deal with big things.”*

“Every time you open your mouth, you create culture.” ~ Stephen R. Covey

29. Execution: **Create** the Transformation

“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

- a. Positive culture change won’t just happen; a leader must **make it happen**.
- b. The question you must answer at this point isn’t, “**Can I** create a high impact culture and build a high performance team that will ensure my organization becomes the employer of choice within my industry and in my area of operation?” That’s easy to answer. **Yes, you absolutely can and should.**
- c. The harder question that only you can answer is, “**Will I** create a high impact culture and build a high performance team that will ensure my organization is the employer of choice within my industry and in my area?”
- d. The determining factor will not be how much **time** or **money** you have. Those who say, “*I would, but I don’t have the resources or the time,*” are simply making **excuses** for why they haven’t done what they know they should do.
- e. The determining factor will be your **character**.
- f. High impact **leaders** will always find a way. Low impact **managers** will always find an excuse.

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

30. Execution: Culture equals **Character**

*“Culture and character are built **daily**, not in a **day**.” ~ Mack Story*

- a. You can't improve the **culture** of the organization without improving the **character** of the people within the organization.
- b. Knowing **why** and knowing **how** are no longer obstacles in your path.
- c. You must turn your knowledge into **action**. Otherwise, nothing will change.
- d. Leading yourself well is hard.
- e. Leading others well is hard.
- f. Developing others is hard.
- g. **Building** a high performance team is hard.
- h. **Creating** a high impact culture is hard.
- i. Becoming a sought after employer is hard.
- j. Becoming an employer of choice is hard.
- k. Few leaders will do this hard work. Many will stick to a strategy of **planning**, **hoping**, and **wishing**.
- l. Hoping and wishing aren't strategies. You must move beyond hoping and wishing for things to get better. You must commit to making it happen. Then, you must make it happen.
- m. **High performance teams** are built daily, not in a day.
- n. **Cultural transformation happens** daily, not in a day.

*“**Vision** without **execution** is hallucination.” ~ Thomas Edison*

Books by Mack & Ria available in paperback, e-book, and some on audio*

Note: You can listen to a sample of each of our audio books at TopStoryLeadership.com/audiobooks

1. ***Blue-Collar Leadership®**: Leading from the Front Lines (paperback in Spanish too)
2. ***Blue-Collar Leadership® & Teamwork**: 30 Traits of High Impact Players
3. ***Blue-Collar Leadership® & Supervision**: Unleash Your Team's Potential
4. ***Blue-Collar Leadership® & Culture**: The 5 Components for Building High Performance Teams
5. ***Blue-Collar Kaizen**: Leading Lean & Lean Teams
6. ***Change Happens**: Leading Yourself and Others through Change
7. ***10 Values of High Impact Leaders**
8. ***Defining Influence**: Increasing Your Influence Increases Your Options
9. ***10 Foundational Elements of Intentional Transformation**: How to Become Your Best Self
10. ***Who's Buying You? Until You Sell Yourself, You Won't Sell Much**
11. **MAXIMIZE Your Potential**: Unleashing the LEADER Within
12. **MAXIMIZE Your Leadership Potential**: Moving Beyond Management and Supervision
13. **PHOE³NIX**: Encourage Engage Empower
14. ***Straight Talk**: The Power of Effective Communication
15. **Prime TIME**: The Power of Effective Planning
16. **Leadership Gems**: 30 Characteristics of Very Successful Leaders
17. ***Leadership Gems for Women**: 30 Characteristics of Very Successful Women
18. ***ACHIEVE**: Maximize Your Potential with 7 Keys to Unlock Success and Significance
19. **Fearfully and Wonderfully Made**: A Grateful Heart
20. ***Ria's Story from Ashes to Beauty**
21. ***Beyond Bound and Broken**: A Journey of Healing and Resilience
22. ***Bridges Out of the Past**: A Survivor's Lessons on Resilience
23. **Fearfully and Wonderfully Me**: Become the Woman You are Destined to Be

Learn more about Mack & Ria Story at:

- BlueCollarLeadership.com
- RiaStory.com
- TopStoryLeadership.com

Follow Mack & Ria on Facebook for daily leadership thoughts at:

- [Facebook.com/Mack.Story](https://www.facebook.com/Mack.Story)
- [Facebook.com/Ria.Story](https://www.facebook.com/Ria.Story)

Follow Mack & Ria on LinkedIn for daily leadership thoughts at:

- [LinkedIn.com/in/MackStory](https://www.linkedin.com/in/MackStory)
- [LinkedIn.com/in/RiaStory](https://www.linkedin.com/in/RiaStory)

Listen to Mack & Ria's PODCASTs (free audio lessons) on your favorite podcast app or at:

- BlueCollarLeadership.com/podcast
- RiaStory.com/podcast

Watch 100's of Mack's videos on many of his books and more at:

- [YouTube.com/c/MackStory](https://www.youtube.com/c/MackStory)