



10 Values of High Impact Leaders

10 leadership nuggets based on the 10 Values

- 1. Leadership Nugget:** Vision is the foundation of hope. High impact leaders leverage their vision to create hope.

Why It Matters: Too often in life, people who are searching find what they will settle for and stop looking for what they were searching for. This happens personally and professionally.

What We Do: High impact leaders intentionally share their vision with others. We help others see how they can help create a better life for themselves and a better organization for everyone. We help others see how they will personally benefit. We help others see future opportunities that don't exist today. We express our belief in others, personally and professionally.

What We Don't Do: We don't settle. We don't seek to remain in our comfort zone. We don't rest upon our past accomplishments. We don't focus only on ourselves. We don't take the time to share our vision.

Bad Example(s): We share our vision, but we don't explain our vision. We share our vision but don't engage our team to achieve the vision.

Think About This: *"Only shared visions have the magnetic power to sustain commitment over time."* ~ Kouzes & Posner

Ask Yourself: Am I intentionally using my vision to create hope within my organization or within my team? If not, why not? What am I missing? What's stopping me?

What Do You Think?

2. **Leadership Nugget:** Someone is always watching you. They will either see a leader walking the talk, or they will see a two-faced leader who says one thing and does another. We determine what others see.

Why It Matters: Who we are on the inside determines what our team experiences on the outside. We don't choose to be a role model. That's automatic, but we do get to choose what type of role model we will be.

What We Do: If we teach it to others or expect it from others, we must live it.

What We Don't Do: We don't say one thing and do another. We don't expect our team to behave one way while we choose to behave another way.

Bad Example(s): We expect our team to be on time, but we are late. We expect our team to take responsibility, but they often hear us blaming others. We expect our team to be there for us, but we aren't there for them.

Think About This: *"When the leader models leadership development daily, everyone on the team recognizes its importance. If the leader neglects it or delegates it to someone else, it sends the message that it's not a high priority."* ~ John C. Maxwell

Ask Yourself: Where am I failing my team as a role model? When have I asked them to do what I am not doing? Am I late to meetings, but expect them to be on time? Do they ever see or hear me blaming others? How is my behavior impacting my influence?

What Do You Think?

- 3. Leadership Nugget:** When we take responsibility, we take control. High impact leaders become high impact leaders by choosing to take responsibility when others don't.

Why It Matters: Accepting responsibility means we must act. When we act, we are choosing to make things happen. Blaming others means we are waiting for others to act. If they never take action, things may never change.

What We Do: When things go wrong, we look in the mirror. We reflect to see how our action or lack of action played a role in the current situation. When we want things to improve, we look in the mirror. We think intentionally and ask ourselves, *“What must I do to ensure the success of my team.”* Then, we do it. We develop ourselves with the intent of developing others.

What We Don't Do: We don't blame our team, our customers, our suppliers, the weather, the market, or our competition. We don't avoid taking responsibility. We don't blame others for our lack of planning, our lack of intuition, our timing, our judgment, our lack of knowledge, or our failure to communicate effectively. We don't blame others for our lack of leadership.

Bad Example(s): Using our lack of leadership as an excuse to blame others. Our team doesn't complete a project on time, and we blame them. Our team under performs, and we blame them. Our team isn't informed, and we blame them. Our team doesn't lead themselves well, and we blame them. Our team doesn't work well together, and we blame them.

Think About This: *“In the absence of ownership comes blame.” ~ Billy Taylor*

Ask Yourself: When is the last time I blamed my team? How was I responsible for the outcome? What can I do to better help my team succeed? What's stopping me from doing it?

What Do You Think?

4. **Leadership Nugget:** It matters when you do what you do. The goal is to do the right thing at the right time for the right reason in the right way.

Why It Matters: Timing can make you or break you as a leader. Doing the right thing at the wrong time will lead to resistance and possibly a lack of buy-in. When there's resistance, things slow down. Your goal is to make things happen, not to slow things down.

What We Do: High impact leaders leverage timing to intentionally generate buy-in. When making decisions, we pause and consider the impact of timing on that decision. If timing is important, we exercise patience and wait for the appropriate time to make our decision public.

What We Don't Do: We don't "*shoot from the hip*" after making a decision. We don't ignore the impact of timing. We don't do the right things at the wrong time.

Bad Example(s): We come up with an idea and blast it out by email or text the moment it pops into our mind without considering how it will be received.

Think About This: "*Knowing when to present negative feedback is just as important as knowing how to present it.*" ~ Jimmy Collins

Ask Yourself: When has my timing increased my influence? Was it intentional or by accident? When has my timing decreased my influence? Did I consider the impact of timing? What could I have done differently?

What Do You Think?

5. **Leadership Nugget:** To be respected, you must be respectful. Respect for the people begins with you. The people don't need to hear it. The people need to feel it.

Why It Matters: When people feel respected, they are more likely to respect their leader. When people respect you, you have authentic influence based on your character. When people only respect your position, rank, or title, you only have artificial influence based on your authority.

What We Do: We trust the people. We value the people. We treat them like people. We ask them questions. We listen to their answers. We involve the people. We engage the people. We develop the people in the areas of character and competency. We empower the people. We encourage the people. We lead the people because we know they think, feel, and have opinions. We seek mutual benefit.

What We Don't Do: We don't treat the people like objects. We don't belittle people. We don't yell at the people. We don't threaten the people. We don't use and abuse the people. We don't ignore the people. We don't manage people like objects that don't think, feel, and have opinions.

Bad Example(s): We speak highly of the people publicly, but privately we speak poorly about them. We act like we care when we don't. We ignore the people's needs and focus only on our needs. We are quick to terminate, but seldom, if ever, educate (personal growth and leadership development). We don't develop people; we replace people.

Think About This: *"The difference between honor and respect. We honor a person for what they did yesterday. But, we respect a person for what they're doing today."* ~John C. Maxwell

Ask Yourself: Do my team members feel respected? How do I intentionally demonstrate respect? How can I improve? Do my team members respect me as their leader? What does their behavior reveal?

What Do You Think?

6. **Leadership Nugget:** Leaders gain influence by giving it to others. Empowering others means you not only *allow* others to lead, but you *expect* others to lead.

Why It Matters: Empowerment is the key to unleashing your team's potential. When you give power to others, you are demonstrating your belief in them as leaders. Empowering others reveals your security. Choosing not to empower others reveals your insecurity.

What We Do: We delegate results. We give others the authority to make decisions. We trust others. We expect our team to develop solutions. We encourage our team to think for themselves. We demonstrate our belief in the team. We give credit to our team. We release our team. We encourage our team to challenge the process. We lead our team.

What We Don't Do: We don't delegate methods. We don't make all the decisions. We don't micromanage. We don't provide all the answers. We don't take credit for what our team does. We don't control our team. We don't punish our team when they rock the boat. We don't manage our team. We don't hover over them. We don't *snoopervise*.

Bad Example(s): We say we trust them publicly, but we don't trust them privately. We encourage the team to make decisions, but don't allow them to act without our approval. We delegate at Levels 1 & 2. We encourage them to make decisions, but we override their decisions with our directions.

Think About This: *"The place to start empowering people is by evaluating them. With inexperienced people, if you give them too much authority too soon, you can be setting them up to fail. With people who have lots of experience, if you move too slowly you can frustrate and demoralize them."* ~ John C. Maxwell

Ask Yourself: Am I intentionally empowering my team members? If not, why not? How can I be more intentional? Am I directing my team or developing my team?

What Do You Think?

7. **Leadership Nugget:** High impact leaders leverage delegation to empower individuals and to help their teams thrive together and grow together.

Why It Matters: Delegating “*what to do,*” (methods) makes you responsible. Delegating “*what to accomplish,*” (results) allows others the opportunity to become responsible.

What We Do: We encourage others to think by delegating results and allowing them to determine how they will achieve those results. We help them take ownership by leading with questions and intentionally avoid giving directions. We ask them to recommend options when they’re unsure about what they should do; then, we ask more questions. We ask questions to provoke thought, to learn how others think, and to help them understand how we think.

What We Don’t Do: We don’t delegate results and tell them what to do to achieve those results. We don’t micromanage them every step of the way. We don’t hover over them, constantly looking over their shoulders giving them directions. We don’t think for them. We don’t prevent them from taking ownership.

Bad Example(s): We delegate a project to someone; then, constantly check up on them in order to give them directions on how things should be done every step of the way. When someone asks us what they should do next, we tell them instead of asking them questions to *make* them think and to learn *how* they think.

Think About This: “*Rarely is delegation failure the subordinate’s fault. Maybe you picked the wrong person for the job, didn’t train, develop or motivate sufficiently.*” ~ Ken Allen

Ask Yourself: Most often, do I delegate methods or results? Do I intentionally use delegation as a development tool? Do I fully understand *The 5 Levels of Delegation*? If so, have I taught it to all of my team members? If not, why not?

What Do You Think?

8. Leadership Nugget: High impact leaders maximize their influence by focusing most of their time and energy on leading leaders.

Why It Matters: When leaders intentionally lead other leaders, they directly influence those leaders and indirectly influence their followers.

What We Do: We develop ourselves with the intent of growing and developing other leaders. We invest 80% of our time, energy, and resources growing and developing those we have identified as highly influential leaders. We invest 20% of our time, energy, and resources growing and developing everyone else. We reward and showcase the behavior we value most. We make hiring for character a priority.

What We Don't Do: We don't invest much of our time, energy, and resources attempting to develop low performers. We don't allow toxic team members to remain on our team.

Bad Example(s): We allow toxic team members to contaminate our team and damage our integrity. We give too much time and energy to low performers and neglect our high performers. We develop those in the office but don't develop those on the front lines.

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

Ask Yourself: Where do I focus? On the low performers or the high performers? What am I doing to learn to lead at a higher level? Who am I developing to lead at a higher level?

What Do You Think?

9. **Leadership Nugget:** High impact leaders make things happen. They don't ask, "Can we...?" or "Will we...?" They ask, "How can we...?" or "When will we...?"

Why It Matters: High impact people follow high impact leaders who can get results while inspiring others to get results.

What We Do: We find a way while others are making excuses. We take ownership. We take responsibility for helping our team get results. We leverage timing and intuition to maximize our team's results. We intentionally and methodically look for ways to help our team win. We follow our team when necessary. We clear our team's path when necessary. We give credit to our team.

What We Don't Do: We don't make excuses when we or our teams fail to deliver. We don't transfer responsibility to others when things go wrong. We don't take credit for what our team accomplished. We don't reward underperformers. We don't blame our team for our lack of planning or our failure to develop them properly.

Bad Example(s): We make excuses instead of finding a way to make it happen. Our team misses a deadline, and we instantly look out the window for someone to blame instead of looking in the mirror for the root cause. We blame our team for our lack of leadership.

Think About This: *"Leaders are not responsible for the results; leaders are responsible for the people who are responsible for the results."* ~ Simon Sinek

Ask Yourself: When my team fails, do I look in the mirror first or out the window first? How often do I make excuses? How often does my team make excuses? How am I responsible for their excuses? What more should I be doing to develop my team to prepare them for success?

What Do You Think?

10. Leadership Nugget: Success is about getting results. Significance is about helping others get results.

Why It Matters: Most leaders *want to* achieve success. Most leaders *won't* achieve significance. However, high impact leaders have a very strong desire to become significant in the lives of others by helping them become successful.

What We Do: We sacrifice our time, energy, and resources for others. We often believe in others more than they believe in themselves. We help others become successful hoping they will also choose a life of significance. We become lifelong students of personal growth and leadership development. We follow our passion to find our purpose; then, help others do the same.

What We Don't Do: We don't settle for success. We don't rest upon our success. We don't become greedy. We don't become stagnant. We don't stop developing ourselves. We don't have a desire to retire. We don't want to stop helping others climb the ladder of success.

Bad Example(s): We achieve success then rest upon our success for the rest of our career. We learn how to climb the mountain of success, but we don't have a desire to help others learn to climb. We make our life about accumulating things instead of developing people.

Think About This: *"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...So, I would think making a culture aware of the **significance** of developing leaders is valuable."* ~ Jim Blanchard

Ask Yourself: Which type of leader do I prefer to follow? A leader focused on success, or a leader focused on significance? Why? Which type of leader am I? What does my answer reveal about my character?

What Do You Think?