



DEMYSTIFYING LEADERSHIP SERIES

10 Values of
HIGH IMPACT
Leaders

A close-up photograph of a single water droplet hitting a surface, creating a series of concentric ripples that spread outwards. The droplet is captured mid-air, just above the point of impact.

FACILITATOR WORKBOOK

MACK STORY

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 the values of high impact leaders with others. 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.

The values (principles) contained in this book are timeless and have been tested and proven again and again by high impact leaders across multiple generations around the world. I encourage you to read, study, and familiarize yourself with the ideas in this book in order to be prepared to lead a group through this information. The key to facilitating this content is to teach the principles. Then, support them with practices (stories) from your own life.

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 leaders always have high impact values.

Make it happen!

Your friend,

Mack Story

Mack Story

10 Values of High Impact Leaders

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Introduction: What does it mean to make a high impact?

*“There are leaders and there are those who lead. Leaders hold a position of power or influence. Those who lead us **inspire** us.” ~ Simon Sinek*

The question is not, “Are you a leader?” But rather, “What kind of leader are you?” And most importantly, “What type of leader do you want to become?” How far do you want to grow?

Are you intentionally working to increase your influence? Should you be?

What would happen if your influence increased in every situation? Would your life be better? Would the life of those around you be better? Would you achieve better results? Would your income be more likely to increase? Would you have more options?

Increasing your influence always increases your **options**.

“The future is in you now.” ~ Terry A. Smith

Do you want to be a high impact leader?

I believe everyone is a **leader**, but they are leading at different levels.

I believe everyone can and should lead from **where they are**.

I believe everyone can and should make a **high impact**.

I believe **growth** doesn't just happen; we must make it happen.

I believe before you will **invest** in yourself you must first **believe** in yourself.

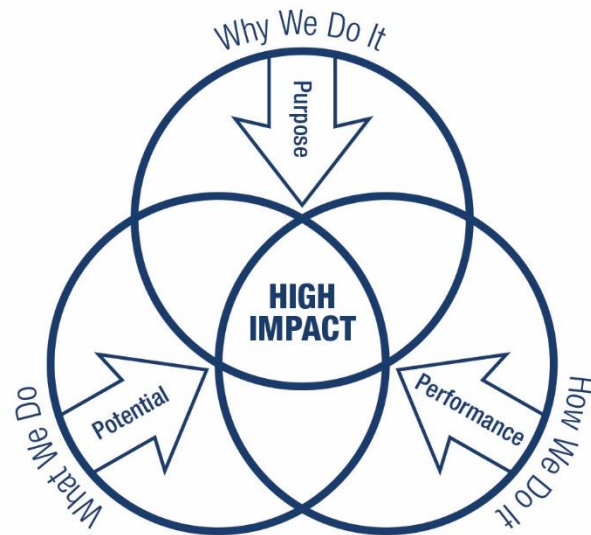
I believe **leaders** must believe in their team before they will invest in their team.

I truly believe *everything rises and falls on **influence***.

“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

There is a story of a tourist who paused for a rest in a small town in the mountains. He went over to an old man sitting on a bench in front of the only store in town and inquired, "Friend, can you tell me something this town is noted for?"

"Well," replied the old man, "I don't rightly know except it's the starting point to the world. You can start here and go anywhere you want."



Why we do what we do is about our purpose.

How we do what we do is about our performance.

What we do will determine our potential.

Where these three components overlap, you will achieve a **HIGH IMPACT**.

The 10 Values

Our values are the foundation upon which we build our character. I'll be sharing 10 values high impact leaders work to master because they know these values will have a tremendous impact on their ability to lead others well. You may be thinking, "Aren't there more than 10 leadership values?" Absolutely! They seem to be endless. And, they are all important. These are simply 10 values I believe are key.

"We have far more than we need to succeed on the outside. The question we need to answer is do we have what we need to succeed on the inside?" ~ Mack Story

1. THE VALUE OF VISION

*Vision is the foundation of **hope**.*

"When there's hope in the future, there's power in the present." ~ Les Brown

Vision

1. Vision begins with passion and ends with purpose.
2. Vision is all about knowing where you're going.

"Too often, people who are searching in life find what they will settle for and stop looking for what they were searching for." ~ Mack Story

3. Vision is a byproduct of our **growth**. As we grow, we can see farther into the future.
4. Once we have grown enough to develop a clear vision, we must then grow toward our vision.
5. Transforming our vision into our reality is a byproduct of our **discipline**.
6. Discipline is the bridge between **knowing** (seeing the vision) and **doing** (transforming the vision into reality). It's a bridge we must cross every day.
7. When we move forward, we can see farther. As we grow, so grows our vision.
8. When we are not growing, there is no chance of moving beyond our current situation and circumstances. We are suffering from a self-imposed blindness and cannot see the possibilities the future holds for us. If we can't see it, we can't find it. If we don't find it, we won't benefit from it.

"Every wise leader, whether a manager, a military officer, or a mother — should consider how to lead those who follow him or her as if inspiration were the only leadership leverage.

Good leaders inspire people. They breathe life into individuals and groups. They animate organizations. They breed the contagion of enthusiasm. They excite people to dream the dreams, take the risks, and make the sacrifices that are necessary to create better futures."

~ Terry A. Smith

Transformation Turns Vision into Reality

*"You will not grow without attempting things you are unable to do."
~ Dr. Henry Cloud*

The 10 Foundational Elements of Transformation

1. Thought is the Foundation of Choice

The Choice Formula:

Thought + Emotion + Action = Choice

Thought – something we are consciously aware of in our mind

Emotion – something we subconsciously feel based on our thoughts

Action – something we do based on our thoughts and emotions

*"The outer world of circumstance shapes itself to the inner world of thought."
~ James Allen*

2. Choice is the Foundation of Vision

Developing a vision, big or small, is a choice. We must think on purpose about our purpose. There is no conscious action without conscious thought. The quality of our choices depends on the quality of our thoughts. At this level, we choose to dream of what is **possible**. We let our imagination run wild.

"Vision is not enough. It must be combined with venture. It is not enough to stare up the steps; we must step up the stairs." ~ Vaclav Havel

3. Vision is the Foundation of Hope

Without hope, our vision will fade into darkness. But with hope, the light continues to shine brightly on our vision. Having faith in the vision will give us hope. Hope is not a strategy. However, without hope, you won't develop a strategy. Without hope, your vision is doomed. Without hope, you will remain bound.

*"Where there is no belief or hope for growth to be real, it is no longer attempted. People, or organizations, enter into a state of sameness, and as we have seen, that is really when things are no longer alive. Death is taking over, not growth."
~ Dr. Henry Cloud*

4. Hope is the Foundation of Sacrifice

Without hope, there will be no sacrifice. Sacrifice is giving up something of lesser value now for something of greater value later. Why is sacrifice so hard? Because we feel the loss immediately. However, we may not feel the gain for days, weeks, months, or even years. We must give up to go up.

*“Men and women who have accomplished much have sacrificed much. Nothing given – nothing received. No weeping – no reaping.”
~ John C. Maxwell*

5. Sacrifice is the Foundation of Discipline

Unfortunately, sacrifice alone will not convert your vision into reality. When we sacrifice, we remove things from our life that are holding us back. We rid ourselves of those things that are tapping into our resources such as time, money, and energy. Now, we must develop self-discipline. As we progress from knowing and begin doing, we are crossing the bridge called discipline.

“If you do what is easy, your life will be hard. But if you do what is hard, your life will be easy.” ~ Les Brown

6. Discipline is the Foundation of Growth

As we develop discipline, we begin to grow toward our vision. The more discipline we have the more growth we will achieve. Often, what we are reaching for can only be obtained by letting go of something we have been holding on to. Growth doesn't just happen. We must make a choice to be intentional about growth.

"Growth is painful. Change is painful. But, nothing is as painful as being stuck somewhere you don't belong." ~ Zig Ziglar

7. Growth is the Foundation of Change

Overall, we will be more effective if we stay growth oriented instead of goal oriented. The goal of growth is positive change. What determines if the change is positive? It keeps moving you closer to your vision. You will see the most positive change when you work in areas of weakness relative to your character. Relative to your competency, you should always work in areas of strength where you are naturally gifted.

“When we are faced with change, we either step forward into growth or we step backward into safety.” ~ Abraham Maslow

8. Change is the Foundation of Success

Without change, there can be no improvement. You must change the right things for the right reasons. If you truly want success, don't focus on becoming successful. Focus first on becoming more valuable. If you'll develop the habits of success, you'll make success a habit. Success is all about you and what you have achieved. To make a high impact, you must shift your focus to significance. Significance is not about how far we advance ourselves but how far we advance others.

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." ~ Jack Welch

9. Success is the Foundation of Significance

High impact leaders do not stop at success. They hunger for more. Not for themselves, but for others. They understand success is just a stepping stone along the path toward significance. With significance, what started out as a simple vision for your own personal growth has now compounded into a vision to help others achieve and succeed. Those that have achieved significance will leave a legacy through the success of others.

"You and I live in an age when only a rare minority of individuals desire to spend their lives in pursuit of objectives which are bigger than they are. In our age, for most people, when they die it will be as though they never lived."
~ Rusty Rustenbach

10. Significance is the Foundation of Legacy

When you choose a life of significance, your life is no longer just about you and what you have accomplished. It's about touching the lives of others in a way that what you leave in them flows into others. Significance is not about you, but it starts with you. Your legacy will not be defined by what you leave behind *for* others. It will be defined by what you leave behind *within* others.

"The things you do for yourself are gone when you are gone, but the things you do for others remain as your legacy." ~ Kalu Ndukwe Kalu

2. THE VALUE OF MODELING

*Someone is always **watching** you.*

*“Who we are on the **inside** is what people see on the **outside**.” ~ Mack Story*

I can't discuss the *value of modeling* without mentioning a humorous story I came across some time ago.

A mother and her adult daughter were out shopping one day, trying to make the most of a big sale weekend before Christmas. As they went from store to store in the mall, the mother complained about everything; the crowds, the poor quality of the merchandise, the prices, and her sore feet.

After the mother experienced a particularly difficult interaction with a clerk in one department store, she turned to her daughter and said, "I'm never going back to that store again. Did you see the dirty look she gave me?"

The daughter answered, "She didn't give it to you, Mom. You had it when you went in!"

“What we say accounts for only 7% of what is believed. The way we say it accounts for 38%. But, what others see accounts for 55%!” ~ John C. Maxwell

1. Who's watching us is important, but what they see is the most important.
2. What everyone sees on the outside is what we truly are on the inside.
3. We can hide what we **think**, but we can't hide **who we are**.
4. We are not always teaching what we are **teaching**. But, we *are* always teaching what we are **modeling**.

*“If we are not modeling what we're teaching, then we are teaching something else.”
~ Abraham Maslow*

5. Others don't learn much from our **words**. However, they learn a lot from our **actions**.
6. Your cumulative influence in life is based on who you are 24 hours a day, 7 days a week, 365 days a year. Who you are **outside** of work has a huge impact on the amount of **influence** you have at work.

"Good character is more to be praised than outstanding talent. Most talents are, to some extent, a gift. Good character, by contrast, is not given to us. We have to build it piece by piece: by thought, choice, courage, and determination." ~ John Luther

3. THE VALUE OF RESPONSIBILITY

When we take responsibility, we take control.

“What is common sense is not always common practice.” ~ Dr. Stephen R. Covey

The secret to climbing the ladder of success efficiently and effectively

The secret: Don't ask for a raise or a promotion. Ask for more responsibility.

*“The successful person has the habit of doing the things failures don't like to do.”
~ E.M. Gray*

Responsibility Pays

- You will become more valuable from the experience
- You will become more valuable because of your contribution
- You will become more valuable because of your results

Something to Consider

You're the boss. You have the ability to give one person a raise and/or promotion, but there are two eligible. Both are outstanding and amazing team members. One is constantly asking for more money. The other is constantly asking for more responsibility. You're the boss. Who gets the raise? Most people don't hesitate to say, "The one asking for more responsibility."

Or, consider a much different scenario. Times are tough and economic conditions are bad. You must make a tough decision and terminate one of them. Which one will you keep? Again, most people don't hesitate to say, "The one asking for more responsibility."

Unexpected Opportunity

- Others will notice your desire to be a team player and your ability to do more
- There are opportunities that you aren't aware of throughout the organization
- Those that are aware of the organization's needs will see you as a potential candidate

*“The secret to success in life is for a man to be ready for his time when it comes.”
~ Benjamin Disraeli*

4. THE VALUE OF TIMING

*It matters **when** you do **what** you do.*

“It’s about doing the right thing for the right reason at the right time.” ~ Mack Story

Timing is a big deal

Have you considered the effect timing has on your leadership (influence)? If not, you need to know it's huge!

High impact leaders know another secret: timing can be used to **leverage** influence. Because of this inside knowledge, they are **methodical**, **intentional**, and most of all, **patient**. They will always wait for the right time to do the right thing for the right reason.

John C. Maxwell said it this way:

- The **wrong** action at the **wrong** time leads to disaster.
- The **right** action at the **wrong** time brings resistance.
- The **wrong** action at the **right** time is a mistake.
- The **right** action at the **right** time results in success.

“A leader is one who sees more than others see, who sees farther than others see, and who sees before others do.” ~ Leroy Eims

3 Ways Vision and Timing Leverage Influence

1. **How much leaders "see"**: High impact leaders see **more** than others see. When you see more than others see, you are able to better understand how all of the pieces fit together. You have the advantage of seeing more pieces of the puzzle. You see more options and have more options. Because you know more about the big picture, you're able to leverage timing by **acting** on what others can't see.
2. **How far leaders "see"**: High impact leaders see **farther** than others see. When you can see farther than others see, you are able to plan for what lies ahead. You have a better idea of **when** (timing) and **where** to position key players of your team. You are able to **prioritize** not only for the short term, but also for the long term.
3. **How soon leaders "see"**: High impact leaders see **before** others see. When you see things before others see them, you have leverage because you can start **planning** sooner. You have the ability to listen to your **intuition** longer. You have the ability to synergize with others in **advance** by asking questions and getting feedback. In simple terms, you have a **head start**.

5 Ways to Leverage Timing

"The important thing is not to stop questioning." ~ Albert Einstein

1. **Motivate others to act:** Timing can motivate others to do the right thing at the right time. Asking the right question in advance will get the team to consider it. Asking the right question at the right moment will get the team to do it.
2. **Help others to learn:** Timing can help others learn the right thing at the right time. Asking the right question in advance will raise the team's awareness. Asking the right question at the right moment will help the team internalize the lesson.
3. **Inspire others to believe:** Timing can cause others to believe the right thing at the right time. Asking the right question in advance will help the team see it. Asking the right question at the right moment will help the team feel it.
4. **Challenge others to think:** Timing can provoke others to think the right thing at the right time. Asking the right question in advance will help the team think about options. Asking the right question at the right moment can help the team think about consequences.
5. **Cause others to wait:** Timing can insure others wait for the right thing at the right time. Asking the right question in advance will get the team to slow down. Asking the right question at the right moment will get the team to pause.

*"My greatest strength as a consultant is to be ignorant and ask a few questions."
~ Peter Drucker*

5. THE VALUE OF RESPECT

To be respected, we must be respectful.

“Go see, ask why, and show respect.” ~ Jim Womack

We must earn respect

When you follow someone only because of their position, you’re only doing it because you have to. When you follow someone because you respect them, you’re following them because you want to.

When people follow you because they have to, your influence with them is weak. When people follow you because they want to, your influence with them is strong.

Respecting a position and respecting a person are not the same thing.

1. When I respect your position, I usually do what’s expected. When I respect you, I often do more than is expected.
2. When I respect your position, I usually show up on time. When I respect you, I often show up ahead of time.
3. When I respect your position, I usually follow the process. When I respect you, I often improve the process.
4. When I respect your position, I usually tell you there is a problem. When I respect you, I often tell you what I did to solve the problem.

“When people respect you as a person, they admire you. When they respect you as a friend, they love you. When they respect you as a leader, they follow you.”

~ John C. Maxwell

Go See

If you want to know what’s going on, quit asking. Go get in the middle of it.

Ask Why

Asking why empowers others by transferring leadership (influence) to the person answering the question.

Show Respect

In order to earn respect, we must show respect.

6. THE VALUE OF EMPOWERMENT

Leaders gain influence by giving it to others.

"Leadership is not reserved for leaders." ~ Marcus Buckingham

Empowering vs Disengaging

High impact leaders are secure leaders and leverage empowerment to unleash their team's potential.

Lower level leaders are insecure leaders and do not empower. Instead, they practice disengagement in the name of empowerment. As a result, they create distrust among the team. They talk empowerment, but they walk disengagement. They are not congruent.

"I was not interested in flattery or fluff. Rigidity gets in the way of creativity. Instead of salutes, I wanted results." ~ Captain D. Michael Abrashoff

10 Ways Secure Leaders Differ From Insecure Leaders

1. Delegation

- Secure leaders delegate the desired results, not methods.
- Insecure leaders delegate methods in order to achieve the desired results.

2. Decision Making

- Secure leaders empower others by giving them the power to make decisions.
- Insecure leaders disengage in the name of empowerment by giving others the "false impression" they have the ability to make decisions.

3. Trust

- Secure leaders know the power of empowerment comes when those on the team truly feel trusted.
- Insecure leaders exhibit false trust by disengaging and stepping back while attempting to make those carrying out the mission feel as though they are responsible.

4. Teamwork

- Secure leaders expect the team to **synergize**.
- Insecure leaders **marginalize** their team.

5. Thinking

- Secure leaders want their team to do all of the **thinking**.
- Insecure leaders **want** to do all of the thinking.

6. Belief

- Secure leaders believe in their **team**.
- Insecure leaders believe in **themselves** and discount their team.

7. Support

- Secure leaders come **alongside** their team.
- Insecure leaders are always **pulling** or **pushing** their teams.

8. Credit

- Secure leaders love to **give** credit to others.
- Insecure leaders **seek** the credit.

9. Control

- Secure leaders exhibit **passion**.
- Insecure leaders thrive on **control**.

10. Process

- Secure leaders have grown accustomed to **challenging** the process.
- Insecure leaders do not want to **rock the boat**.

“Leaders can't stand the status quo. They don't lay in bed and dream of how things are. They dream of how things could be.” ~ Andy Stanley

7. THE VALUE OF DELEGATION

We should lead with questions instead of directions.

“Delegation 101: Delegating ‘what to do,’ makes you responsible. Delegating ‘what to accomplish,’ allows others to become responsible.” ~ Mack Story

The 5 Levels of High Impact Delegation

1. Wait for Directions – No growth. No respect. No **responsibility**. A low level leader simply tells the person or team what to do. The leader may not even be aware they have finished the last task. Either way, when they're finished, they *wait for directions*.

2. Ask What's Next – No **growth**. No **respect**. Only a very **small** amount of responsibility. Once they have completed the delegated task, the low level leader instructs the person or team to *ask what's next*.

Note: Only low level leaders (managers that like to direct people) delegate at Levels 1 and 2. High impact leaders (leaders that like to develop people) know the value of delegating and delegate at Level 3 or above intentionally.

"Before you attempt to set things right, make sure you see things right." ~ Blaine Lee

3. Recommend a Course of Action – Growth **happens**. Respect is **mutual**. Responsibility is **transferred**. Everything changes at this level. Thinking is now a **shared** responsibility. The leader values the person or team's experience, their opinions, and their **decision** making ability.

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

4. Do It and Report Immediately – Additional, but limited, responsibility is transferred. The leader has more **trust** and **confidence** in the person or team and allows them to **accept** the responsibility of choosing and then completing the next task without support.

5. Own It and Report Routinely – **Full** responsibility has been transferred. At this level, the person or team reports to the leader at predetermined intervals (end of project(s), days, weeks, or even months, or only when the person or team feels it is necessary). The leader **trusts** the person or team **completely** and is confident in their **ability** to make the **right** decisions.

"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

8. THE VALUE OF MULTIPLICATION

None of us is as influential as all of us.

“To add growth, lead followers. To multiply, lead leaders.” ~ John C. Maxwell

5 Traits of High Impact Followers

“Don't reorganize around a weak follower. Retrain, move, or fire them. You're doing that person a favor in the long term. And, you are doing your team a favor immediately.” ~ General Colin Powell

1. **They add value to the leader.** They make the leader better by looking for ways to help the leader.
2. **They value the leader.** They support the leader. They understand their leader is also their #1 customer.
3. **They add value to the team.** They make the team better by looking for ways to help others excel. They look for ways to help those that need to be helped.
4. **They value the team.** They appreciate the differences of each team member. They express gratitude freely and openly. They go beyond supporting and share ideas abundantly.
5. **They invest in personal growth.** This is a trait reserved for the most developed high impact followers. They are on their way to becoming high impact leaders.

High impact followers will still be capable of **following** as all great leaders are, but while they are following, others will be following them. When this happens, they have completed the **transition** from follower to leader. They may not have a formal leadership position yet. But, it's only a matter of time before they will be recognized for their **influence** and offered one.

“Moral leaders exercise power for good purposes. Essential to this is that they do not hoard power; they give it away. There is no leadership without power. However, a leader will frequently want to distribute rather than to maintain power. Leaders empower their followers.” ~ Terry A. Smith

Low Level Leaders/High Impact Leaders

1. Low level leaders are satisfied with **accidental** growth. High impact leaders are passionate about **intentional** growth.
2. Low level leaders are focused on **success**. High impact leaders are focused on **significance**.
3. Low level leaders **get it done**. High impact leaders **make things happen!**

7 Traits of High Impact Leaders

1. **Continuously invest in themselves.** High impact leaders know the most important thing they must never stop doing is developing themselves.
2. **Continuously invest in their top leaders.** High impact leaders are not selfish and stingy when it comes to growing their leaders. They live with an abundance mentality.
3. **Create and maintain an internal leadership development program.** High impact leaders take leadership in their organizations to a very high level. They create an internal, ongoing leadership program for their entire team from top to bottom.
4. **Focus on the strengths of their leaders.** High impact leaders quickly identify the strengths of their leaders. They want to leverage the strengths and ignore the weaknesses.
5. **Do not treat leaders the same.** High impact leaders do not hesitate to reward leaders doing the right things. Not only are they rewarded, but they are publicly acknowledged for their contribution.
6. **Make time for their leaders.** High impact leaders invest time with their leaders. They tend to apply the 80/20 rule. They spend 80% of their time with the top 20% of their leaders.
7. **Give their leaders more responsibility.** High impact leaders feed the need. They know their leaders want to do more, be more, and have more. They continually challenge their leaders to grow by giving them ever increasing responsibilities that stretch them beyond their current level of awareness.

“Everyone chooses one of two roads in life- the old and the young, the rich and the poor, men and women alike. One is the broad, well-traveled road to mediocrity, the other the road to greatness and meaning.” ~ Dr. Stephen R. Covey

9. THE VALUE OF RESULTS

Leaders like to make things happen.

"Most people fail in the getting started." ~ Maureen Falcone

Leaders make things happen. Not just for themselves, but also for their **teams**. It's who they are. They don't think, "Can we?" or "Will we?" High impact leaders think, "**How can we?**" and "**When will we?**" They have a completely different **mindset** than lower level leaders.

The most important underlying principle that will allow you to effectively benefit from these 10 tips is to understand you must not only do **what** is necessary, but you must also do it only **when** (*Value of Timing*) it is necessary and **if** it is necessary.

"Start doing what is necessary; then, do what is possible; and suddenly you are doing the impossible." ~ St. Francis of Assisi

10 Proven Tips to Help Your Team Win

1. **Lead** the team when necessary.

It's the leader's **responsibility** to chart the course. If you are not seeing movement or the movement is in the wrong direction, you must either create movement or make a course correction.

"Progress is always preceded by change. Change is always preceded by challenge. Where there is no challenge there is no change. It's the job of the leader to challenge the process." ~ Andy Stanley

2. **Get out of the team's way** when necessary.

If the team is on track moving in the right direction, they don't need you out front. You'll only be a distraction. Distractions slow a team down. If they've got it, let them have it. Get out of the **way** and **lead**.

"Superior leadership is often a matter of superb instinct." ~ General Colin Powell

3. **Follow** the team when necessary.

If you want to boost a team's **confidence**, follow them. In other words, you let them lead you. You may have heard the old saying, "The best leaders also make the best followers." This is the application of that principle.

"A good leader inspires people to have confidence in the leader; a great leader inspires people to have confidence in themselves." ~ Eleanor Roosevelt

4. **Clear** the team's path when necessary.

The team will encounter obstacles. Some they can clear without much effort. Let them do it. But, if they get hung up, get out front and help them **remove** the obstacles. Often for a top level leader to remove an obstacle for us, all we need is a signature or an approval to move forward.

“A true friend doesn't just warn you about a stone in your path that may cause you to fall, they do their best to keep you from falling. If that is not possible, they are there to help you back up.” ~ Denis G. McLaughlin

5. **Help** the team when necessary.

When your team needs help, help them. Don't let them **learn** the hard way if you know the easy way. That doesn't build trust. It creates **distrust**. Helping is a very effective way to strengthen relationships because it builds trust.

“Leadership is a choice you make, not a place you sit.” ~ John C. Maxwell

6. **Connect** the team when necessary.

As a leader, you have **influence** and connections the team doesn't. Listen and look for opportunities to speed up the process by connecting the appropriate team member with those that can and will help them.

“Keep one degree of focus while maintaining 360 degrees of awareness. It means that we pay total attention to what is right in front of us, without losing awareness of all that is around us.” ~ Robert Rabbin

7. **Cheer** for the team when necessary.

Nothing will **inspire** and **motivate** a team more than when they hear their leader cheering them on. No matter how good they may be doing, encouragement will motivate them to do better. As a leader, you should harness the influential power of encouragement.

“Others know when a leader truly believes in them. Not because of what the leader says, but because of how the leader makes them feel.” ~ Mack Story

8. Give the team **credit**.

High impact leaders do not want credit. They want **results**. They're happy to give others the credit and do so intentionally whenever they get a chance. Always be intentional about giving credit to others.

“A candle loses nothing when it lights another candle” ~ Thomas Jefferson

9. Take the **blame** for the team.

If you want to seriously speed up the process when things go wrong, do what high impact leaders do. Step in and take the blame. Take the **worry** off of the team. This allows the team to **focus** on the mission and **why** the mistake happened.

“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

10. Facilitate **decision making** with the team.

How do you know when this is necessary? It's easy. Whenever anyone asks you a question, it's necessary. I often have leaders ask me, "How can I get my team to think for themselves?" I always say, "That's easy! Quit answering their questions." A high impact leader knows the best answer to a question is **another question**.

“The more decisions a leader makes, the further he or she is away from leading a high performance team. Make too many command decisions and you'll doom yourself and your team to mediocrity.” ~ Mark Miller

10. THE VALUE OF SIGNIFICANCE

*Are you going to **settle** for success?*

“Significance is a choice that only successful people can make.” ~ Mack Story

Assume you're attending your own funeral...

1. **Who will you see?** Friends, family, neighbors, co-workers, leaders, followers, or strangers?
2. **How many will you see?** 5, 10, 20, 50, 100, 1000, or more?
3. **What are they saying?** Nothing, bad things, good things, great things, or amazing things?
4. **How are they feeling?** Joyful, regretful, shameful, hopeful, grateful, or thankful?
5. **What do they think of when they think of you?** Helpful, hurtful, strong, weak, happy, sad, honest, dishonest, responsible, irresponsible, head up, or head down?

Take Time for Reflection

Review the questions again. Don't cheat yourself out of this powerful, yet simple, exercise. You need to think of who you have been, who you are, and who you want to become.

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

1. What difference **have you made** in the lives of others? Do *you* care?
2. What difference **do you make** in the lives of others? Do *you* know?
3. What difference **can you make** in the lives of others? Do *you* dream?

Do you dream? This question reminds me of a story about an old Army general sitting at the bar of an officer's club staring at his third martini. A brand-new second lieutenant comes in and spots him. He can't resist sitting next to the general and starting up a conversation. The old general patiently listens to the kid and courteously answers his questions. After a time, the second lieutenant gets to what he really wants to know: “How do you make general?” he asks with raw, unconcealed ambition.

“Well son,” said the old general, “here's what you do. You work like a dog, you never stop studying, you train your troops hard and take care of them. You are loyal to your commander and your soldiers. You do the best you can in every mission, and you love the Army. You are ready to die for the mission and your troops. That's all you have to do.”

The second lieutenant replied with a soft, young voice, “Wow, and that's how you make general...”

“Naw!” bellowed the old general. “That's how you make first lieutenant. Just keep doing all of the things I told you and let 'em see what you've got,” said the general, finishing off his last martini as he turned to walk away.

From Success to Significance

*“Success is about you. Significance starts with you, but it's not about you.”
~ Mack Story*

5 Signs You Are Truly Successful

1. You're educated. You may or may not have a degree or two or more. Regardless of your formal education, you have a Ph.D. in results. In the real world, this is all that matters. The piece of paper some have paid for with money and time is important. However, anyone can get a degree if they are willing to do the time and pay the price. But, what you can actually do with your education is most important. You can't buy your results; you must earn them.
2. You've climbed the ladder. You're concerned with your own success. You've worked hard and put in the time. You've worked your way from the bottom to the top. You have arrived. You have more authority than most. You have more perks than most. You get paid more than most. You may even have a better parking spot than most.
3. You're wealthy. Your success can be quantified in dollars. You have the lifestyle to prove you have made some things happen. You have a big bank account. You have a fat retirement fund. You are living the life many can only dream about. You've got the fancy house, the fancy car, the fancy watch, the fancy _____.
4. You seek comfort. You're happy with what you have. Why wouldn't you be? You have a lot. And, you want to keep it that way. You're very comfortable and want to remain comfortable. Your goal is to maintain the status quo and coast on out the door of life. You've got what you've always wanted: you've got it made! You have paid the price for success.
5. You're excited about retirement. You can't wait for the day to come when you can walk away from all of your professional responsibilities forever. You track the days and count the dollars waiting for the exact moment when you can say those famous words, "Take this job and shove it. I ain't working here no more."

*“People retire from a ‘what,’ a job. They never retire from a ‘why,’ their purpose.”
~ Mack Story*

5 Signs You Are Truly Significant

1. **You can never learn enough.** You're not focused on a degree. There is no graduation date. You're focused on a lifetime of learning and growing. You're not concerned with the generalized knowledge the masses possess. You know your passion and have found your purpose. As a result, you are laser focused on developing highly specialized knowledge in your area of giftedness.
2. **You help others climb the ladder.** Your concern has moved beyond your own success. You're now focused on the success of others. Because you're a lifetime learner with specialized knowledge, you are uniquely positioned to help others, that value what you value, climb more efficiently and effectively up the ladder of success. You are rare! Instead of selfishly hoarding knowledge, you share it intentionally with others. And, you could care less where you park.
3. **You help others become wealthy.** Not only do you help others climb the ladder of success, but you also help them become more valuable. You teach them this secret: *"If you want to be a success, don't focus on becoming successful. Focus on becoming more valuable."* You know true wealth does not mean having money. True wealth is having the ability to produce wealth.
4. **You seek growth.** You know real growth is a result of personal growth. You apply the 80/20 rule in this area. You spend 80% of your time working on areas of weakness relative to your character. You spend the other 20% of your time working on areas of strength relative to your competency. You know research studies have shown **87% of your results come from character and 13% come from competency**. You know all of your growth happens outside your comfort zone.
5. **You never want to retire.** Because of your endless personal growth and highly developed specialized knowledge, you no longer have a career. You've found your calling, what you were put on this earth to do. You are in the zone and can no longer distinguish between work and play. It's all the same. You love what you do, and you look forward to doing it. Not just for now, but forever. The thought of retiring doesn't even cross your mind. Instead of wondering when you can retire, you wonder how long you can keep going.

"You are not here to merely make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand."

~ U.S. President, Woodrow Wilson

Momentum

*High impact leadership is all about **creating** momentum.*

“Momentum is a leader’s best friend.” ~ John C. Maxwell

Big Mo is a party animal!

1. Momentum (Big Mo) doesn't show up at the party alone!
2. Make no mistake: Big Mo runs the show!
3. Big Mo needs an invitation to the party!
4. Big Mo always travels with his team!

*“When leaders create momentum, they **build** upon it. They don't **rest** upon it.”
~ Mack Story*

5. Big Mo always designates his own host!
6. Big Mo and his team are infected and contagious!

“When you are content with a small crowd you remain small yourself. If you live with critical people, you become critical. If you associate with negative, defeated people, then likely you will be negative and defeated also.” ~ John C. Maxwell

7. Introduction to Big Mo's team:

High Speed: When he's around, things happen much faster than normal. What took weeks or even months in the past, may now take just days and sometimes only hours. Those that are not infected know they will be left behind by those that are. High Speed makes sure those that aren't up to speed are being trained and developed by those that are. Those that have been infected lead with speed.

High Impact: She leaves a trail of results everywhere she goes. People that were mediocre before are now performing at levels you had only dreamed about in the past. She ensures people work together with synergy because she understands: none of us is as smart as all of us, none of us is as creative as all of us, and none of us is as strong as all of us. She makes amazing things happen in amazing ways.

High Energy: He is the one that does some pretty astonishing things. He gets those people barely able to show up on time, to show up early. He also has an ability to work with the clock watchers too. They normally can't wait for breaks, lunch, and quitting time. He works wonders with these people. They begin to be more interested in making things happen than what time it is.

Big Advantage: She changes everything. She brings a totally different perspective to the party. She has a way of putting the right people in the right place for the right reason at the right time. She has a Ph.D. in Intuition and Timing. She has a way of helping others step up and reveal their true passion and purpose. Your competition will not be happy to know she is partying with you!

Big Return: This guy is in charge of the payoff. He circles the room looking for the hidden value his fellow team members are uncovering. He understands this: no matter what the great idea is, there's always a better one. He is fully aware a better idea always means a bigger return. He always says no to the status quo. You'll always know when he's around because morale and sales will always be up.

Big Time: She's in charge of all of the fun at the party. She knows, all too well, Big Mo likes to have fun at his parties. She's in charge of celebrating the big wins and is also always acknowledging the small wins. She knows small wins add up to big wins. When she's around, there are high fives, cheering, laughing, pats on the back, and she even sometimes orders in a little pizza or ice cream to crank up the celebrations. When she leaves, Big Mo knows it's time to pack up the team and find another party.

8. Big Mo doesn't want the party to end!

*“In a time of rapid change, standing still is the most dangerous course of action.”
~ Brian Tracy*

As a high impact leader, you are responsible for creating momentum. Often to keep momentum going, you must pass the baton as relay runners do when they're competing. Don't hesitate to pass the baton when you get tired. But whatever you do, don't drop it! Keep holding on to it and keep running the race. Momentum is a leader's best friend.

If there's no momentum in your team or organization and you're the leader, it's not your team's fault. It's your fault. Whenever you place the cause of one of your actions outside of yourself, it's an excuse, not a reason.

What do you do? You get up. Join your team. And together, you start to make things happen. You invite Big Mo to the party!

High impact leaders always find a way to **make it happen!**

*“If you want a better life personally and/or professionally, you have to ask yourself this question, 'Who am I surrounding myself with, day to day?' Those who support and create energy for change? Or those who are stuck in the comfort of what is?”
~ Dr. Henry Cloud*

Mack & Ria Story Introduction:

Mack Story has logged over 11,000 hours leading teams through organizational change. He is the author of the extremely popular *Blue-Collar Leadership Series*. Ria Story is an author, TEDx speaker, and expert in leadership and life skills for women. Ria has nearly 20 years of experience in leadership and management.

Mack and Ria co-founded Top Story Leadership in 2008, are certified leadership speakers and trainers, and have published more than 30 books on leadership development and personal growth.

Highlights for them have been:

- Helping train 20,000 Guatemalan Leaders with John C. Maxwell in 2013
- Speaking at Yale University's School of Management in 2018
- Offering leadership development support for the Association for Talent Development, Auburn University, Bayer-Monsanto, Chevron, Chick-fil-A, GAT Airline Ground Support, Kilgore Industries, the U.S. Military, and many other organizations

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® Toolbox Tips**: 60 Micro-Lessons to Maximize Your Influence
3. ***Blue-Collar Leadership® & Teamwork**: 30 Traits of High Impact Players
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8. ***10 Values of High Impact Leaders**
9. ***Defining Influence**: Increasing Your Influence Increases Your Options
10. ***10 Foundational Elements of Intentional Transformation**: How to Become Your Best Self
11. ***Who's Buying You? Until You Sell Yourself, You Won't Sell Much**
12. **MAXIMIZE Your Potential**: Unleashing the LEADER Within
13. **MAXIMIZE Your Leadership Potential**: Moving Beyond Management and Supervision
14. **PHOENIX**: Encourage Engage Empower
15. ***Straight Talk**: The Power of Effective Communication
16. **Prime TIME**: The Power of Effective Planning
17. **Leadership Gems**: 30 Characteristics of Very Successful Leaders
18. ***Leadership Gems for Women**: 30 Characteristics of Very Successful Women
19. ***ACHIEVE**: Maximize Your Potential with 7 Keys to Unlock Success and Significance
20. **Fearfully and Wonderfully Made**: A Grateful Heart
21. ***Ria's Story from Ashes to Beauty**
22. ***Beyond Bound and Broken**: A Journey of Healing and Resilience
23. ***Bridges Out of the Past**: A Survivor's Lessons on Resilience
24. **Intentional Living/Motivational Planning Journals**: 6 volume series by Ria Story
25. ***Fearfully and Wonderfully Me**: Become the Woman You are Destined to Be

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