Both managers and leaders are necessary in all organizations, but they have one fundamental difference: managers maintain the status quo, and leaders create positive change. Managers make incremental improvements and keep organizations humming along. Bill Hybels, pictured, founder of the Global Leadership Summit and leader of one of the largest U.S. churches, says leadership is “simply moving people from here to there.” He notes that leaders use influence, not titles, to help people realize why they cannot stay where they are (“Here”) and why they need to move to a new place or objective (“There”).

We, leaders in NE Texas, have different levels of influence with various groups of people. If we would like to see positive change in our region, we must step up and begin to utilize our influence to make that positive change happen. If we sit idly by, then we should not be surprised at the results that will happen.

So, why study and develop leadership? The answer is simple: when leaders get better everyone wins. Leaders expand their own skills and horizons. They begin to think in new ways and begin to gain a vision of what could be. They communicate that vision to others and begin to marshal resources to create change and implement the vision. Without leadership, none of this happens. Only leaders can create positive change.

In my own personal leadership development journey, I had to make the leap from manager to leader. I was in charge of a small marketing group of three people. We were doing well, and my boss told me that my job was to “not screw it up.” That is what I did; I kept the profits coming and made very few changes in how we marketed the products. Soon, however, the company asked me to move to Singapore to lead our transition effort from a U.S.-based sales force to an indigenous one in every Southeast Asia country. I set up local companies in each country and led this sales group of 20 people in 11 time zones. I quickly had to learn new leadership and cultural sensitivity skills to help our group be successful. The team tripled sales in less than one year.

John C. Maxwell, a noted leadership expert, says, "Every human endeavor rises and falls on leadership." This is spot-on. You and I have a choice. We can either step up as leaders to create positive change in our families, corporations, organizations, and communities, or we can sit idly by and watch as situations deteriorate and evil prevails. I have chosen to be in the game and not watching on the sidelines. I hope that you make that choice as well.

Roger Farr is a chemical engineer by training and worked for 26 years in the chemical industry rising to vice-president of marketing and supply chain for a six-billion dollar corporation. He currently volunteers his time and experience with leaders in the faith-based and social sectors to improve their leadership and effectiveness.
Judy Lee has been involved with Titus County Cares since its inception in 2005 in response to the influx of Hurricane Katrina refugees to Titus County. Recently, she met with Leadership Focus to discuss her leadership journey.

Leadership Focus: Who first challenged you to grow as an intentional leader?
Judy Lee: Reggie McNeal, my former pastor, taught me truths as simple as being totally ready for a meeting I’m leading—chairs in the right place, handouts ready, and everything totally set; and the wisdom of not asking others to do what I wouldn't be willing to do.

Leadership Focus: What leadership development book do you recommend, and why?
Judy Lee: Get a Life! It is All About You, by Reggie McNeal, is a workbook where you answer questions regarding your values, priorities, and passion. Writing these things forced me to be introspective and prepared me to help and lead others.

Leadership Focus: Which leader from your area of interest do you most admire, and why?
Judy Lee: Bob Sweeney, the Executive Director of Dallas Life Foundation. Bob is a servant leader who has made many positive changes in the homeless shelter. I most admire his ability to talk with millionaires about giving money to the shelter, and then, 30 minutes later, to sit and listen to a homeless man's story with equal, if not more, interest and love for that person. He has a quick smile, a wise word, and a humble heart for God.

Leadership Focus: What are you currently reading?
Judy Lee: The Circle Maker by Mark Batterson and When Helping Hurts—How to Alleviate Poverty without Hurting the Poor... and Yourself by Steve Corbett and Brian Fikkert.

Remembering Leadercast 2013
Coach K, Men's Basketball, Duke University

Mike Krzyzewski, “Coach K,” men's basketball coach at Duke University, is an outstanding coach. His records demonstrate his skills. He is also an intentional influencer. He creates cultures of success and trust as he lives his theme: “When we collectively create the standards, we will collectively reach the goal.” A recent Forbes interview listed Krzyzewski’s leadership principles:

1. Give your direct reports small wins to prepare for the future. Coach K's emerging leaders practice new skills in a safe environment and produce a “coaching tree” of former assistants who head major programs.

2. Have mentor discussions. Coach K tracks players’ and coaches’ progress and holds scheduled feedback sessions.

3. Stay connected with your team over time. Coach K builds relationships instead of letting them erode. Many former Duke players ask Coach K’s counsel before making major life decisions.

Ask yourself these questions from Coach K’s 2013 Leadercast presentation “Simply Leading from the Heart”:

- How could you give your team members opportunities to gain small wins to prepare for the future and to increase your “coaching tree”?
- Do you have regularly scheduled feedback sessions with each team member, including feedback on yourself as a leader? If not, why not?
- Are there team members with whom you have lost contact? What should you do to stay connected with important relationships?

Mike Krzyzewski is a leader both on and off the court. His accolades include:

- 3 NCAA titles
- 3 NCAA records: Career wins (957) 30-win seasons (13) #1 AP rankings (16)
- Elected to Basketball Hall of Fame – 2008
- Coached U.S. men's basketball team to Olympic gold – 2012
Delegate.

Empower.

Accomplish more.

"What keeps me motivated to continue is that I believe the world is in desperate need of a different leadership role model... that focuses not only on goal accomplishment, but also on the greater good."

—Ken Blanchard, management consultant and author of The One Minute Manager

Ask The Staff

How Can I Delegate Effectively?

It’s a common frustration: “I have so much to do! How can I get others to help me?” The answer is to learn to delegate effectively.

Leaders cannot accomplish big goals simply by working harder and longer. Good leaders learn to delegate and to empower. They assign specific tasks to individuals – delegate – and then transfer necessary authority and resources to those individuals for successful completion – empower. Great leaders who effectively delegate and empower help their teams accomplish more, and they create margin for themselves for their “leader-only” tasks.

Some leaders fear loss of control or credit. Some are unsure others actually can do the required tasks. Some leaders jump to the “I’ll just do it myself” mentality. Leaders can learn to delegate effectively by using these six steps:

1. Prioritize tasks to delegate.
2. Match people and tasks.
3. Assign responsibility; don’t take it back until the task is completed.
4. Empower with authority to act.
5. Hold accountable for process and results.
6. Recognize results, not hard work.

When tempted to work harder and longer, choose, instead, to delegate and to empower. Together, your team will accomplish more!

Do you have a question to ask the NTCC Leadership Project staff?
Submit your question to: leadership@ntcc.edu

Website Recommendation

www.kenblanchard.com

Many people have opinions on leadership and the proper approach to leadership training, but few have the actual expertise and years of research and study as Ken Blanchard, pictured. Widely respected in leadership and management circles, Dr. Blanchard publishes books and offers leadership conferences around the world to enhance and develop leaders globally. According to the website, Ken and Marjorie Blanchard’s story, “it all began with a dream to make a difference, to unleash human potential, and to create engaged employees and customers.”

The Ken Blanchard Companies’ website is an engaging and interactive tool that provides information and resources to assist with personal leadership development. For the technically savvy, the website offers webinars, blogs, and the option to sign up for the Ken Blanchard “Leader Chat.” Subscribers receive daily tweets with thought-provoking leadership messages. The site also links to Dr. Blanchard’s TEDxSanDiego 2012 presentation “Collaboration-Affect/ Possibility.”

Take a moment out of your busy day to peruse this website and bookmark it. Reflect on the wisdom of The Ken Blanchard Companies’ “Chief Spiritual Officer” who says, “No one of us is as smart as all of us.”
Larry Bossidy, the former CEO of Honeywell Corporation, calls Topgrading the “definitive manual for becoming an A player and for recognizing those traits in others.”

Dr. Smart has developed a methodology which allows corporations to hire, let go, and promote employees, those who really can change the culture and performance of a company.

Great companies, large and small, rise or fall because of their talent; the more high performers on the team, the more successful the organization will be. Of course that is easier said than done. Research shows that only about 25% of all new hires turn out to be high performers.

However, companies that have used Dr. Smart’s Topgrading methodology over the past two decades have improved their hiring success to over 80%, and some as high as 90%, in locating and hiring top performers.

This book is an excellent read for anyone who is in the position to hire new employees, or even to select volunteers to serve in your organization. Read the book. Then, whether or not you employ Dr. Smart’s methodology, you will certainly have a clear sense of what you are looking for in those who join your company or organization.

Leadership Focus is published monthly. Your comments and suggestions are welcome at leadership@ntcc.edu

Leadership Book Review
Top Grading (3rd Edition) by Bradford Smart, Ph.D.

Bradford Smart, Ph.D., is the president of Smart & Associates, Inc. Dr. Smart is an industrial psychologist and consultant who has helped hundreds of companies, of all sizes, dramatically improve their talent.

Topgrading isn’t just about hiring and promoting - it’s also about developing talent. It enables leaders to reward their A players, coach their Bs to become As, and weed out the Cs who are beyond improvement.

The Topgrading system makes hiring easier, faster, and more successful, whether you are hiring for the shop floor or for senior management.

Leadercast 2014 Update
Theme: Become a Leader Worth Following

GiANT Impact, the owner and producer of Leadercast, has enjoyed a 4-year partnership with Chick-fil-A as the title sponsor of the annual Leadercast event. GiANT Impact is planning to broaden the global reach in 2014 and is partnering with additional sponsors who can help them grow this platform. They have indicated they are pleased that Chick-fil-A will continue to be a supporting partner for the 2014 Leadercast, however they will no longer serve as the event's title sponsor.

This will not affect the programming; only the logos and colors have changed.

The passion is the same: “We exist to change the way the world thinks about leadership by building leaders worth following.”

Mark your calendars for May 9, 2014, to join us at NTCC’s Whatley Center, along with over 100,000 other leaders around the world, for Leadercast, an event that will change the way the world thinks about leadership.