

## Lead [Now!]

**Lead [Now!]** builds the skills that make the biggest difference. It equips leaders to respond to the everyday challenge of providing an *Exceptional Leadership Experience*.

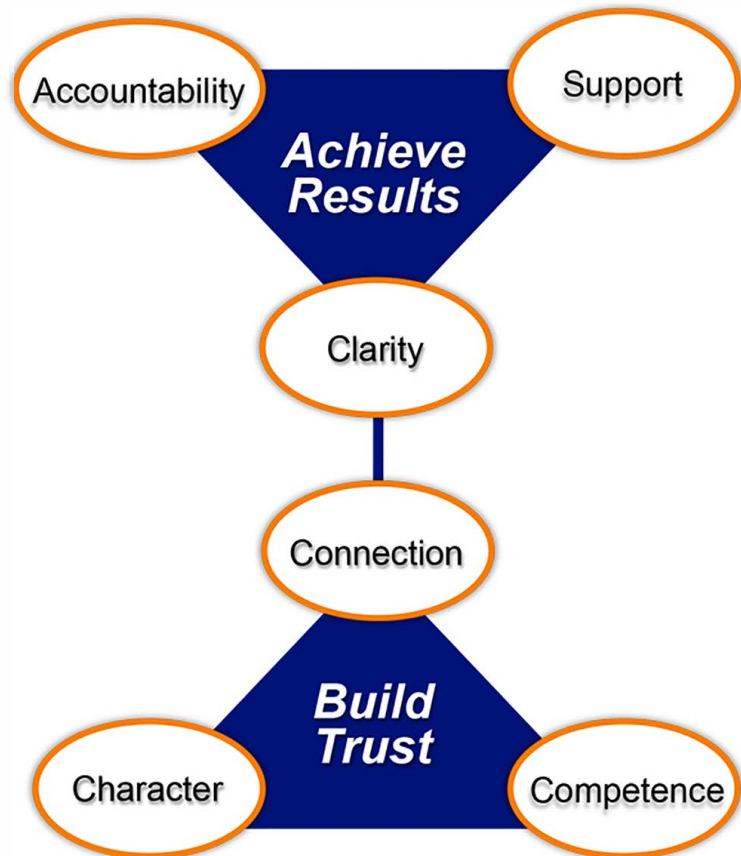
Leaders have two priorities: *Build Trust & Achieve Results*.

### The Focus is Results

Leaders Achieve Results through *clarity, accountability, and support*.

### The Foundation is Trust

Leaders Build Trust through *character, competence, and connection*.



### *All Six Disciplines Are Necessary*

The six disciplines work together to produce the kind of leadership people want to follow. Strength in one discipline does not compensate for weakness in another. If one is missing or neglected, the effectiveness of a leader is diminished. When a leader consistently practices all six disciplines, the stage is set for extraordinary results.

*Great leaders are effective not because of one thing they do, but because of the cumulative impact of all the things they do.*

# [ BUILD TRUST ]

Everything you do in the process of leading people and managing the business rests on a foundation of trust. Leadership is a relationship. It is not power derived from status or position. It is influence based on personal credibility. Leadership begins with the person, not the position.

## Influence vs Authority

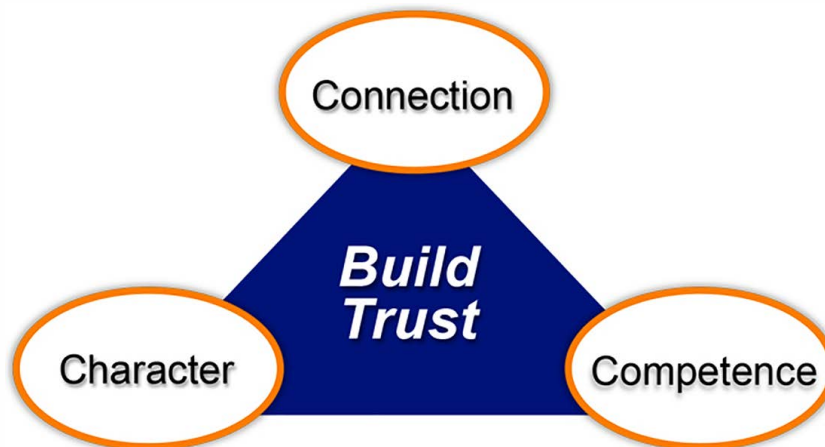
When it comes to leadership, your influence *is* your authority. The exercise of authority without a foundation of trust generates resistance and resentment.

*Never let your level of authority exceed your level of influence.*

Trust is earned through your behavior, not granted by your title. Some leaders operate under the misguided notion that authority creates trust. In reality it works the other way: Trust creates authority. People follow the leader first, and the vision second.

## Trust is Three Dimensional

Trust is not just one thing. It is how people experience you in three key areas: *character*, *competence*, and *connection*. All three matter. The way you practice the three disciplines will determine what kind of experience you give to people and the level of trust you build.



- **Character** is ethical trust. It is established through repeated experience of you *doing what you say you will do*.
- **Competence** is technical trust. It is established through repeated experience of you *solving problems and getting things done*.
- **Connection** is personal trust. It is established through repeated experience of you *caring and listening*.

# [ACHIEVE RESULTS]

Leadership is about producing results with and through other people. A leader's job is, ultimately, to get the job done and produce the desired outcome. The outcomes you get are a product of the way you lead.

## Results are Three Dimensional

The systematic application of *clarity*, *accountability*, & *support* is what produces results in a team or organizational setting. Every outcome is the natural consequence of how effectively leaders execute the combination of these three pillars. The more dynamic the environment and difficult the goal, the more demand on a leader's skill.



- **Clarity** is setting direction, standards, and eliminating confusion. It is established through simplicity, consistency, and understanding.
- **Accountability** is paying attention and taking action. It is established through observation, highlighting people who do things right, and challenging unwanted behavior. It is a second form of clarity.
- **Support** is helping people execute the work. It is established through providing the tools, training, resources, and coaching people need to get the job done up to standard.

## The Foundation for Results is Trust

Exceptional leaders are demanding *because* they have built a deep foundation of trust. This earns them the freedom and credibility to be push harder, longer. Always remember how *Achieving Results* depends on *Building Trust*. People listen to you through the lens of how much they trust you. You can only push people as far as they trust you.