

The Extraordinary Leader's Playbook

HOW TO GET DYNAMIC RESULTS BY LEADING
WITH CONFIDENCE, PASSION, AND HEART.

BUSINESSCOACH.COM

The Extraordinary Leader's Playbook

*"GREAT LEADERS CREATE AN ENVIRONMENT WHERE OTHERS
AROUND THEM CAN BE THEIR VERY BEST!"*

- Coach Gary Henson



1

What is Leadership?

Chapter 1

WHAT IS LEADERSHIP?

"Commitment is what transforms a promise into reality. It is the words that speak boldly of our intentions, and the actions which speak louder than words."

"It is making the time when there is none, coming through time after time, year after year. Commitment is the stuff character is made of; the power to change the face of things. It is the daily triumph of integrity over skepticism."

- Unknown

MUNDANE TO MISSIONAL: THE INFLUENCE YOU HAVE

In my 30+ years of Business Coaching, I've come to learn that there is one key ingredient that many Business leaders are missing...

HEART.

It's that *heart*, that *passion for people*, that *human-element* that transforms a business from just a systematized machine into an EXPERIENCE, a COMMUNITY, an organization on a MISSION to serve and make a lasting difference in the world. And with all of that in place, the **skyrocketing** profits just become a natural byproduct.

So how does one transform their company from "good" to greater-than-you-could-have-imagined? How does one transform their company from just a place where employees earn a paycheck into a home for hardworking, innovative, inspired, and passionate team members?

It all starts with your leadership.

It begins with you embracing the qualities of an impactful, relational leader. Not only will you need to establish a clear vision and direction for your team to move toward, but you'll also need to get them to *want* to follow you.

The art of excellent leadership is exactly what you'll learn in the following pages. By taking this material to heart and implementing it in your own company, you too, will watch your staff, company culture, and bottom-line transform to beyond what you ever thought possible.

"A company isn't a family. Parents don't hire their kids or fire them for low performance."

A better vision is a community—a place where people bond around their shared values, feel valued as human beings, and have a voice in decisions that impact their work culture."



LEADERSHIP EXERCISE

Let's begin with this simple exercise.

Imagine you are at a funeral. There are several hundred people in attendance.

Imagine that you suddenly realize that it is your own funeral that you are observing from another level of consciousness. There are people there from many aspects of your life.

Imagine that they are talking about the impact you have made on them and in the world.

What are they saying about you? Did they know your values and what you intended to contribute to each of these relationships?:

1. BUSINESSES RELATIONSHIPS AND ACQUAINTANCES
2. YOUR LIFE PARTNER
3. FAMILY
4. CLOSE FRIENDS
5. YOUR EMPLOYEES

How have you been playing big or small? Are you playing the game to win? OR are you just playing TO NOT LOSE?

As you reflect on what could be, write about what **will** be. Write your perfect obituary. Take some liberty to dream big.

This is your chance to define the life you have always wanted; an opportunity to live life how you most want to be remembered.

Invent a new future for yourself, one without limitations. Every day is a new opportunity for you to play all-out. As you step into your greatness, embrace your personal power. Be authentic, be you without the self-imposed limitations. As you go forward, realize that the perfect time to start living with intentionality is NOW. Create and live the life of your dreams!

AN EXTRAORDINARY LEADER

Now that you've created a vision for the kind of impact you want your life to have, it's time to learn the leadership skills it requires to get there. So what defines an extraordinary leader? As a leader, you are much more than someone who just assigns tasks and keeps your team organized. You are gifted the responsibility of taking a large group of people with different backgrounds, experiences, cultures, perspectives, and ideas, and uniting them under one common mission. You get the honor of discovering the strengths of each team member and figuring out how to leverage them to achieve the greatest possible result. A true leader does not need to micromanage, assert dominance, or demand respect, but instead, earns respect, leads by example, affirms others' strengths, and inspires the team to grow and improve. Read the following qualities of an extraordinary leader. Which of these traits do you embody, and which qualities do you want to grow in?

What is Extraordinary Leadership?

- Leadership is about inspiring others toward a common vision, mission, commitments, and goals at an agreed upon time.
- Leadership is about helping others realize their true potential.
- Leadership is not just being someone who people *will* follow, but someone who people *want* to follow.
- Leadership is about being someone willing to make decisions and taking accountability and responsibility for those decisions.
- Leadership is about acknowledging people for their accomplishments and providing corrective direction when they don't meet agreed upon expectations.
- Leaders create ways to have their organization achieve the vision, mission, commitments, and goals.
- Powerful Leaders understand who they need to be in order to have what they *want*. (For example, committed, full of integrity, humble, authentic, etc.)
- Powerful leaders are masters of engagement; they know exactly how to use language to create action and performance in their workplace.

THE 6 PILLARS OF EXTRAORDINARY LEADERSHIP

Now that you have a foundational understanding of extraordinary leadership, let's dive deeper into what it means to lead with HEART. Almost anyone can manage people, but very few know how to lead with the kind of passion and character that transforms everyone around them. Here we will unlock the 6 Key Pillars of Extraordinary Leadership. These will be the difference between running your business like a machine vs. creating a harmonious, tight-knit culture that employees won't want to leave. Without further ado, here are the 6 Pillars of Extraordinary Leadership:

Pillar #1: An Extraordinary Leader is an Accountability Partner.

An extraordinary leader creates systems to keep team members accountable to accomplishing tasks and reaching their highest potential. For example, planning regular all-employee meetings, staying in communication via email updates, communicating clear assignments, recommending books and reading material to continue developing all team members, and doing whatever necessary to hold employees accountable to their highest potential and assigned goals. A good leader is as invested in others' success as they are in their own success.

Pillar #2: An Extraordinary Leader looks for Solutions, not Blame.

It is a common misconception that a leader's responsibility is solely to oversee others' performance—to simply ensure the task at hand gets done correctly, and/or to point out when someone makes a mistake to prevent it from happening again. While this leadership style may "get the job done," it creates a culture of fear instead of empowerment.

For example, let's say you have an employee that has consistently been arriving 10 minutes late to work everyday this week. Many leaders would automatically call the employee into their office and say something like, "I've noticed you've been late to work every day this week. This is your warning. Please do better and show up on time." While this gets the message across that punctuality is important, it also communicates a negative message that invokes a tone of fear and punishment.

Studies show that people are less likely to change behavior when motivated by negativity and fear, as opposed to being inspired by positive feedback. Therefore, an effective leader should not seek to make others "good, bad, right, or wrong," but instead find what is "missing" and empower team members to fill that gap.

So instead of criticizing the employee for being late, a good leader could say, "We all know that one of our core values here is commitment. As a team, we're committed to showing up, giving our best, and ensuring that we can all rely on each other. To uphold that value, we really need everyone to be on time. How can we support you in making sure that happens?"

This simple conversation is typically enough to remind the employee of their commitment to the company and showing up on time. Most employees will respond with something like, "I'll make sure I wake up at an earlier time," or, "I'll find a different route with less traffic," etc. But be willing to offer accountability if needed. Extraordinary leaders do not create guilt, but rather, empower others to break unproductive habits and change their behavior for the better. A good leader doesn't judge employees for what is right or wrong, good or bad; they instead stay focused on what works, what doesn't work, what's missing and then point them to what's next.

Pillar #3: An Extraordinary Leader is driven by Commitment, not Emotions.

Emotions are fleeting; they change constantly. Strong leaders are not driven by their ever-changing emotions, but instead, are driven by commitment and keeping their word. For example, imagine you tell your team that you will treat and take them out to lunch this Friday. Friday comes, and you're exhausted from a busy week. You still have a lot to get done before the weekend, and it would be way more convenient to have your food delivered and work through your lunch. A leader who is driven by their emotions and the way they "feel" might cancel and hope their team understands. While many leaders may not see a problem with this, we believe in challenging you to be a cut above. An extraordinary leader is driven by commitment and does everything in their power to keep their word.

In this case, honoring your commitment to take your team out to lunch communicates the message that they can rely on you to follow through with what you say. This builds trust, as well as sets a good example for others to follow.

Pillar #4: An Extraordinary Leader leads by Example.

Good leaders ask themselves, “Who am I *being* as the leader? What kind of example am I setting for those around me? How effective is my communication? Do my actions reflect our core values? Am I modeling the kind of behavior that I expect from others?”

Create a vision of your “dream” team. What values would you want everyone to have (i.e. a value of commitment, a value of strong work ethic, a value of proactivity, etc.)? Now ask yourself if you are modeling those values through your actions and communication. Take inventory of the areas you feel confident in, as well as where you see room for improvement.

Pillar #5: An Extraordinary Leader is Proactive in Inventing their Future.

A leader is not someone who passively waits around for things to just happen, or for others to give them solutions. Good leaders are not reactive, but *proactive* in creating the future they want to live in. An extraordinary leader “invents their future” by envisioning the outcome they desire, sets goals to achieve it, and confidently leads their team in that direction as well. A good leader makes plans, takes action, and leads with clarity.

Pillar #6: An Extraordinary Leader Produces other Extraordinary Leaders.

An extraordinary leader produces other leaders around them. Some may view leadership as a means to feeding their ego, however leading is not about satisfying your hunger for the admiration and praise of others. It is not about hoarding all of the work because you believe you're the only one you can trust to do the job well. It is not about leaving a gaping hole once you leave the position. The measure of a true leader is the impact they have left on the people around them. A good leader understands the importance of imparting their wisdom and knowledge to impact those around them.

CONTROLLING VS. EMPOWERING LEADERSHIP

Now that we've laid a solid foundation of the fundamentals of leadership, let's discuss the difference between leading with control and leading with empowerment. At some point in our lives, we've all likely experienced a controlling authority figure, be it a parent or teacher or boss. It's one thing to be in a position of authority, however being "controlling" is an entirely separate issue. For example, a manager may need their employee to draft up a report by the end of the week. Rather than trusting the employee to complete the task correctly, a "controlling" manager may fall into micromanaging and checking for updates every step of the way. At its root, control comes from a lack of trust, or fear of being let down. If a leader feels the need to control, it's because they lack trust in others to meet their expectations. Avoid leading with control, and instead lead with empowerment. If the leader has done a good job of developing those that they're leading, then the leader should be able to trust their abilities. A quality leader does not control others' every move, but instead empowers them to rise to every occasion and be their very best!

Take a look at the following differences between leading with control vs. leading with empowerment. Ask yourself where you are now, and take inventory of any areas that need improvement:

Controlling, Manipulative Leadership:

- Finds faults and blames other individuals for issues.
- Singles out employees and makes them look bad in front of fellow teammates.
- Creates an environment where people are intimidated to speak up about important issues that may be uncomfortable to discuss, making room for resentment, fear, or guilt to occur.
- Knowingly or unknowingly weakens the overall professional image of the company.
- Fosters an environment where the owner is overwhelmed and exhausted, thus creating a blame-based "look out for yourself" environment.
- Allows an "us vs. them" culture to exist.

Effective Empowering Leadership:

- Leaves others uplifted and inspired.
- Holds employees accountable to the team's commitments, vision, and mission.
- Inspires people to be proactive rather than reactive.
- Uses positive reinforcement and acknowledgment to motivate others to continue doing and being their best.
- Promotes good listening and open communication.
- Leads by example.
- Does not micro-manage.
- Loves what they do.
- Is willing to have difficult, but necessary, conversations.
- Dreams big and leads others toward an invented future.
- Has quarterly check-ins and reviews with every team member.

Self-Check: Do you find yourself leading with control or empowerment? In what areas can you let go of control and increase your trust in others around you?

RECOMMENDED READING & MOVIES:

- For a deeper dive into the topic of empowering leadership, read *The Advantage* by Patrick Lencioni.
- To get inspired, watch the movie *Drumline*.



2

Communicating Like an Extraordinary Leader

Chapter 2

COMMUNICATING LIKE AN EXTRAORDINARY LEADER

"Things that matter the most should never be at the mercy of things that matter the least."

- Unknown

THE POWER OF YOUR LANGUAGE

One of the first steps to becoming a great leader is having the right mindset. Our thoughts drive our actions, which affect the way we lead. So if you desire to be an extraordinary leader, we must first take a look at the way you speak to yourself.

For all its capacity and potential, the human brain is still just a biological computer. It responds to how you program it. What you consume (music, knowledge, TV, reading, social influence, gossip, etc.) all stimulate the thoughts in your mind and the words that come out of your mouth. Your worldview (paradigm) is the control center that ultimately determines your behavior, attitude, aptitude, thoughts, outlook, and influences your communication.

You can tell what you are thinking by the way you're speaking.

Countless studies show that the human brain takes things literally. Your subconscious mind accepts what you tell it. It's vital you be extremely specific about exactly what goals you're committing to. Once you apply passion to your goal, you will be even be more engaged. Passion wakes you up. Passion is motivating. Take the following examples on how to commit:

Example A: When you say, "I'm 'trying' to become a top salesperson at my company," your subconscious thinks the goal is to "try" and it will do what you specifically commanded it to do. The command here is to "try" and the word "try" is associated with incompleteness.

If we are not specific with our language, our subconscious will revert to the most literal language you tell it.

Example B: Clearly define the goal and apply a specific intention with a specific outcome such as, "I commit to being a rainmaker in our sales department, selling 50 units by June 15th, increasing at least 10% a month over the next 10 months, so that by April of next year I will be celebrating being the top salesperson on our team!"

Vague language creates vague results.

Embrace powerful, positive, and precise language to help shape your world into the vision you intend. Be selective with the words you allow to come out of your mouth. Words have power. Voice your goals and commitments to others as accountability to making your goals reality.




```
graph TD; A[AGREEMENTS & COMMITMENTS] --> B[RESULTS]; A --> C[REASONS OR EXCUSES]; B --> D[CHANGE]; C --> E[NO CHANGE]; D --> F["+ IMPACT"]; E --> G["- IMPACT"]
```

**AGREEMENTS
& COMMITMENTS**

RESULTS

**REASONS OR
EXCUSES**

CHANGE

NO CHANGE

+ IMPACT

- IMPACT

Every agreement and commitment we make has an impact. As we see in the diagram, we choose to commit to either results or excuses. When we commit to results and keep our word, that leads to change and a positive impact. If we choose reasons or excuses, that leads to no change and a negative impact. What kind of impact do you want to make?

INSPIRING INFLUENCE: COMMUNICATING WITH OTHERS

Once you've established healthy self-talk, you'll notice your actions begin to change. Now that your internal communication is in order, it is time to develop the way you communicate externally with others. Here's how:

- Actively listen to your employees even if you do not agree with their ideas. This will build self-esteem, trust, and healthy communication throughout your organization.
- Acknowledge your mistakes. Be big enough to admit when you're wrong and learn from it. This may also encourage honesty and trust from those around you.
- Maintain your composure. Throwing tantrums and yelling or slamming doors demonstrates intimidation, control management, lack of ability to process emotion, and loss of personal discipline. Intimidation management causes fear and division. It destroys innovation, proactivity, and causes hesitancy in communicating creative ideas and solutions.
- Clearly define and communicate what your **expectations** are of your employees and what they can expect from you. Make sure your approach uses a style of empowerment. Ask for feedback, clarity, and common understanding.
- Your actions speak louder than your words. Set a positive example.
- Acknowledge initiative and hard work from your employees publicly. Negative feedback should be done in private, one-on-one. This creates trust in your leadership and promotes a highly productive environment.
- Don't micromanage! Use delegation to foster potential and creativity in your employees. Let them do their jobs and develop confidence in their abilities so they grow.

EXPECTATIONS

Expectations are the thoughts or requirements that one might have for how someone should behave. We all have expectations of others; however, we rarely communicate those expectations to those we have expectations of.

There are many types of expectations we have; for example, attitude expectations, behavior expectations, communication expectations, performance expectations, etc.

When our expectations are not met, we commonly respond by being upset or frustrated. The key is to define your expectations and hold others accountable to the expectations that have been communicated.

A good leader can increase employee performance by establishing a vision statement, mission statement, and core values to define company-wide expectations.

Vision Statement

A vision is long-term thinking that is ongoing without a specific endpoint in time. It is the "big picture" of your business or organization. If your business is designed to fulfill a greater purpose, what is the purpose? What is the long-term, big picture of your business?

Mission Statement: The Declaration of Your Mission

A company mission statement should be no more than a short paragraph. You aren't trying to capture everything your company does. You should include only the top two or three things that make your business successful. By limiting the length of your mission statement, it will force you to follow priorities. Once you have written your company mission statement, put it on company letterhead and give it to all employees. Consider having each employee sign the mission statement so that each employee supports and commits to the statement. Afterward, frame and place the company's mission statement where your employees and customers can see it. This is your primary commitment in your business.

Core Values of High-Quality Teams

Once you've established a clear mission and vision statements, the next step is to define the team's core values. Think of mission and vision statements as “*where*” your team is going, and the core values are “*how*” you're going to get there. For example, if your team's mission is to provide exceptional marketing strategies, the core values might include, “We commit to give 100% effort in our work; We will treat each other with respect; We will remain accountable to our commitments; etc.”

The following list contains some of the most common values shared by many of the world's most successful companies:

- A high level of focus on customer service
- Employee empowerment
- Effective pairing of employee strengths to tasks (don't put a square peg in a round hole.)
- Enthusiasm and fun are essential
- Team atmosphere and effective communication
- Extraordinary as a norm
- Outcome and results-driven
- Embracing challenges and change without pushback
- Work without fear; use mistakes as opportunities to grow
- Accountability at every level
- Working with urgency, but not rushing
- Commitment-based, purpose driven
- Objective, solution-based communication without blame or shame
- Work on effectiveness not efficiency

***Don't hold back in creating the company culture of your dreams. Have fun with this!
You'll get much more out of it than what you put into it.***

SAMPLE COMPANY COMMITMENTS

Vision Statement

Our vision at ABC Technology Management is to be recognized throughout the Pacific Northwest as a powerhouse IT service provider in our region. To that end, we will employ top-notch technicians and engineers to provide extraordinary results for our clients through our professionalism, integrity, and most of all, our commitment to unparalleled customer service.

Mission Statement

Our mission is to be the industry standard by which others are measured and deliver an unparalleled level of reliability, customer service, and commitment. We are dedicated to continuing excellence in our industry. We will be the most innovative, exciting, and sought-after technology service provider in the region we serve.

Core Values

- We are committed to maintaining a *Customer Obsession* company culture.
- We are committed to steady, profitable growth.
- We are committed to providing extraordinary results for our clients.
- We are committed to proactively taking care of our clients' needs before they realize a need exists.
- We are committed to operating our organization based on Biblical principles including integrity, honesty, respect, and hard work.
- We are committed to addressing problems and issues within our team so that we can consistently improve.
- We are committed to communicating with our clients clearly and frequently, ensuring that we always keep them well-informed.
- We are committed to maintaining the utmost level of professionalism in every aspect of our work, communications and appearance.

- We are committed to the success of our employees who are committed to our goals and we commit to compensate those employees well.
- We are committed to being reliable, including always doing what we say we're going to do, when we say we're going to do it.



RECOMMENDED READING & MOVIES:

- For a deeper dive into creating Company Commitments, read *Leadership and the Art of Self Deception: Getting Out of the Box* by The Arbinger Institute.
- To get inspired, watch the movie *Hidden Figures*.

The 5 Steps to Leading Your Team to Victory

In the book, Principle-Centered Leadership, author Stephen R. Covey outlines key ways that leaders can empower their team to see their goals to completion. Use these 5 steps as you lead your team to success.

1. Specify the Desired Result – This is where you and your team define the mission and goals and expectations are clearly communicated.

2. Set Guidelines – Next, communicate the parameters around *how* to achieve the goals. This is where your company commitments/core values play a role.

3. Identify Available Resources – Identify the various financial, human, and organizational resources available to assist your team in achieving the desired results.

4. Set up Accountability – Studies show that goals are 90% more likely to be accomplished when accountability is in place along the way. Specify ways to measure your team's progress. This can look like hosting weekly team meetings, tracking key performance indicators, or whatever necessary to ensure everyone feels supported and stays on track to hitting the target.

5. Determine the Consequences – Discuss what may follow if the desired result is achieved or not achieved. Positive consequences may include the team's sense of accomplishment, financial benefits, etc. Negative consequences may include the effects of the task not being finished, etc.


"The goal of transformational leadership is to 'transform' people and organizations in a literal sense—to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building."

- Stephen R. Covey



3

Becoming an
Extraordinary Leader:
Your Total Transformation



Chapter 3

BECOMING AN EXTRAORDINARY LEADER: YOUR TOTAL TRANSFORMATION

The purpose of leadership is not to make the present bearable. The purpose of leadership is to make the future possible."

- Joan D. Chittiser

So far, we've laid a foundation of what it means to be a Heart-based leader and how to communicate like one. Now it's time to dig deep and let leadership take root in you; to become a part of who you are. It is one thing to *know* what makes a good leader, and an entirely different thing to actually *be* one. In this chapter we will cover key concepts and principles on various topics that should shape the way you think, operate, and live. Let these become a part of you; be transformed from the inside out, into the extraordinary Heart-based leader that will impact the world around you.

What's Working, What's Not Working, What's Missing, and What's Next?

Engrain these questions into your mind. Get in the habit of regularly asking yourself, "What's working, what's not working, what's missing, and what's next?" These can be questions can be applied to any situation—when leading a team toward a certain goal, when evaluating your personal life, when needing to address an employee's performance, planning your businesses' next quarter, reflecting on how to improve your marriage...a good leader is constantly asking, "What's working, what's not working, what's missing, and what's next?"

What's Working: Take an honest look at the current situation and make a list of what IS working. For example, perhaps you plan a team-building activity for your employees once a month and these activities are truly boosting comradery and morale.

Establishing a positive work culture is a core value of yours, and these team-building days are contributing to the achievement of that. This would be an example of something that is *working* and that should be continued moving forward.

What's Not Working: Next, evaluate the current situation and take inventory of what isn't working in regard to accomplishing the goals at hand. As an example, let's apply this to the goal of establishing a positive work culture. Let's say you recruited employees to form an Activities Committee. You've given them the responsibility to organize monthly outings for your team to bond outside of work. The past few months, the Committee has put a lot of time and energy into organizing a Friday-night company barbecue, a bowling tournament, and a night at the movies. Each event had a very low turnout and even exceeded the company's budget for extracurricular activities. Although it sounded like a good idea initially, after trying it, you've decided that it is not working. This would be something to discontinue moving forward. It is also important not to equate "not working" with "failing." Testing new ideas is an essential part of leadership, so be proud when you find things that are not working. It means you were courageous enough to try something new!

What's Missing: After evaluating what's working and not working, pinpoint *what is missing*. What is the gap between what you're currently doing and what's needed to accomplish the goal? If we continue with our example, we've found that a.) the once-a-month team-building activities during work hours ARE working, b.) the Activities Committee planning after-hours events are NOT working, so c.) what else could contribute to establishing a positive work culture? What's missing? Perhaps you realize that while the team-building activities are great for bonding the team, there aren't any systems in place to show individual recognition and appreciation. Therefore, the individual recognition piece would be *what's missing*. Once you've pinpointed factors that are missing, it's time to move on to the next step...

What's Next: Once you've pinpointed factors that are missing, it is time to decide what is *next*. What are you going to do about the gaps that need to be filled?

What solutions can you create, and what are the actionable steps to achieving them. After figuring out what's missing, it is then time to create actionable steps to achieve your goals. In the example of establishing a positive work culture, in order to show individual appreciation, you decide to reassign the Activities Committee with the responsibility of organizing something special for each team member's birthday. Now that you've decided on *what's next*, break it down into actionable steps to make it a reality (i.e. email the Activities Committee with your idea, allow them to be creative and report their plans to you by the end of the week, and then observe team members' responses over time to determine if it is, in fact, contributing to creating a positive work culture.)

Getting in the habit of approaching every situation with "What's working, not working, what's missing, and what's next?" takes the emotion, blame, or judgment out of situations, relationships, and conversations. Look at your previous answers and make an action list of "what's next."

Our Likely Story

Often, our brain interprets situations, actions, conversations, and reality as stories. For example, if someone asked you to recall your morning commute, you might say something like, "I felt the chilly morning air as I stepped out of my house and walked to my car. My car was freezing, so I turned my heater on full blast, and I listened to my favorite podcast. There was more traffic than usual, which set me behind a few minutes, but I still had just enough time to stop for coffee before getting to the office." Although the topic of "morning commute" is objective, your personal perspective is known as your *story*.

Stories describe *our personal interpretation* of reality, and are laced with our emotions, opinions, and memories. It is important to recognize that there is a difference between our *story* and reality. Stories can *feel* like the truth, however good leaders are aware that there is an absolute reality outside of their own feelings. If we're not careful, stories can create excuses, paralyze action, and lead to avoidance of personal responsibility.

For example, if someone on your team is constantly running late and they say that it's because there is always traffic, that is their *story*. However, it serves as an excuse and removes their personal responsibility in the situation. As a leader, it is important not to allow stories to hinder **greatness**. In this example, a good leader would recognize that as a story, and then challenge their team member to broaden their perspective to see the full reality. While your team member might genuinely believe being late is out of their control, the reality is that they have the power to change up their routine. Maybe it looks like leaving earlier, changing their route, or allotting extra time to stop for coffee as a motivator to leave earlier.

Be aware of how your story may be influencing the way you show up as a leader and in life. Learn to distinguish the difference between reality and your perception of reality. One leaves room for excuses, unproductive behavior, and small thinking, while the other expands your thinking to look for solutions, increase creativity, and ways to constantly be improving.

To summarize:

- Stories can seem as though they are the truth.
- Stories can create obstacles or blind spots that get in the way of reality.
- Stories can paralyze action and avoid accountability and responsibility.
- A good Leader is able to distinguish what happened vs. the perception of what happened. The leader empowers others to pinpoint stories preventing them from being creative and taking action or developing results.
- Extraordinary Leaders use no-excuse-leadership to maximize their own performance and raise the bar for those they lead as well.

The Great Human Compromise

The Great Human Compromise refers to compromising our full potential in order to satisfy core cravings that are emotionally based.

Core human cravings that lead to compromise:

- Emotional cravings to be accepted and liked by others.
- The craving to blend in, be average, and not take risks or step into the unknown.
- The craving to constantly wonder, "What's in it for me?"

As we go through life, our experiences oftentimes influence our perspective and behavior. For example, imagine you received poor grades in school growing up and you even had a teacher tell you that academia was not your strong suit. So when it came time to apply for colleges, you decided not to because you didn't think you had what it took to be successful. You were afraid of failing. This would be an example of the *great human compromise*. Often, we compromise our full potential because we let our "likely stories" and limiting beliefs influence our behavior.

How to break the trap of the Great Human Compromise

- First off, recognize false narrative or "stories" you're believing that will hold you back.
- Then, get in the habit of choosing commitments, goals, vision, and purpose over satisfying the cravings. Become hungry for taking risks over avoiding failure; Be willing to stand up and stand out over being "liked" by everyone. Over time, your desire to achieve goals and purpose will overpower the desire to satisfy cravings.

"What it Takes to be Number One" Excerpt by Former NFL Coach, Vince Lombardi

Winning is not a sometime thing; it's an all the time thing. You don't win once in a while; you don't do things right once in a while; you do them right all the time. Winning is a habit. Unfortunately, so is losing.

There is no room for second place. There is only one place in my game, and that's first place. I have finished second twice in my time at Green Bay, and I don't ever want to finish second again. There is a second-place bowl game, but it is a game for losers played by losers. It is and always has been an American zeal to be first in anything we do, and to win, and to win.

Every time a football player goes to ply his trade he's got to play from the ground up—from the soles of his feet right up to his head. Every inch of him has to play. Some guys play with their head. That's O.K. You've got to be smart to be number one in any business. But more importantly, you've got to play with your heart, with every fiber of your body. If you're lucky enough to find a guy with a lot of head and a lot of heart, he's never going to come off the field second.

Running a football team is no different than running any other kind of organization—an army, a political party or a business. The principles are the same. The object is to win—to beat the other guy. Maybe that sounds hard or cruel. I don't think it is.

It is a reality of life that men are competitive, and the most competitive games draw the most competitive men. That's why they are there—to compete, to know the rules and objectives when they get in the game. The object is to win fairly, squarely, by the rules—but to win.

And in truth, I've never known a man worth his salt who in the long run, deep down in his heart, didn't appreciate the grind, the discipline. There is something in good men that really yearns for discipline and the harsh reality of head to head combat.

I don't say these things because I believe in the "brute" nature of man or that men must be brutalized to be combative. I believe in God, and I believe in human decency. But I firmly believe that any man's finest hour—his greatest fulfillment to all he holds dear—is that moment when he has to work his heart out in a good cause and he's exhausted on the field of battle—victorious."

- Vince Lombardi

Lies to Break Up With

In order to be the best possible version of yourself, it is important to recognize and dismiss the common "lies" that sneak their way into the minds of many leaders. If we allow these lies to accumulate, they begin to weigh us down, decrease confidence, and infect the way we show up. Get in the habit of quickly recognizing "lies" and combatting them with the truth. Do any of these sound familiar?

"I don't matter, I'm not enough, I'm all alone, I don't belong, I don't feel appreciated, it's always my fault, why should I try, life's not fair, it shouldn't be this way, I don't fit, I deserve more, life is hard."

If a belief attacks your self-esteem, your value, your worth, your abilities, or confidence, then it does not belong in your mind. Recognize it, uproot it, and replace it with the opposite. For example, tell yourself:

"I do matter, I am enough, I am loved, I am accepted, I am valuable, I can achieve anything I set my mind to, life is a result of my choices, I deserve what I earn, life is whatever I make it!"

Do not allow lies to attack your self-confidence. You are as powerful as you believe you are.

The Predictable Future

The *Predictable Future* is what would happen if absolutely nothing changed. Think of the Predictable Future as a result of being passive and reactive; simply taking things as they come and failing to dream up out-of-the-box ideas for the future. As a leader, avoid falling into living life this way. Shatter self-imposed limitations that prevent action or producing results. As a leader, be proactive in envisioning the kind of future you want to have.

Invented Future

Rather than being passive and living out a *predictable future*, dare to dream big, reach for out-of-the-box goals, and be intentional in envisioning the kind of future you want to become reality. We refer to this as an **invented future**. A good leader is a visionary. A good leader does not sit back and allow the predictable future to happen, but instead, envisions an invented future and inspires others to follow along. Regardless of what challenges may arise, a good leader acts as "a stand" for the invented future. This means that the leader figuratively "lives" in the invented future and continues motivating the rest of the team until they make it there.

Being Accountable

Accountability is making a commitment to a specific action, giving a deadline to that commitment, and requesting another to check in on the status of that commitment; accountability sees a commitment through to completion.

Accountability is a factor that often gets overlooked by leaders. Many adopt the mentality that they can achieve goals and continuously grow on their own. However, studies show that we are 95% more likely to accomplish a goal when we regularly update someone on our progress. In order to be consistently growing as a leader and individual, it requires outside input. Therefore, do not overlook the importance of accountability. If you're going to inspire and invest in others, you need accountability in place to keep you moving forward as well.

Choosing to have accountability is choosing to live by choice rather than live by accident. Accountability creates the opportunity to carve out the future rather than sit back and have it happen to you. Without accountability, there is no committed speaking, there are no promises, and no declarations. Therefore, there are no breakthroughs. There is, at best, the status quo.

When you are accountable to your promises you are your word; thus, your relationship to the world shifts. You find yourself producing results in all areas of your life. The experience is one of joy, fearlessness, irrepressible energy, and satisfaction.

Take a moment to think about who holds you accountable now. If you don't have a mentor or accountability partner in place, who can you ask to be this role in your life? How are you holding others accountable to being their best?

Self-Discipline

A good leader is self-disciplined. The Oxford Dictionary defines self-discipline as, "the ability to control one's feelings and overcome one's weaknesses; the ability to pursue what one thinks is right despite temptations to abandon it."

What separates those who live an average, "status-quo" life from those who achieve greatness and make history is their level of self-discipline. Anyone can have good ideas or good intentions, but results only come from those who are committed to making them happen.

Self-discipline requires creating excuse-proof action plans for achieving desired goals. For example, let's say you want to lose 10 lbs of bodyfat. It's going to require a conscious development of new habits and routines in order to achieve that goal. Let's say you decide to wake up earlier, at 5 am every morning to go for a run, as well as cut out sugary foods in order to lose those 10 lbs. A strong sense of self-discipline would lead you to stick to those commitments, even when your "feelings" suggest otherwise. Even on the mornings where you don't want to leave your warm bed, or the nights when you're craving some dessert after dinner, self-discipline would have you stick to your commitments regardless of what emotions or challenges come up.

"The price of discipline is always less than the pain of regret" - Nido Qubein

Goals vs. Good Ideas

There is an important difference between *goals* and *good ideas*. Good ideas are just thoughts, and they become goals when paired with actionable steps to make them reality. Read the following characteristics of a goal:

- All goals must have a deadline.
- Goals should be measurable and often answer the questions, *how many, by when?*
- Goals need to have an owner or be assigned to someone.
- Goals need to be communicated to all employees and managers.
- Goals should be reviewed on a regular basis (daily, weekly, and monthly)

"There is nothing as useless as doing efficiently that which should not be done at all." - Peter Drucker

Measurable Results

When setting out to achieve a goal, many people just *assume* that they're making progress. However, the key is to set up *tangible* ways to *measure* that progress. Measurement is the process of taking something either tangible or intangible (i.e. performance, satisfaction, etc.) and making it measurable with key indicators or milestones.

For example, let's say you want to increase employee satisfaction by the end of the year. What turns this thought or idea into a goal is putting measurable systems in place to track improvement. In this case, you can come up with ways to improve company culture, and then send out a survey every few months asking employees to rate their satisfaction. By tracking the survey results, you will be able to measure if employee satisfaction is actually improving.

Measurable results should get tracked and reviewed on a daily, weekly, monthly, quarterly, and annual basis. In business, some examples of measurable results can include: customer count, customer retention, new customer's per a fixed amount of time, employee turnover or retention, sales, profits, marketing/advertising results, website statistics, conversion rates, client leads, Profit & Loss Statements, balance sheets, aging reports, projected revenue, budgeting, cash flow, and revenue generation per person.

Leveraging Human Capital

One measure of a great leader is their ability to delegate and trust others with tasks and responsibilities. Many people fall into the trap of only trusting themselves to get the job done well. Because of this, many leaders find themselves overwhelmed, overworked, and nearing burnout because of their lack of delegation skills. However, delegation and leveraging the strengths of others is one of the most powerful assets you have as a leader.

Ask yourself this:

- *Do I often find myself overwhelmed with too many tasks and responsibilities?*
- *Are there things I can take off my plate and train someone else to take care of?*
- *Is it difficult for me to trust others to do as good of a job as I can?*
- *Am I afraid of being a "burden" by asking others on my team to handle certain responsibilities?*
- *In what areas do I need to let go of control and limiting beliefs that are keeping me overwhelmed and overworked?*

Take an honest look and see what limiting beliefs might be keeping you from delegating some tasks to others on your team. Many believe that the best way to get things done is to do it themselves, however, this actually sabotages the process. The sooner you learn to leverage the skills, strengths, and time of others, the more effective you will become at accomplishing goals. Retrain your mind to look for the strengths and potential in others. Trust them to take on new challenges and empower them to rise to the occasion. Leveraging others not only frees you up to operate at a healthy pace, but it develops others into leaders in the process!

Alignment

It is crucial to rally those you're leading around a common mission or goal. We refer to this as "alignment." When everyone is aligned to a common goal, working together to achieve results becomes harmonious. Alignment doesn't mean that everyone will agree, however it means coming into agreement because you share a common purpose. For example, you and your employee need to work on a project. You want to meet at noon and they would rather meet at 12:30. You end up both agreeing to meet at noon because you have another meeting at 12:30 that you cannot miss. You may have had different preferences, but you came into alignment to accomplish the goal together.

Group Character

Group character refers to the combination of attitudes, mission, and core values of a group. As a leader, you get to set the tone of the group and model the kind of character you want the group to have. In a more professional context, it is necessary that the

leader defines the vision, mission, and core values of the team. See the "Group Character" page in the next chapter for an example.

Calling Out

As a leader, you will likely encounter situations where someone that you're leading "misses the mark" or is not delivering on expectations. Therefore, it is vital that you understand how to communicate in a way that is honest yet empowering.

As we covered previously, do not make the person bad or wrong, but instead focus on what is missing and how you can encourage them to fill that gap. We refer to this as "calling out." You are calling out a breakdown or "what's missing" and then strategizing together how the issue can be resolved moving forward.

- The purpose of this technique is to be open and honest about discussing issues that are counterproductive.
- What should you call-out?
 - Behavior or barriers that are getting in the way of commitments, the group's goals, or achieving the invented future
 - Complacency or promises not being kept:
- Appropriate setting for calling out:
 - This is typically best done in-person (not in an email or text message) in a private conversation, so as not to address unmet expectations in front of others. This respects and protects the individual while communicating how they can improve.

Acknowledgement

Acknowledgement is one of the most important aspects of being a high-quality leader. Acknowledgement is the recognition of one's positive actions, behavior, characteristics, or achievements. This is one of the biggest "missing's" amongst leaders today. If someone on your team did a great job accomplishing a task, tell them. If your team met a deadline, congratulate them on a job well done. If someone went above and beyond in their role, acknowledge them in your next team meeting. Acknowledgement costs nothing and can skyrocket an individual's confidence and performance moving forward.

Studies have shown that positive affirmations lead to continuous improvement, compared to negative feedback and correction. Therefore, get in the habit of acknowledging others and verbalizing your appreciation often. And when possible, acknowledge others in front of their peers. Never underestimate the impact of making someone feel appreciated, valued, and seen.

Breakdowns to Breakthrough

A Breakdown is an unexpected interruption in the flow of a commitment.

- Breakdowns are not good or bad, right, or wrong.
- The Leader declares a breakdown and then calls a meeting to help the team create a breakthrough and get back on track.

Recommended Reading & Movies:

- For a deeper dive into the topic of extraordinary leadership, read *The New 1 Minute Manager* by Kenneth Blanchard.
- To get inspired, watch the movie *Facing the Giants*.



4

Practical Tools for Extraordinary Leaders

Practical Tools for Extraordinary Leaders

The following pages are printable tools to further equip you in your leadership. You can also use them as handouts during team meetings, etc. Below is a description of each tool and how to best utilize them.

- **Group Character:** A good leader creates a vision and core commitments for the team to rally around. This tool provides team values and commitments that you can use with your team.
- **What's Working, Not Working, What's Missing, and What's Next:** Make this worksheet your go-to tool whenever you need to re-evaluate and make improvements going forward. You can also use this tool in senior management meetings to address key issues that need immediate attention. We recommend allowing each manager 5 minutes or less to address these four categories. This tool is excellent for keeping meetings focused and concise.
- **Time Management Matrix:** It can be easy to feel overwhelmed by all the demands competing for your time. Use this matrix to help you categorize and then prioritize all of the things that come up in your day.
- **Ordinary vs. Extraordinary:** In everything you do, commit to being *extraordinary*. This tool provides two lists comparing traits of being "ordinary" vs. "extraordinary." Use this as a reference and inspiration for how you and your team show up.
- **Our Likely Story:** Sometimes our perception of reality can leave room for excuses. Read this to shift your mindset and show up as the powerful person that you are.
- **Being Accountable:** A good leader takes personal responsibility and is accountable for their words and actions. Read this to get inspired!
- **Company Survey:** A Company Survey is a useful tool to determine what your employees think about their work environment. Survey your employees at least once per year to gauge their feelings towards the organization.

- **Leadership Reading Assignment List:** This is a list of our most highly recommended transformational books for further developing your leadership skills.
- **Inspirational Movies:** This is a list of our most highly recommended movies to further inspire and challenge you and your team.



GROUP CHARACTER

The following acronym is a tool to help you define the importance of Group Character in your organization.

Commitment	Our Team will consistently be present, committed to having fun, acknowledging one another, being authentic, intentional, ready to stand and deliver.
Honesty	Our Team will be honest with each other and those we serve, we will always interact with fairness, straightforwardness, and compassion.
Attitude	Our Team will encourage the awareness and expression of a positive mental attitude in ourselves, our team and those we serve.
Responsibility	Our Team will accept responsibility in maintaining our company's standards, including its mission, vision and company commitments.
Accountability	Our Team is accountable for providing all of the necessary support for the success of our team. We will lead new team members to assist them in achieving team and business goals.
Communication	Our Team will communicate authentically, promoting a team-oriented culture of integrity, trust and mutual respect. Our communication will always be honest, professional and straight forward.
Trust	Our Team is committed to developing nurturing relationships, establishing and earning the highest levels of mutual trust with each other and those we serve.
Ethics	Our Team will act ethically at all times and under all circumstances. All business transactions will be conducted in accordance with the highest ethical standards.
Respect	Our Team will always demonstrate respect in serving the needs of each other. We will act in a manner worthy of respect. We will lead, assist and hold each other accountable for demonstrating integrity and respect.

MANAGEMENT MEETING AGENDA

What's Working?

What's Not Working? (or not working as well as you want)

What's Missing? (that if it weren't missing it would make a difference)

What's Next? (What actions need to be taken or promised? By Whom? By When?)

Time Management Matrix

as created by Steven Covey

I. URGENT

Important

Activities:

- Crises
- Pressing Problems
- Deadline-driven projects

II. NOT URGENT

Important

Activities:

- Prevention, proactivity
- Relationship building
- Recognizing new opportunities

III. URGENT

Not Important

Activities:

- Interruption, some calls
- Some mail, some reports
- Some meetings

IV. NOT URGENT

Not Important

Activities:

- Trivial, busy work
- Some mail
- Some phone calls
- Time-wasters

Additional Time-Wasters (especially common for managers):

- Attempting to do too much
- Drop-in visitors
- Poor delegation
- Personal disorganization
- Inability to say "no"
- Procrastination
- Lack of self-discipline
- Email/Internet

“COMMITMENT IS WHAT TRANSFORMS A PROMISE INTO REALITY. IT IS THE WORDS THAT SPEAK BOLDLY OF OUR INTENTIONS, AND THE ACTIONS WHICH SPEAK LOUDER THAN WORDS.

IT IS MAKING THE TIME WHEN THERE IS NONE, COMING THROUGH TIME AFTER TIME, YEAR AFTER YEAR.

COMMITMENT IS THE STUFF CHARACTER IS MADE OF; THE POWER TO CHANGE THE FACE OF THINGS. IT IS THE DAILY TRIUMPH OF INTEGRITY OVER SKEPTICISM.”

ORDINARY VS. EXTRAORDINARY

In everything you choose to do, commit to being Extraordinary. Look over the differences between **ordinary** vs. **extraordinary** qualities and ways of thinking, then choose.

ORDINARY

Non-Entrepreneurial
Not Coachable
Comfortable
Being Reasonable
Plays Small
Avoids Risk
Judgmental
Status Quo
Reactive
Limited thinking
Fearful
Negative
Defensive
Stuck
Looks for the easy way to do it
Common Goals
"What's in it for me?"
Blames others
Makes others wrong
Resigned
Lets circumstances get in the way
Self-Centered
Lacks Integrity
Makes excuses vs. being responsible
Closed-minded
Restricted
Satisfied with the way it is now
Stingy
Undeclared Expectations
The glass is half-empty
Risk-averse
Average
"I've tried that already"
Procrastinates
Ungrateful

EXTRAORDINARY

Entrepreneurial
Coachable
Being Unreasonable
Creative
Leverages others' skills
Balanced lifestyle
Keeps promises
Proactive
Focused
Open to Change
Disciplined
Determined
Loyal
Passionate
Continuous Learner
Personal Growth Oriented
High Level Communication
Committed
Team Oriented
Generous
Visionary
Empowered
Courageous
Honest
Full of Integrity
Possibility Thinker
Leadership-Oriented
Fun
Clearly communicates expectations
Humble
Ambitious
Diverse
Values systems and programs
Risk-Taker
Grateful

***"Being ordinary is like being the best of the worst or the worst of the best!
Who wants to sign up for that?"***

OUR LIKELY STORY

The “**story**” is the private and public conversation of justifications, reasons, explanations, and fixed positions that stand in the way of our being effective.

We often trade the results we really want for our *story*. People rarely consider what would be possible if they were not limited by their *story*.

Our *story* hinders our effectiveness by placing blame on outside factors rather than taking personal responsibility. Our *story* has a design that always seeks to make us “right” about the interpretations we create. Often, others are made wrong in our *story*. Our *story* can also be a commitment to “looking good” to ourselves, and to what others perceive.

We accept our *story* as if it is true, valid, and “reasonable.” We are “blind” to our *story*. If we are skillful, we sell our *story* to others. They often buy in, thus creating additional agreement or reinforcement of our *story*.

We rarely notice that our *story* is composed of unexamined assumptions and ungrounded assessments. Ultimately, what we are left with is a life made out of our *story*. The result of this shows up as life not working, remaining ordinary, or struggle.

For example, imagine you were late to work one morning. Your *story* might place blame on everything else like your alarm clock not going off, extra traffic, getting stuck behind slow drivers, etc. But when you take personal responsibility, you are empowered to make choices that set you up for success—waking up earlier, leaving some spare time in your commute, etc.

When we are able to distinguish what happened and understand the **meaning we gave to what happened**, then we can take responsibility for creating our *story*. Taking responsibility frees us from the limitations of our *story*.

BEING ACCOUNTABLE

Accountability is defined as “the acceptance of responsibility for one's own actions.” When we choose to live a life of accountability and responsibility, incredible results occur. Accountability is living by choice rather than being influenced by your feelings. Accountability is the opportunity to carve out the future rather than be a spectator. Without accountability, there is no committed speaking; there are no promises and no declarations. Therefore, there are no opportunities for breakthroughs. What's left is a life of passivity and reacting to life as it happens “to you.” There is, at best, business as usual, the status quo, the “ordinary.”

A promise for which you are accountable has real power. A promise made from the stand that you are your word engages you as a participant. You cease to be a spectator in your life as you realize that your words and actions influence the world. With a promise, you create a mindset that supports your commitment rather than your moods.

When you are accountable to your promises, you are your word; thus, your relationship to the world around you shifts. You find yourself producing results in all areas of your life. This creates joy, fearlessness, irrepressible energy and satisfaction from the inside out. Accountability sets you up to be extraordinary!

“ *It is important that you get clear for yourself that your only access to impacting life is to be in action. The world does not care what you intend, how committed you are, how you feel or what you think, and certainly it has no interest in what you want and don't want. Take a look at life as it is lived and see for yourself that the world only moves for you when you act.* ”

– Werner Erhard

COMPANY SURVEY

Name: _____ Position/Title: _____

All answers will be held in strict confidence. Please answer all questions to the best of your ability. Give as much detail as possible. If necessary, attach additional pages.

1. How long have you been working here? How long have you been at your current position?

2. What is it that you like most about your job? What is it you like least about your job?

3. What could take place that would make you even more excited about coming to work every day?

4. What changes do you feel would make this business more successful or productive?

5. If you were to become the owner of this business and you could make any changes that you wanted, what would they be?

6. What three adjectives do you think describe the business culture at this time?

LEADERSHIP READING ASSIGNMENT LIST

- *The Dream Giver*, Bruce Wilkinson
- *The Breakthrough Principle of 16x*, Richard Koch
- *Gung Ho!: Turn on the People in Any Organization*, Ken Blanchard, Sheldon Bowles
- *The New One Minute Manager*, Kenneth Blanchard
- *The Five Dysfunctions of a Team*, Patrick Lencioni
- *Influencer*, Patterson, Grenny, Maxfield, McMillan & Switzler
- *What Got You Here, Won't Get You There*, Marshall Goldsmith
- *Leadership and the Art of Self Deception*, The Arbinger Institute
- *Secrets of the Millionaire Mind*, T. Harv Eker
- *The Four Disciplines of Execution, Revised and Updated*, McChesney, Sean Covey
- *The Power of Story*, Jim Loehr
- *Raving Fans*, Ken Blanchard
- *The Thin Book of Trust*, Charles Feltman
- *The Richest Man in Babylon*, George S. Clason
- *The Hands-off Manager*, Chandler/Black
- *The Advantage*, Patrick Lencioni
- *Building a Story Brand*, Donald Miller
- *Onboarding: How to get New Employees up to Speed*, Bradt & Vonnegut
- *Crucial Accountability*, Patterson, Grenny, Maxfield, McMillan & Switzler
- *Me, Myself, My Team*, Angus McLeod
- *The Fred Factor- How passion in your work and life can turn the Ordinary into the Extraordinary*, Mark Sanborn
- *Straight Line Leadership*, Dusan Djukich
- *Innovation and Entrepreneurship*, Peter E. Drucker
- *Promoting Yourself*, Hal Lancaster
- *Self Matters*, Dr. Phil McGraw
- *Selling to Vito*, Anthony Parinello
- *Good to Great*, Jim Collins
- *Innovation and Entrepreneurship*, Peter E. Drucker

INSPIRATIONAL MOVIES

- Hidden Figures
- Rudy
- Drum Line
- Facing the Giants (*"Death Crawl" Scene*)
- The Notebook (*"What do you Want?" Scene*)
- Hoosiers
- Coach Carter
- The Blind Side
- Remember the Titans
- Friday Night Lights
- Woodlawn
- Master and Commander
- Glory Road
- Radio
- Unbroken: Path to Redemption

Just For Fun (If You Want a Good Laugh):

- What About Bob? (*Starring Bill Murray*)
- Back to School (*Classroom Scene, Rodney Dangerfield*)
- "Stop It" *Bob Newhart (on YouTube)*

CONGRATULATIONS!

You've made it to the end of the Extraordinary Leader's Playbook! Although this playbook has come to an end, the journey of growing as a high-quality leader is an ongoing process. As you journey through different settings as a leader, we hope you feel equipped and confident to lead with passion, confidence, and *heart*!

