Developing High-Performance Leaders in your Business

-In abbreviated format-

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Management or Leadership?

Problems must be managed.

People need to be led.
Leadership

Defined -

“The act of leading a group of people or an organization.”
Leadership

The best leaders I have seen...

“Those that can lead by influence, rather than by authority.”
Leadership

The best leaders I have seen...

Do not create followers. They create new leaders.
VUCA Environment

Volatile
Uncertain
Complex
Ambiguous
Leadership

Character is foundational to the success of leadership.

What are your Core Values?

Where are they written?

Who can recite them?
Leadership

Three Key Mechanics of Leadership

1. Trust
2. Accountability
3. Communication
Do you keep your word?
Do you care for your people?
Do you care for your clients?

Consider this…

What is the one thing that people in your organization cannot do?
Accountability

Who is Elton Simmons?

Who is Colin Powell?
Accountability

1. Model “Extreme Ownership”
   (no excuses)

2. Hold the team accountable.
   (Always point to the standard.)

3. Say what needs to be said.
   (Be like Elton. Don’t make it personal.)
COMMUNICATION

Understanding

Commander’s Intent

The

Back-Brief

(I don’t know what I said until you tell me what you heard.)
Leadership

Indispensable activities that govern how you get things done.

Battlefield Circulation
(LBWA)
Focused Time Management
(80/20 rule)
Disciplined Decision-Making
Leadership

Do you have a Culture of Execution?

The Warrior Ethos
Are you an Athlete?

Are you a Warrior?

What’s the real difference?
Athletes say the bed was too hard last night...
Athletes have the most expensive stuff…
Athletes have personal nutritionists and the best food...

So their tummies feel good.
Athletes get “comfy” and all warmed up before they have to perform...
Warriors Perform.

It matters not what has transpired.

It matters only what they must do.
Warriors Perform.

Because they must.

No Excuses.
The Warrior Ethos
Leadership & Empowerment

The Efficiency of Decentralized Control

Empowerment

(The gift that keeps on giving.)
Leadership & Empowerment

The “Just Do It” Card
Leadership & Empowerment - Just Do It -

Ask these 4 questions:

1. Is it legal and ethical?
2. Is it good for my customer?
3. Is it consistent with my leader’s intent?
4. Am I willing to be held accountable for it?

Yes? Act and Advise!
Growth & Improvement

Investments in Leadership Training
(Everyone deserves it...)

You can’t be a prophet in your own home.
(Or can you?)
Growth & Improvement

The AAR.

The After-Action Report

Every time.
The AAR.

1. What was the goal?
2. Were we perfect?
3. What did we learn?
4. Who else needs to know?

Common Pitfalls?
VUCA Environment

Volatile

Uncertain

Complex

Ambiguous
Suggested Reading
Extreme Ownership, By Jocko Willink
Gates of Fire, by Steven Pressfield
About Face, by Col. David H. Hackworth
Can’t Hurt Me, by David Goggins