

The Total Leader®

Provided by Leadership Management, Inc.

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Do You Possess the Success Essentials?

You have probably heard the common saying that there are three ways to acquire great wealth: to be born into it, to marry into it, or to earn it. Unlike wealth, success comes by only one path: you must earn it. You cannot be born into success; you cannot marry into it; it is never a matter of luck. True success involves the development of your potential for personal leadership and achievement, and that depends entirely upon you.

People have frequently sought the “secrets of success” by studying the words and actions of those who have been great leaders. For the most part, their search proves fruitless because they look only on the outer person rather than examining thoughts, habits, attitudes and emotions – the intangible ingredients that make those who succeed stand a little taller than average. But a careful study of these qualities reveals certain success essentials common to all those who have achieved major success. These qualities are called by different names, they are expressed in unique manners, and those who possess them may even be unaware that they have them. But these qualities are present. If you want to develop the self-motivation necessary for effective

personal leadership, you must also acquire these five success essentials.

Crystallized Thinking

You must crystallize your thinking to identify the specific goals you want to achieve and to identify where you stand now in relation to those goals. Like most people, you have probably had serious moments of soul searching

when you asked yourself exactly where you stood and what you wanted from life. But chances are you did not pursue these questions because the answers were vague, illusive and hard to pin down. It is not easy to know yourself because your personality is complex. Your motivation is subject to certain basic needs and drives that exert influence from inside yourself. You are also subject to many outside pressures – to the conditioning influences of family, society, environment and institutions. But even your conditioned habits

are fashioned by your own free choice, and that same freedom of choice directs your goals program.



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– continued from page 1 –

Knowing yourself and where you want to go involves decision making. You must make a decision and stick to it. Crystallized thinking is the process that makes it possible for you to reach confident decisions about the goals you choose to pursue.

Success comes in the progressive realization of worthwhile predetermined personal goals, one after another. A basic part of knowing yourself is knowing your present status and knowing what you want to achieve. Once you have crystallized your thinking to produce a clear and concise analysis of your present position and have determined your own value system so that you have a vivid mental image of your goals, you are ready to take the next step toward achievement.

A Written Plan

After you have crystallized your thinking and know what goals you want to achieve, the next success essential is developing written plans and deadlines for achievement of those goals. Although you have chosen a star to shoot at, a goal line to cross, or a hurdle to overcome, you must have some plan of action for realizing your dream. Set out workable guidelines that elevate your goals above the realm of daydreams. Make plans so detailed and so clearly drawn that confusion and conjecture are eliminated. Then you can put theory into practice, turn theoretical knowledge into pragmatic know-how, and convert thought into action.

Written plans and deadlines for their achievement minimize procrastination. They create within you an inspirational discontent with things as they are. They help you clearly visualize each goal as an accomplished fact before it is actually achieved. Writing crystallizes thought, and crystallized thought motivates action. The mere fact that you put your goals on paper serves as an act of commitment.

A Burning Desire

The third success essential is to develop a burning desire for achievement of your goals. Desire makes the difference between a goal and a wish. Desire puts action into your plans and intentions. Without desire there is no motivation to achieve, no matter how worthy your goal nor how workable your plan.

Although you were born with the desire for leadership in its broad sense, you have also experienced a certain amount of conditioning that has, to some extent, hampered the flow of your creativity and desire. Rediscover the freshness, vitality, optimism and enthusiasm of the desire you possessed as a child – before you lost some of your capacity to dream impossible dreams and to desire so fervently that you could feel, taste and see a dream as your own. Stoke the fires of desire with emotion, stir them deeply, and you can achieve success in personal leadership.

In the process of discovering how to develop, and test your desire against your value system, you learn to judge whether the goals you have written are real goals or mere daydreams. The intensity of your desire to achieve the goals you have listed determines their priority. Those you most desire will have the highest priority. They will operate as forces to provide you with dramatic self-motivation. Without desire, your goals are destined to remain unrealized.

Supreme Self-Confidence

Making the changes necessary for growth in personal leadership is difficult if you try to change conscious actions without changing attitudes and habits that automatically trigger behavior patterns. It is necessary to begin first to alter attitudes and basic habits of thinking as a key factor in activating your plan. When you are purposely working to develop success attitudes, you begin to believe that achievement of your goals is possible. You develop great self-confidence.

Self-confidence allows you to be realistic instead of dependent on vague hopes. When you are realistic, you do not wait for time and circumstances to come along and transform your dreams into reality. You take the lead and work progressively toward achievement; and most important, you have confidence in your own ability to lead, to grow, and to make the internal changes necessary to reach your objectives. You believe in the concept of continual change. You know that you are indeed a creature of change. Your response to new experiences is that they are natural and to be expected. They pose no threat to you.

Unshakable Determination

Develop an unshakable determination to follow through on your plan regardless of circumstances, criticism, or what other people say, think, or do. This is often the breaking point for good intentions. Many people live their lives in the shadow of public opinion, drifting with the tide of criticism, and wind up wallowing in the backwash of mediocrity. Set a realistic standard for yourself. No one else can determine your desires, needs, or wants because no one else knows your priority of values or understands your potential. Once you know yourself and set your goals accordingly, determination is natural because you know that you are right and you know why you are right. You have information no critic can ever have, and armed with this inside information, you are impervious to unjustified assaults. Determination is neither stubborn defiance nor unreasonable inflexibility. It is, rather, firm resolve, quiet confidence, and unshakable persistence.

These five success essentials are inherent in every great leader. Follow all of these five success essentials as a general plan for living and your proficiency in goal setting will increase by leaps and bounds.

Embrace Change

As a decision maker, be prepared to risk change. Be willing to pay the price of disturbing your own psychological comfort by choosing to change. It may become necessary to defend yourself against traditional ways of thinking and acting, and you may have to do without social approval for a time. You may also encounter resistance, especially if you are young and new at the job. Not only do people instinctively resist change, they may actively insist that they are unable to learn a new procedure or change an old habit. When you believe in your decision, simply insist, even if you must do so repeatedly. As a leader, you are a role model. Remain calm and unemotional, but determined.

People are more likely to accept change when they see you embracing it. When they see you not only survive, but thrive, they will be more willing to take the risks associated with a given change. Let your team members know that change is inevitable, and your organization can either capitalize on change or be swept away by it.

Table of Contents

Page 1-2: MOTIVATION

Do You Possess the Success Essentials?

Page 3: STRATEGIC LEADERSHIP

Facing Your Fears Head On

Page 4: PERSONAL LEADERSHIP

Communicating Clearly and Honestly

Page 5: PERSONAL PRODUCTIVITY

Boost Productivity with Time Management

Page 6: STRATEGIC DEVELOPMENT

Bridging the Gap Between Potential and Performance

Facing Your Fears Head On

You were born to lead, but in the process of adjusting to the complexities of the world, you're sometimes so occupied with satisfying basic needs that you can give little thought, time or attention to self-fulfillment and development of personal leadership. Habits developed in this context become demotivators. The most common demotivator is fear.

Overcome Your Fears

If your needs aren't being satisfied – or if you think they may not be satisfied – fear takes over and blots out creativity. You react to your perception of a situation, rather than to the actual situation.

Fear is a natural and constructive mechanism that calls for personal leadership. Any physical or psychological threat sets off a system that is called “fear.” When the alarm goes off, your body undergoes instant change. Fear jerks both mind and body awake so that your body is prepared



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and ready to act! Fear is a natural and constructive force in self-preservation. Courage is one response to fear. So is caution, aggression, or retreat. Although fear is a positive and constructive way of meeting threats to both physical and psychological dangers, it can become a demotivator.

- ◆ Fear is exhausting. The adrenaline, the muscle tension and concentrated mental energy required to overcome fear and take action are demanding. You may lose your sense of goal direction because your mental and physical resources must be diverted to deal with fear itself. If it prevents you from being yourself for extended periods of time, fear is destructive.
- ◆ Fear can become a conditioned response. Fear is negative when it becomes a conditioned response unrelated to a real threat. If you experience fear based only on what other people might say, think or do, your fears are artificially created and destructive. Although they may have no basis in fact, such fears cause anxiety, distrust, concern or even panic.
- ◆ Fear can become generalized. Fear becomes a deadly demotivator when it becomes a general method of responding to life regardless of whether a threat exists in the environment. It saps your strength and your potential for growth is neglected. Fear, when it becomes habitual, is overcome in the same manner as other habits. You learn to recognize it, find a more satisfying response and replace the fear by substitution.

Communicating Clearly and Honestly

Skillful communication is the essential human connection. Sound communication techniques enable leaders to meet this most basic human yearning of people. Using constructive communication and persuasion skills saves time and effort, encourages cooperation, and reduces stress and friction. These skills are invaluable in handling and preventing crisis situations, fostering self-esteem, generating mutual respect, increasing productivity, and enriching relationships.

Planning the Total Message

Because communication is such a vital element of your personal and organizational success, take time to plan how you will deliver important messages to the members of your team. Effective planning considers the total message: content, method for delivery, and accommodation of the message to the unique personality of the receiver.

Be sure your thoughts are clearly presented, your reasoning is logical, and the message is complete. Check for unsupported assumptions or skipped steps in the reasoning process. If your own thinking is unclear, the content of your message will be unclear or confusing to the receiver. If you cannot crystallize your message, you may need to ask instead for information or a problem-solving discussion.

Adapt each message to the personality of the receiver. Knowledge of team members and your past experiences with them provide clues to the best structure for each particular message. Consider personal feelings, attitudes, and what may be occupying their attention when you attempt to communicate. All these factors affect how the individual is likely to respond; they strongly influence the manner in which you present your message.

Choose the words, rate of speaking, body movements, and the type of questions you ask to fit into the style of the person with whom you are communicating. Be willing to adapt your own communication style to the style of your listener. By doing so, you demonstrate basic concern for the needs of others and your desire to accomplish the goal at hand.

Environmental factors affect how the message is transmitted or received. Plan communication to minimize poten-

tial obstacles. For example, conduct complex, important communication away from noisy areas or excessive heat or cold. A paved parking lot in the middle of a hot summer day, for instance, is a poor choice of location for delivering any message other than a greeting or a quick, "Call me this afternoon, please."

Both the meanings and the emotional impact of words, phrases, and other references are perceived differently by people with different experiences. Choose expressions that carry no emotional overtones that might cause ambiguous interpretations.

Be sure that the method you choose is the best one for the message you wish to send. Some communication is effective when verbal, either face-to-face or by telephone, while communicating in writing is better for other types of messages.

Listening for the Total Message

When you ask a question, listen creatively to the answer. Become an expert in listening not only to the words themselves, but to the manner of delivery as well as to what is not said. Observe and evaluate body language, emotion, attitudes, and other external or internal factors.

An obstacle to effective listening is that you can think faster than someone can talk. Most people speak at approximately 125 words per minute, but you can easily think at the rate of 400 to 600 words per minute. Use the extra time to organize and analyze what you hear and to consider cause-and-effect relationships.

Avoid selective listening – hearing only what pleases or fits your ideas. Listen with an open mind; resist any tendency to overreact. Making snap judgments or losing control of emotions, especially before you hear the entire message, destroys mutual understanding and cooperation. Maintain comfortable eye contact and pay close attention to let others know you care about what they say.

Your skill in asking questions and listening attentively creates a climate of open communication in which team members feel that they have something valuable to offer, that there is much to learn, and that everyone shares common goals. As your verbal and listening skills improve, you improve your ability to get results through people.



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Boost Productivity with Time Management

Because actions come from attitudes, increasing productivity may require reshaping some of the attitudes that now dictate how you use time. Consider these time use practices that affect productivity and see how attitudes are involved:

▲ **Concentrate on high priority activities.** The quickest and most effective route to increasing productivity is to spend time on tasks that advance important goals. Make certain you spend your time on work that really matters; otherwise, you may be completely consumed by trivial details. Hours may be spent solving problems that can be solved by others. Respond to concerns expressed by various team members through empowering them to solve their own problems. This approach saves you valuable time and gives others the opportunity to develop commitment, a sense of ownership, and skill to solve significant problems. Help others spend their time on their high priority activities, and concentrate your time and effort on high priority activities that lead to the achievement of your goals.

▲ **Exercise self-discipline.** Self-discipline enables people to stay focused on a task and work on it until it is complete. Establish your priorities and then refuse to let distractions, interruptions, or happenings of the moment destroy your concentration. Discipline yourself to give tasks only the amount of time and effort they truly deserve from you, or delegate them to other appropriate team members. Either alternative requires thoughtful evaluation and consideration – and conscientious self-discipline. Perfectionists especially must learn to exert the self-discipline to delegate selected jobs to someone else who may not do the job quite as well as they would but who can still meet essential quality standards. How else will another learn to perform this job? In such cases, perfectionists must learn to accept less than perfection in the interest of increasing the contributions of others, creating new opportunities, and maintaining overall effectiveness and productivity.

▲ **Be persistent.** Careful planning and goal setting, determination to achieve, and recognizing the benefits of reaching a goal are all vital to personal productivity. This combination of factors enables one to be persistent, and

persistence is always characteristic of the successful individual. Many people eagerly take on new jobs, new responsibilities, and new assignments, starting with a great splash and making quick progress, but they soon lose momentum, never finishing the job. In contrast, productive people set definite goals, plan carefully, and concentrate their attention on the action required to meet each goal. Persistent individuals keep their goal in mind and work tenaciously toward it until they savor the success of achieving it.

▲ **Get started!** The best way to guarantee completion of a project is to get started on it – now! Two reasons account for failure to accomplish important jobs – people either never start, or they never finish. Both of these unproductive time patterns fall under the debilitating umbrella of procrastination. Several patterns of faulty thinking account for most procrastination. Following these guidelines will enable you to avoid these pitfalls:

- Begin on required work and continue without relying on “feeling like it.” Getting started is often the most difficult part of

a project; once begun, “inspiration” often follows. Thomas Edison, the famous American inventor, put it well when he said, “Genius is 1 percent inspiration and 99 percent perspiration.”

- Face the fact that some jobs will never be “easy” – now or later. Break the job down into logical steps to make it more manageable at each stage. Get started on the job, working in a systematic method, and you will enjoy a sense of mastery that enables you to complete the job!

▲ **Strive for results – not perfection.** Overemphasis on perfection nearly always renders negative consequences – immobilizing fear of making mistakes, discouragement, and preoccupation with what others think rather than genuine productivity. Productive people distinguish between what is important and what is not. They set aside a reasonable amount of time to accomplish a specific task; then they stick to their deadline. They recognize some tasks simply are not important enough to lavish too much time or effort on them. Even on genuinely significant projects truly productive individuals simply strive for results – not perfection.



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Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management International™ has been bridging the gap between potential and performance by helping organizations and individuals evaluate their strengths and opportunities through implementation of the unique and proven LMI Process™.

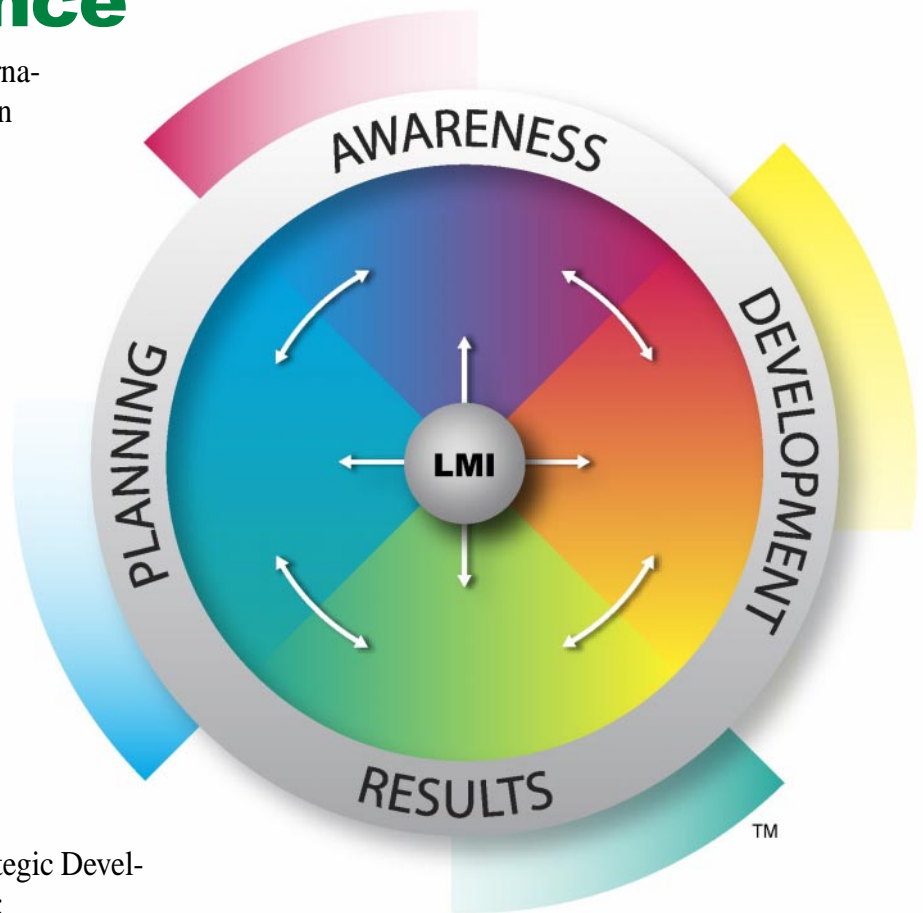
The LMI Process™ ...

- Develops leaders who, in turn, empower their people to use their untapped talents and abilities.
- Identifies key areas the organization should focus on in order to reach the next level of success.
- Gives direction to an effective solution and delivers measurable results.
- Practices a 93 percent effective leadership model.

The LMI Process™ is designed around a Strategic Development™ model with four vital components:

- Awareness
- Development
- Planning
- Results Management.

LMI® tools and processes have been making a difference in organizations and individuals for nearly 50 years in more than 70 countries.



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Publisher: Ronnie Marroquin

Managing Editor: Kimberly Denman

LMI Editor: Staci Dalton