

HEADLINE 1

FIVE REASONS WHY YOU
SHOULD HELP YOUR 'FRENEMIES'

HEADLINE 2

EMOTIONAL INTELLIGENCE
IT'S MORE THAN CHARISMA!

LEADERMAG

A Leadership Development Magazine | ISSUE APRIL 2013

BECOMING LESS REACTIVE AND MORE RESPONSIVE

Do you know your triggers?

BUSINESS ACUMEN AND FINANCIAL LITERACY

What's the difference between them?

THE VALUE OF CONVERSATIONS

Why ongoing two-way
dialogue creates engagement.

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Leadership Consultant with
the Glenn Llopis Group

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15 Things
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by Glenn Llopis
Glenn Llopis Group

Leadership is learned behavior that becomes unconscious and automatic over time. For example, leaders can make several important decisions about an issue in the time it takes others to understand the question. Many people wonder how leaders know how to make the best decisions, often under immense pressure. The process of making these decisions comes from an accumulation of experiences and encounters with a multitude of difference circumstances, personality types and unforeseen failures. More so, the decision making process is an acute understanding of being familiar with the cause and effect of behavioral and circumstantial patterns; knowing the intelligence and interconnection points of the variables involved in these patterns allows a leader to confidently make decisions and project the probability of their desired outcomes. The most successful leaders are instinctual decision makers. Having done it so many times throughout their careers, they become immune to the pressure associated with decision making and extremely intuitive about the process of making the most strategic and best decisions. This is why most senior executives will tell you they depend strongly upon their “gut-feel” when making difficult decisions at a moment’s notice.

Beyond decision making, successful leadership across all areas becomes learned and instinctual over a period of time. Successful leaders have learned the mastery of anticipating business patterns, finding opportunities in pressure situations, serving the people they lead and overcoming hardships.

The Most Successful Leaders Do 15 Things Automatically, Every Day



01 Make Others Feel Safe to Speak-Up. Many times leaders intimidate their colleagues with their title and power when they walk into a room. Successful leaders deflect attention away from themselves and encourage others to voice their opinions. They are experts at making others feel safe to speak-up and confidently share their perspectives and points of view. They use their executive presence to create an approachable environment.

02 Make Decisions. Successful leaders are expert decision makers. They either facilitate the dialogue to empower their colleagues to reach a strategic conclusion or they do it themselves. They focus on “making

things happen” at all times – decision making activities that sustain progress. Successful leaders have mastered the art of politicking and thus don’t waste their time on issues that disrupt momentum.

03 Communicate Expectations. Successful leaders are great communicators, and this is especially true when it comes to “performance expectations.” In doing so, they remind their colleagues of the organization’s core values and mission statement – ensuring that their vision is properly translated and actionable objectives are properly executed.

I had a boss that managed the team by reminding us of the expectations that she had of the group. She

made it easy for the team to stay focused and on track. The protocol she implemented – by clearly communicating expectations – increased performance and helped to identify those on the team that could not keep up with the standards she expected from us.

04 Challenge People to Think.

The most successful leaders understand their colleagues' mindsets, capabilities and areas for improvement. They use this knowledge/insight to challenge their teams to think and stretch them to reach for more. These types of leaders excel in keeping their people on their toes, never allowing them to get comfortable and enabling them with the tools to grow.

If you are not thinking, you're not learning new things. If you're not learning, you're not growing – and over time becoming irrelevant in your work.

05 Be Accountable to Others.

Successful leaders allow their colleagues to manage them. This doesn't mean they are allowing others to control them – but rather becoming accountable to assure they are being proactive to their colleagues needs.

Beyond just mentoring and sponsoring selected employees, being accountable to others is a sign that your leader is focused more on your success than just their own.

06 Lead by Example.

Leading by example sounds easy, but few leaders are consistent with this one. Successful leaders practice what they preach and are mindful of their actions. They know everyone is watching them and therefore are incredibly intuitive about detecting those who are observing their every move, waiting to detect a performance shortfall.



07 Measure & Reward Performance.

Great leaders always have a strong “pulse” on business performance and those people who are the performance champions. Not only do they review the numbers and measure performance ROI, they are active in acknowledging hard work and efforts (no matter the result). Successful leaders never take consistent performers for granted and are mindful of rewarding them.

08 Provide Continuous Feedback.

Employees want their leaders to know that they are paying attention to them and they appreciate any insights along the way. Successful leaders always provide feedback and they welcome reciprocal feedback by creating trustworthy relationships with their colleagues. They understand the power of perspective and have learned the importance of feedback early on in their career as it has served them to enable workplace advancement.

09 Properly Allocate and Deploy Talent.

Successful leaders know their talent pool and how to use it. They are experts at activating the capabilities of their colleagues and knowing when to deploy their unique skill sets given the circumstances at hand.

10 Ask Questions, Seek Counsel.

Successful leaders ask questions and seek counsel all the time. From the outside, they appear to know-it-all – yet on the inside, they have a deep thirst for knowledge and constantly are on the look-out to learn new things because of their commitment to making themselves better through the wisdom of others.

11 Problem Solve; Avoid Procrastination.

Successful leaders tackle issues head-on and know how to discover the heart of the matter at hand. They don't procrastinate and thus

become incredibly proficient at problem solving; they learn from and don't avoid uncomfortable circumstances (they welcome them).

12 Positive Energy & Attitude. Successful leaders create a positive and inspiring workplace culture. They know how to set the tone and bring an attitude that motivates their colleagues to take action. As such, they are likeable, respected and strong willed. They don't allow failures to disrupt momentum.

13 Be a Great Teacher. Many employees in the workplace will tell you that their leaders have stopped being teachers. Successful leaders never stop teaching because they are so self-motivated to learn themselves. They use teaching to keep their colleagues well-informed and knowledgeable through statistics, trends, and other newsworthy items.

Successful leaders take the time to mentor their colleagues and make

the investment to sponsor those who have proven they are able and eager to advance.

14 Invest in Relationships. Successful leaders don't focus on protecting their domain – instead they expand it by investing in mutually beneficial relationships. Successful leaders associate themselves with “lifters and other leaders” – the types of people that can broaden their sphere of influence. Not only for their own advancement, but that of others.

Leaders share the harvest of their success to help build momentum for those around them.

15 Genuinely Enjoy Responsibilities. Successful leaders love being leaders – not for the sake of power but for the meaningful and purposeful impact they can create. It's about your ability to serve others and this can't be accomplished unless you genuinely enjoy what you do.

In the end, successful leaders are able to sustain their success because these 15 things ultimately allow them to increase the value of their organization's brand – while at the same time minimize the operating risk profile. They serve as the enablers of talent, culture and results.



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Interview^{with} **Glenn Llopis**

"Leadership in America should represent a voice that is diverse in its spirit, attitude and ownership. A voice that inspires us all to take action for the betterment of a healthier whole." - Glenn Llopis



Q Your first "must-do" is to make others feel safe to speak up. That can be a tall order in a situation when there are opposing opinions, the stakes are high, and emotions are strong. What specific advice would you give leaders on how to develop the executive presence necessary to create an approachable environment?

A Executive presence is not about selling a business transaction, or showcasing your knowledge, capabilities and skill-sets. Executive presence is one's ability to create a moment; an experience that ignites others to want to know more about you, your personal brand and your business. Executive presence is mastered over time. It requires self-trust, confidence, self-awareness and the ability to navigate the needs of people. Executive presence is about being a good listener and the ability to quickly connect the patterns of conversation in order to detect one's personal interests, leadership style and business needs. Executive presence is about earning the right from others to explore a more meaningful and purposeful business relationship. Executive presence is not about you; it's about others. Executive presence is about having impactful, long-lasting presence that inspires others to want to know more.

I have worked with many prominent corporate executives. The most successful executives, visionaries and pioneers had the best executive presence because they made you

feel that you were an important part of their initiatives. They shared pieces of their personal lives and always seemed highly engaged to learn about yours. They took the time to ask questions and you never felt that they were trying to sell or convince you of anything. They always made you feel important, wanted and needed. The most effective executives always do. Executive presence is not about exercising your power and influence; but rather the ability to make others feel your powerful presence in a safe environment. For those that desire to intimidate others with their power, their executive role and influence will be short-lived. Here are a few ways that successful leaders develop executive presence:

- They come across as likeable, relatable and trust worthy
- They are curious to know more about others and actively build relationships with them
- They have an engaging manner of approaching and getting to know others
- They ask timely, relevant and thought-provoking questions that ignite a dialogue
- They are social and well-read, giving them the ability to share fresh perspectives
- They always leave behind a thought-provoking mes-

Interview with Glenn Llopis

sage that people remember

- They “connect” equally well with different types of people (regardless of hierarchy or rank).
- They genuinely embrace diversity.
- They seek to leave a positive and immediate impact on others.
- They share and create opportunities for others

Q We know that employees emulate the behaviors they see in their leaders. Yet, the true impact of demonstrating those behaviors is difficult to measure or link to business strategy. What data can you share to support the “return on investment” experienced when leaders commit to doing the things on your list?

A Leaders that naturally and consistently demonstrate each of these 15 points are valued and respected by their colleagues in the workplace and peers within the industry they serve.

Commitment is the critical success factor. Pointing out these 15 leadership behaviors is one thing, but to implement them requires commitment. Commitment to leadership requires a commitment to the workplace culture. They represent two-sides of the same coin. Our client work with organizations has shown increases in employee workplace engagement by +40%, performance by +45%, self-confidence/trust by +43%, retention by +39% and the recruitment of desired talent by +51%.

The most critical success factor: Organizations were equally committed to invest in and focus on the development of both their leadership and workplace culture – reaping a direct return and measurable impact on the overall performance of their business strategy.

Here are just a few reasons:

True Identity:

Employees could be themselves and felt more valued because their full-potential was being discovered. They were given the permission they needed to enable their impact and influence to support the business in ways that came most naturally to them.

Engagement:

Engagement was optimized when an environment of trust and transparency was established. When employees were comfortable speaking-up and expressing their points of view – more “thought-provoking” conversations transpired to support the needs of the business. Increased engagement reduced overall business risk.

Innovation:

Innovation was stimulated by diversity of thought, regardless of hierarchy or rank. Continuous (around the clock) innovation was viewed as a leadership responsibility and thus a culture was built around achieving results by empowering employees to “think versus do.”



Interview with Glenn Llopis

Loyalty:

Employees were more loyal and dedicated to the success of the organization when their leaders were more transparent. This resulted when leaders “reserved their roles” (based on the situation) to play a more subordinate role. Employees began to feel more valued and respected – as the culture began to utilize the full potential of their talent pool (which led to previously unforeseen promotional opportunities).

Opportunity Management is in Full-Force

Strong leadership that supports an innovation-minded workplace culture and that embraces the personal brands (individuality) of its employees – contributes greatly in the creation and sustainability of momentum for its business strategy. Opportunity management is in full-force when an organization and its employees are trained to see, sow, grow and share opportunities at work – for the betterment of a healthier whole.

A recent study conducted by my organization found that the workforce is not innovative enough because employees are trained to execute what they are told to do. The

study found that employees are most proficient at completing short term, immediate tasks. On the other hand, employees are least proficient at multiplying the opportunities inherent in the initial task they were asked to complete. You can read more about the study here: [Study Reveals the Workforce Is Not Innovative Enough](#)

An organization's leadership standards, principles and behaviors set-forth the tone for the workplace culture; while the culture defines the approach by which the workforce implements a business strategy across departments. For example, the more traditional “top-down” ways of leadership have created workplace cultures that have historically been more hierarchical, fear-based, departmental, siloed, etc. The 21st leadership style has become more democratic – thus influencing workplace cultures that are more community-based (boundary-less), flat, mobile, transient, flexible, and more personally branded than ever before. When leadership is more about satisfying “individual needs” for the betterment of the team versus “hidden agendas” that are more about “protecting territories,” employees begin to feel safe and more inclined to invest more in themselves for the success of the organization they serve.

