

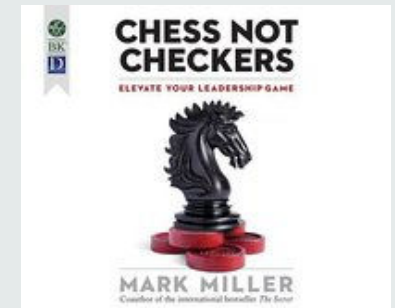


Play Chess not Checkers

Dan Biles
@dan_biles

Four Principles

1. Bet on Leadership
2. Act as One
3. Win the Heart
4. Excel at Execution



If you want to build a high performance organization, you've got to play chess, not checkers.

Mark Millar

QuoteAddicts.com

Bet on Leadership

- Develop your pieces early for maximum strategic advantage

You manage things,
you lead people. We
went overboard on
management and
forgot about
leadership.

Grace Hopper

QuoteAddicts

"Leaders don't create followers,
they create more leaders."
-- Tom Peters

sourcesofinsight.com

THE FIVE LEVELS OF LEADERSHIP

5. PERSONHOOD - The Level of RESPECT

People follow because of who you are and what you represent. Your VALUES.

NOTE: This step is reserved for leaders who have spent years growing people and organizations. Just a Few make it to this level. Those who do are BIGGER THAN LIFE.

4. PEOPLE DEVELOPMENT - The Level of REPRODUCTION

People follow because of what you have done for THEM. What's in it for THEM.

NOTE: This is where long-range growth occurs. Your commitment to developing leaders will ensure ongoing growth to the organization and to people. Do whatever you can to achieve and stay on this level.

3. PRODUCTION - The Level of RESULTS

People follow because of what you have done for the organization. Accomplishments.

NOTE: This is where success is sensed by most people. They like you and what you are doing. Problems are fixed with very little effort because of momentum.

2. PERMISSION - The Level of RELATIONSHIPS

People follow because they want to follow YOU. They BELIEVE in You. They TRUST You.

They DON'T Have to, but they WANT to Follow You.

NOTE: People will follow you beyond your stated authority. This level allows work to be fun.

1. POSITION - The Level of RIGHTS

People follow because they HAVE TO. You have POSITIONAL Leadership. You are the Boss.

They don't have a choice. They HAVE TO follow, whether they want your leadership or not.

NOTE: Your influence will not extend beyond the lines of your job description. The longer you stay here, the higher the turnover and the lower the morale.

The true measure of leadership is
influence - nothing more, nothing
less.

— John C. Maxwell —

AZ QUOTES

Bet on Leadership

*One of my worries about the idea of **leadership** is when it becomes this weighty, abstract concept, something talked about in the tones of Greek and Roman artifacts, something that is out of reach for most, yet permanent once obtained.*

This worries me because leadership should be understood as something practiced and refined, often without commission or reward and sometimes done unconsciously. Many people simply go about their lives with purpose, integrity and camaraderie — that can be leadership without the concept ever being uttered...Leading is not separate from living, and that means there is no template or fixed end to the journey.

- James daSilva



"A mentor is someone who sees more talent and ability within you, than you see in yourself, and helps bring it out of you."

Bob Proctor

YOU DON'T
BUILD A BUSINESS
- YOU BUILD PEOPLE -
AND THEN PEOPLE
BUILD THE BUSINESS.

-ZIG ZIGLAR

Bet on Leadership



"GOOD LEADERSHIP ISN'T ABOUT ADVANCING YOURSELF. IT'S ABOUT ADVANCING YOUR TEAM."

— JOHN C. MAXWELL

Management is about arranging and telling. Leadership is about nurturing and enhancing.

Tom Peters

BRANDERATI.COM

@BRANDERATI

Bet on Leadership

The Top 16 Competencies Top Leaders Exemplify Most

	Male Mean Percentile	Female Mean Percentile	T value
Takes Initiative	48	56	-11.58
Practices Self-Development	48	55	-9.45
Displays High Integrity and Honesty	48	55	-9.28
Drives for Results	48	54	-8.84
Develops Others	48	54	-7.94
Inspires and Motivates Others	49	54	-7.53
Builds Relationships	49	54	-7.15
Collaboration and Teamwork	49	53	-6.14
Establishes Stretch Goals	49	53	-5.41
Champions Change	49	53	-4.48
Solves Problems and Analyzes Issues	50	52	-2.53
Communicates Powerfully and Prolifically	50	52	-2.47
Connects the Group to the Outside World	50	51	-0.78
Innovates	50	51	-0.76
Technical or Professional Expertise	50	51	-0.11
Develops Strategic Perspective	51	49	2.79

Source: Zenger Folkman Inc., 2011

Harvard Business Review, 2012

Overall Leadership Effectiveness by Gender by Position (Percentile Scores)

	Male	Female
Top Management, Executive, Senior Team Members	57.7	67.7
Reports to Top Management, Supervises Middle Managers	48.9	56.2
Middle Manager	49.9	52.7
Supervisor, Front Line Manager, Foreman	52.5	52.6
Individual Contributor	52.7	53.9
Other	50.7	52.0
Total	51.3	55.1

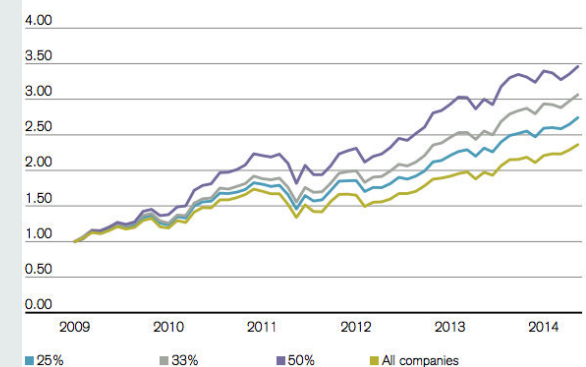
Source: Zenger Folkman Inc., 2011

Jack Zenger and Joseph Folkman
Harvard Business Review, 2012

Figure 17

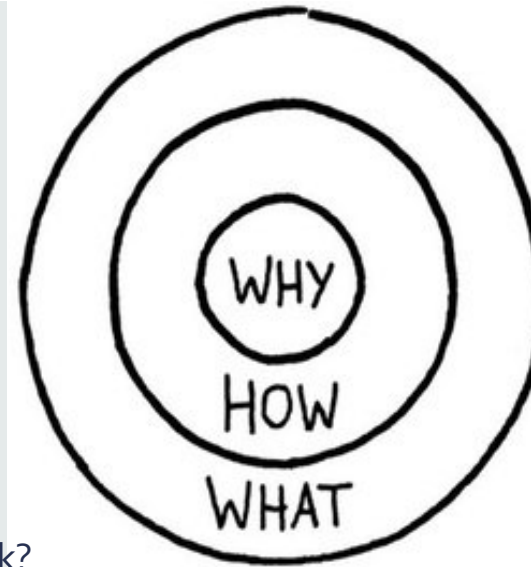
Performance of companies tiered by female management participation

Source: CSG 3000



Act as One

- Decide what's important
 - Why are we here?
 - Where are we going?
 - What beliefs/values shape how we do our work?
- Get agreement from your leadership team
- Begin orchestrated effort to cascade and reinforce these messages throughout your organization.
 - Link the organization's why to the individual's why...



Why = The Purpose

What is your cause? What do you believe?

Apple: We believe in challenging the status quo and doing this differently

How = The Process

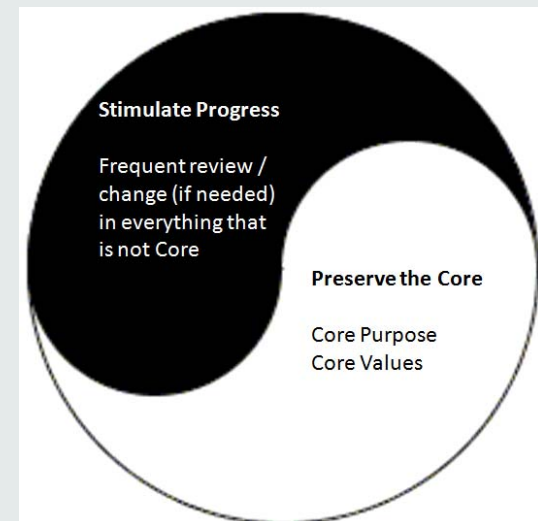
Specific actions taken to realize the Why.

Apple: Our products are beautifully designed and easy to use

What = The Result

What do you do? The result of Why. Proof.

Apple: We make computers



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Auburn, Alabama - "The Loveliest Village On The Plains"

Vision Statement

Auburn, Alabama is committed to being an attractive, environmentally conscious community that is progressive, responsive and hospitable.



This community desires for all citizens:

- safe and attractive neighborhoods with adequate housing
- quality educational opportunities
- diverse cultural and recreational opportunities
- vibrant economic opportunities
- active involvement of all citizens

Mission Statement

A professional organization committed to teamwork and excellence which promotes full participation in enhancing the quality of life for its residents.

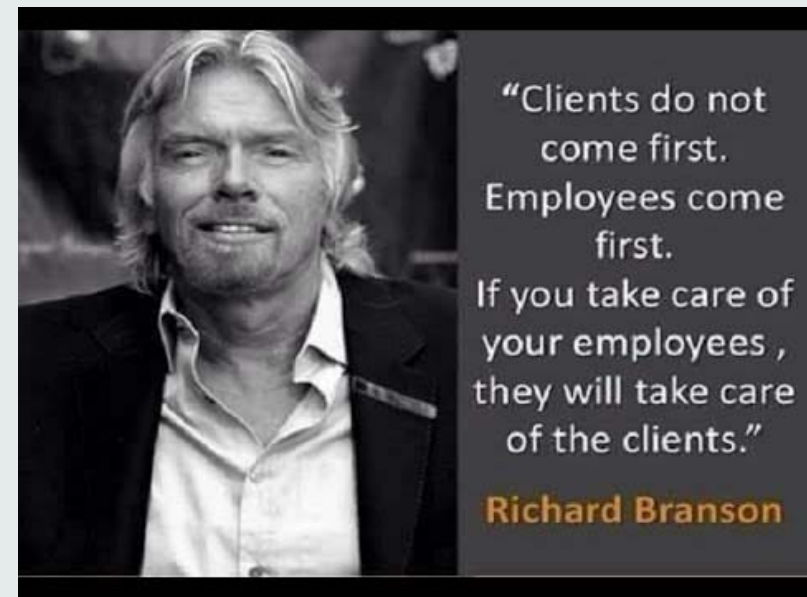
VALUES

Integrity
Safety
Education
Community
Stewardship
Beauty



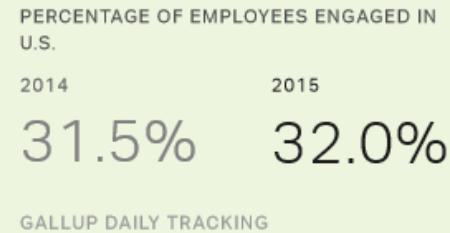
Win the Heart

- Great organizations are ones that create a place in which people willingly invest themselves fully in the work of the organization.



Win the Heart

- *"Building employee engagement requires a degree of personal tailoring; leaders must identify what's important to each individual worker and put to use their unique and often hidden talents. Making time to honor and acknowledge people for their effort and contributions is the final requirement."* - Lead from the Heart by Mark C. Crowley
- *"We suspect that the best kept secret of successful leaders is love: Being in love with leading, with the people who do the work, with what the organizations produce and those who honor the organization by using its work. Leadership is an affair of the heart, not the head."* - The Leadership Challenge by James Kouses and Barry Posner.
- Stock returns of the top 100 (best companies to work for) employers **annually** exceeded peers by a stunning 7-8%.



ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.



NOT ENGAGED employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.



ACTIVELY DISENGAGED employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.



Win the Heart

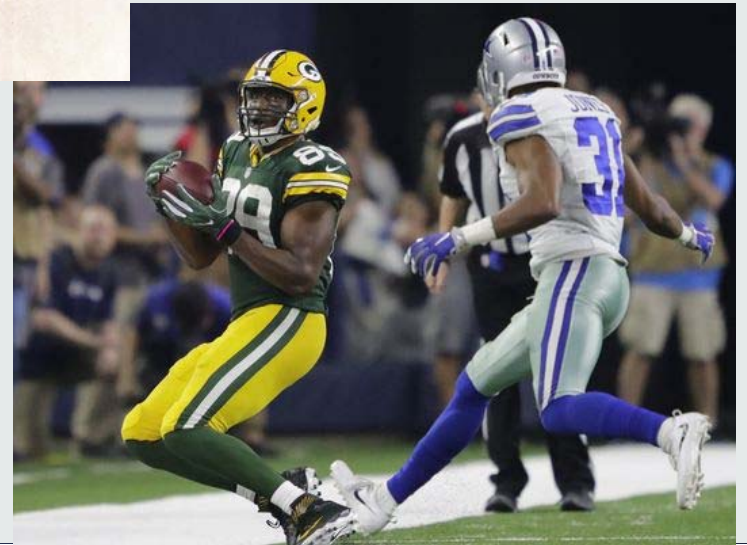
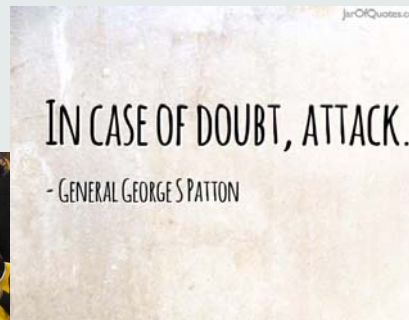
- Bob Chapman, CEO of Barry – Wehmiller on why they practice “Truly Human Leadership”
 1. Because seven out of eight people believe the company they work for does not care about them.
 2. Because everybody should have the opportunity to use their gifts and talents toward a shared vision.
 3. Because people should not be merely a means to a company’s financial success.
 4. Because people want to be led, not managed.
 5. Because everyone deserves the chance to return home from work each day feeling fulfilled by the work that they do.

Here are the B-W 10 Commandments of Truly Human Leadership:

1. Begin every day with a focus on the lives you touch.
2. Know that leadership is the stewardship of the lives entrusted to you.
3. Embrace leadership practices that send people home each day safe, healthy, and fulfilled.
4. Align all actions to an inspirational vision of a better future.
5. Trust is the foundation of all relationships; act accordingly.
6. Look for goodness in people and recognize and celebrate it daily.
7. Ask no more or less of anyone than you would of your own child.
8. Lead with a clear sense of grounded optimism.
9. Recognize and flex to the uniqueness of everyone.
10. Always measure success by the way you touch the lives of people.

Excel at Execution

- Greatness hinges on execution
- Measure what matters most

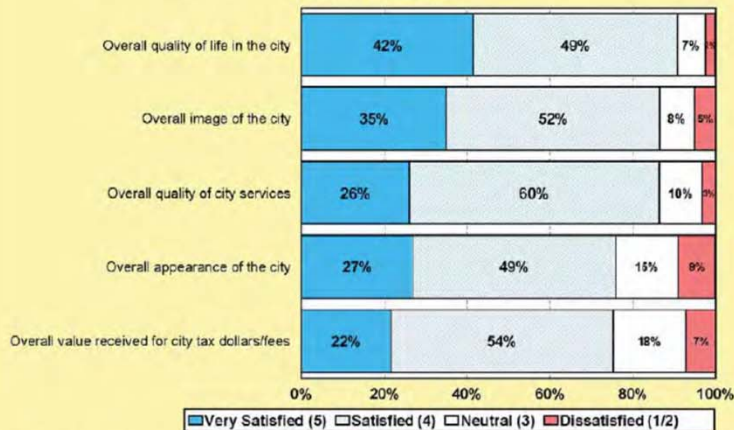


Excel at Execution

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Q3. Satisfaction With Items That Influence the Perception Residents Have of the City

by percentage of residents surveyed who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2016)

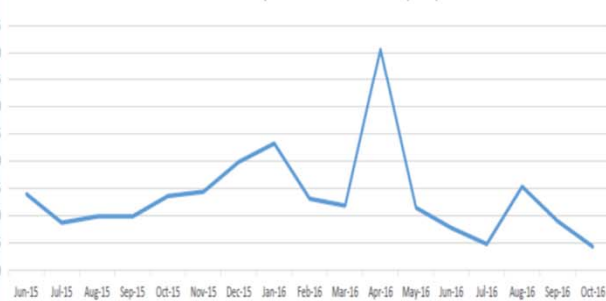
Most Residents Feel Good About the Quality of Life in Auburn and the Overall Quality of City Services

PERCENTAGE OF EMPLOYEES ENGAGED IN U.S.

2014 2015
31.5% 32.0%

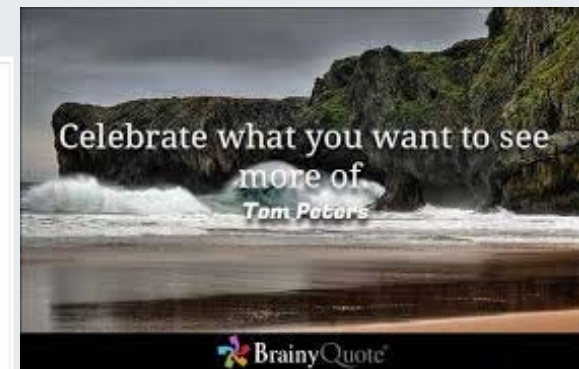
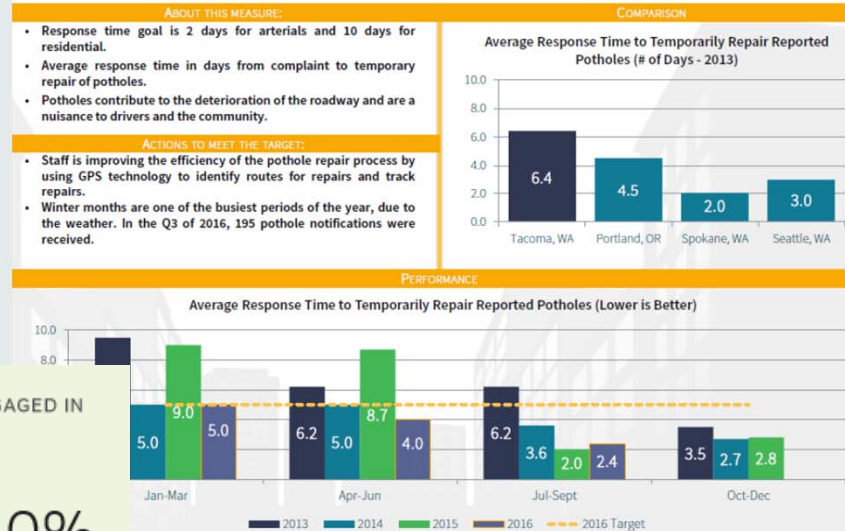
GALLUP DAILY TRACKING

Litter Removed by Litter Crews From ROW (Tons)



INFRASTRUCTURE

8. Average Response Time to Temporarily Repair Reported Potholes





<http://www.leadershipandinfluenceblog.com/top-100-leadership-blogs-ranked/>