



MONDAY MOTIVATOR

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What is Leadership?

Welcome to edition # 80 of The Monday Motivator. Hard to believe that we've been publishing this business journal for 80 weeks but this edition marks that milestone. We're a little proud of this and plan on 80 more, so, we're taking on bigger topics as we reach for the next 80 editions. In time, this collection of business journals will amount to a crash course in MBA basics.

According to Steve Wolinski, "Some view leadership as a series of specific traits or characteristics. Others see it as comprised of certain skills and knowledge. And some think of leadership as a process. This view of leadership, as a process, places an emphasis on social interaction and relationships."

When we coach executives from business owners to CEO's, COO's, CMO's and sometimes, the top Vice Presidents of corporations, we press the point that leadership is a type of relationship; one that typically includes influencing others in a certain direction. Along with Mr. Wolinski, Consulting Psychiatrist and Coach, we think that leadership is a relationship that involves the mobilizing, influencing, and guiding of others toward desired goals.

This definition does not assume that the goals are shared or even explicit. The word desire simply means that someone in the relationship, perhaps just the person in a leadership role, wants a particular outcome. The following are some definitions that help illustrate leadership as a process:

- "Leadership is a process of giving purpose to collective effort, and causing willing effort to be expended to achieve purpose." (Jacobs & Jaques)
- "Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation." (Hersey & Blanchard)
- "Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals." (Donelly)
- "Leadership is defined as the process of influencing the activities of an organized group toward goal achievement." (Rauch & Behling)

- “Leadership is interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals.” (Tannenbaum, et al)
- “Change is constant. It is the role of leadership to anticipate it.” (Robertson & McDowell)

While these definitions are entirely valid perspectives — they are simply different from a leadership as a process perspective. Business owners and leaders alike are starting to realize that leadership really is a relationship issue, not a single skill, acquired with one’s title and office location.

One of our favorite industrial leaders of the 20th century is non-other than Lee Iacocca, former President of Ford Motor Company and past Chairman and CEO of Chrysler Corp. (When it was still an all-American company.) Here are some of our favorite quotes from this icon of leadership:

- *In a completely rational society, the best of us would be teachers and the rest of us would have to settle for something else.*
- *Apply yourself. Get all the education you can, but then, by God, do something. Don't just stand there, make it happen.*
- *Management is nothing more than motivating other people.*

Here is a link to a magazine interview that we like. In it, Mr. Iacocca speaks of leadership and refers to his book by that name: “*Where Have All the Leaders Gone?*”

<http://www.caranddriver.com/features/what-id-do-differently-lee-iacocca-feature>

And now we share with you what we at Performance Strategies think are the TOP TEN values Found in business leaders. Look this over, share it with your team and discuss how many of these are present in the collective mind set of your company.

FOCUS

“It’s been said that leadership is making important but unpopular decisions. That’s certainly a partial truth, but I think it underscores the importance of focus. To be a good leader, you cannot major in minor things, and you must be less distracted than your competition. To get the few critical things done, you must develop incredible selective ignorance. Otherwise, the trivial will drown you.” —TIM FERRISS, BESTSELLING AUTHOR, HOST OF THE TIM FERRISS SHOW

CONFIDENCE

“A leader instills confidence and ‘followership’ by having a clear vision, showing empathy and being a strong coach. As a female leader, to be recognized I feel I have to show up with swagger and assertiveness, yet always try to maintain my Southern upbringing, which underscores kindness and generosity. The two work well together in gaining respect.” —BARRI RAFFERTY, CEO, KETCHUM NORTH AMERICA

TRANSPARENCY

“I’ve never bought into the concept of ‘wearing the mask.’ As a leader, the only way I know how to engender trust and buy-in from my team and with my colleagues is to be 100 percent authentically me—open, sometimes flawed, but always passionate about our work. It has allowed me the freedom to be fully present and consistent. They know what they’re getting at all times. No surprises.” —KERI POTTS, SENIOR DIRECTOR OF PUBLIC RELATIONS, ESPN

INTEGRITY

“Our employees are a direct reflection of the values we embody as leaders. If we’re playing from a reactive and obsolete playbook of needing to be right instead of doing what’s right, then we limit the full potential of our business and lose quality talent. If you focus on becoming authentic in all your interactions, that will rub off on your business and your culture, and the rest takes care of itself.” —GUNNAR LOVELACE, CO-CEO AND COFOUNDER, THRIVE MARKET

INSPIRATION

“People always say I’m a self-made man. But there is no such thing. Leaders aren’t self-made; they are driven. I arrived in America with no money or any belongings besides my gym bag, but I can’t say I came with nothing: Others gave me great inspiration and fantastic advice, and I was fueled by my beliefs and an internal drive and passion. That’s why I’m always willing to offer motivation—to friends or strangers on Reddit. I know the power of inspiration, and if someone can stand on my shoulders to achieve greatness, I’m more than willing to help them up.” —ARNOLD SCHWARZENEGGER, FORMER GOVERNOR OF CALIFORNIA

PASSION

“You must love what you do. In order to be truly successful at something, you must obsess over it and let it consume you. No matter how successful your business might become, you are never satisfied and constantly push to do something bigger, better and greater. You lead by example not because you feel like it’s what you should do, but because it is your way of life.” —JOE PEREZ, COFOUNDER, TASTEMADE

INNOVATION

“In any system with finite resources and infinite expansion of population—like your business, or like all of humanity—innovation is essential for not only success but also survival. The innovators are our leaders. You cannot separate the two. Whether it is by thought, technology or organization, innovation is our only hope to solve our challenges.” —AUBREY MARCUS, FOUNDER, ONNIT

PATIENCE

“Patience is really courage that’s meant to test your commitment to your cause. The path to great things is always tough, but the best leaders understand when to abandon the cause and when to stay the course. If your vision is bold enough, there will be hundreds of reasons why it ‘can’t be done’ and plenty of doubters. A lot of things have to come together—external markets, competition, financing, consumer demand and always a little luck—to pull off something big.”
—DAN BRIAN, COO, WHIPCLIP

CALMNESS

“It’s inevitable: We’re going to find ourselves in some real tough situations, whether they’re costly mistakes, unexpected failures or unscrupulous enemies. Calmness is, at its core, accepting and anticipating this in advance, so that you don’t freak out, react emotionally and aggravate things further. Train our minds, consider the worst-case scenarios and regulate our unhelpful instinctual responses—that’s how we make sure bad situations don’t turn into fatal resolutions.” —RYAN HOLIDAY, AUTHOR OF [The Obstacle is the Way](#) AND FORMER DIRECTOR OF MARKETING, AMERICAN APPAREL

DECISIVENESS

“In high school and college, to pick up extra cash I would often referee recreational basketball games. The mentor who taught me how to officiate gave his refs one important piece of advice that translates well into the professional world: ‘Make the call fast, make the call loud and don’t look back.’ In marginal situations, a decisively made wrong call will often lead to better long-term results and a stronger team than a wishy-washy decision that turns out to be right.” —SCOTT HOFFMAN, OWNER, FOLIO LITERARY MANAGEMENT

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Our consulting and business / executive coaching focus supports leadership, management, sales, customer service and operations. Included are sales and

management assessment surveys as well as leadership, teambuilding, sales operations efficiency and online tracking projects. Our other team members bring additional disciplines as well. We will showcase them in future editions of this business journal. We are all committed to driving the results you want for your business.



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