

Blueprints for Managers

Is a unique and comprehensive approach to help develop managers and supervisors. Providing the foundation, strategies, and tactics to better manage and lead their employees.

Foundational Blueprints

In leadership, your belief system, attitudes, perceptions, and past experiences have a direct affect on how you lead others. Your Foundational Blueprints are areas to learn and grow, developing a strong leadership base or foundation to stand throughout your career.

Strategic Blueprints

In management, strategy is the thinking process required to plan a change, or to organize something. What are the cause and effects of your management decisions? Strategic Blueprints are vital to the long term success of your organization and career.

Tactical Blueprints

In management and leadership, Tactical Blueprints are the “who, when and where outlines” for obtaining your strategic goals. Managers need tactical plans to measure their successes.



Blueprints

FOR MANAGERS

3B - Developing Leadership Capital



- Learn the Four Areas of Leadership Capital.
- Branding ourselves as a leader within your organization, and our organization within our industry.
- How to be a Transformational / Influential leader, The “how” to the “why”.

WHAT OTHERS HAVE TO SAY ABOUT DEVELOPING LEADERSHIP CAPITAL

“Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.”

Dr. Peter Drucker, Author

“Leadership is not magnetic personality—that can just as well be a glib tongue. It is not “making friends and influencing people”—that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.”

Dr. Peter Drucker, Author

“Management is doing things right; leadership is doing the right things.”

Unknown



Session Learning Goals

- 1) **Learn the Four Areas of Leadership Capital.**
- 2) **Branding ourselves as a leader within your organization, and our organization within our industry.**
- 3) **How to be a Transformational / Influential leader, the “how” to the “why”.**

Session Opener - Foundational Ideas:

Managers have control over four forms of capital in both the organization and their career.

Financial Capital

- **Organization:** Results from management’s ability to Manage, Lead, Grow and Protect your organization.
- **Career:** Results from your ability to Manage, Lead, Grow and Protect your career.

Education Capital

- **Organization:** Helps your employees answer and understand “How can I do it, who does it impact and why is it important to our customers?”
- **Career:** “How do I create value to my organization and solve larger problems? How am I growing as a professional?”

Reputation Capital

- **Organization:** Helps answer and clarify “How do people and customers think of us? Are we the first choice with our customers? Will our customers refer us to others?”
- **Career:** “How do others think of me personally as their manager or leader?”

Relational Capital

- **Organization:** Built by investments of effort and time, measuring the level of trust between upper management and staff, our organization and the public. “Do people trust and value our organization?”
- **Career:** Relational capital is measured between you and your direct staff. Will your direct staff “go the extra mile” for you?

From your point of view, which of the four capitals are the most important and which are the most difficult to overcome if damaged?



Developing Leadership Capital:

1. In order to deserve more in life, we have to become more valuable. Your value is defined by the SIZE of the problems you are capable of _____ (a).
2. There are 2 things as a professional that we suffer from: The pain of discipline and the other is the pain of _____ (b).
3. Performers focus on results, NON performers focus on _____ (c).
4. Excellence is a _____ (d) that you acquire through training and habituation.
5. Our beliefs create our behaviors and our behaviors create our _____ (e).
6. In leadership, our choices make the biggest difference in results.
 - Reading inspirational materials on a regular basis.
 - Replace the alarm clock with _____ (f) clock.
 - Have a to do list, also have a _____ (g) doing list.

Relational Capital

7. We must go beyond communicating to _____ (h) for excellence in our leadership influence.
8. When connecting, answer the following question: How must this person _____ (i) first so that this person will do what I am asking him/her to do.
9. Connecting is the advanced level to building relational capital needed for trust, and gaining cooperation with your people.



Reputation Capital

10. Everyone is a sales person within an organization. They impact the reputation capital of your organization.
11. Leadership excellence is going from selling to _____(j).
12. Positioning is how you solve their _____(k).
13. Positioning and accelerating your leadership abilities answer...
 - Why me?
 - How easily can someone else imitate what I do?
 - When dealing with a problem that needs to be solved, would I think of you first, or second, or would I think of you at _____(l)?
14. Branding insistence is when people insist on doing business with you.

Five areas to brand ourselves as leaders within your organization

- **Self-esteem:** How do I feel about me? Sell me to me before others.
- **Appearance:** How do I look?
- **Words:** Using confidence in our choice of _____(m).
- **Value:** Focus on VALUE because income is the by-product and results of _____ delivered (n).
- **Attitude:** Having a positive attitude.

Education Capital

15. Move from just training to education and development.
16. Training is the “how”, education is the “why”. Those who know the “how” will always have a job and a “to do” list. Those who understand and communicate the “why” will always be the BOSS and teach others “to BE”.
17. Most people live on TASK level, others on a higher GOAL level, but happiest and most significant people live at the _____ (o) level.



GROUP DISCUSSION OF KEY IDEAS FROM THIS PRESENTATION

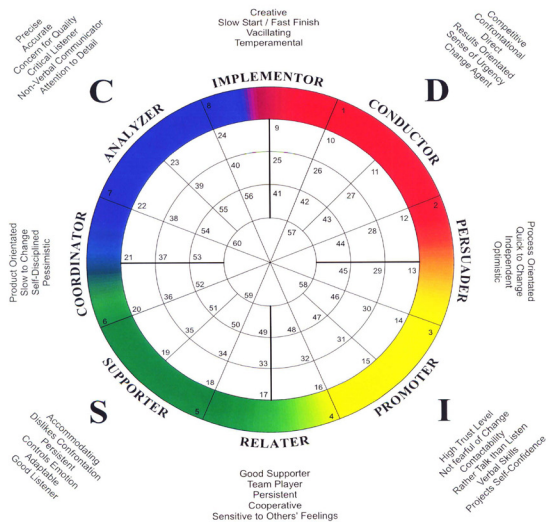


List what you think are the most important ideas from the presentation and how you can apply them to your role. Share your thoughts in small groups.

Series of horizontal lines for writing notes.

How does your natural behavior play a role in your ability to implement your key ideas?

Series of horizontal lines for writing notes.



- a. solving b. regret c. obstacles d. habit e. results f. opportunity g. stop h. connecting i. feel j. positioning k. problems l. all m. words n. value o. purpose



Blueprints #1: Reputation Capital

Branding insistence is when people insist on doing business with you and your organization. They think of you 1st or 2nd in your area of expertise. In terms of providing leadership excellence within your organization, how would you rate yourself and an employee (1-10 score) in the 5 areas?

YOURSELF:

- 1. _____ **Self esteem:** How do I feel about me?
- 2. _____ **Appearance:** How do I appear to others?
- 3. _____ **Words:** How much confidence do I express in my words?
- 4. _____ **Focus on Value:** How much of my time is focused on providing Value rather than just income?
- 5. _____ **Attitude:** What percentage of my attitude is positive on a regular basis?

Total score _____

What can you do to improve your 2 lowest scores?

EMPLOYEE:

- 1. _____ **Self esteem:** How do I feel about me?
- 2. _____ **Appearance:** How do I appear to others?
- 3. _____ **Words:** How much confidence do I express in my words?
- 4. _____ **Focus on Value:** How much of my time is focused on providing Value rather than just income?
- 5. _____ **Attitude:** What percentage of my attitude is positive on a regular basis?

Total score _____

What can you do to help your employee improve their 2 lowest scores?



Blueprints #1: Reputation Capital - continued

Consider your and an employee’s personal reputation, in your opinion what are some of the problem solving abilities that people believe you have and you believe your employee has?

Examples may fall under but not limited to the following:

- Increase revenue
- Decrease expenses
- Build employee moral
- Improve company brand/image
- Extend company reach
- Improve supply chain efficiency
- Enhance product/service offerings
- Improve vendor/supplier relationship

Yourself:

Employee:

What additional qualities, problem solving abilities or attributes would you like to be known for?

How can you develop or improve upon them?

What additional qualities, problem solving abilities or attributes would you like an employee to build upon and how can you help?



Blueprints #2 - Relational Capital

In developing your relational capital with key people, it is important that we maintain contact and improve the relationships we value. How can you improve your connection with others on a regular basis?

A Group - Staff members

B Group - Customers

C Group - Vendors & Suppliers

D Group - People in our social setting



Blueprints #3 - Don't Lose Joe: Consider the following scenario of relational capital.

Joe works for you. He has great technical skills and he is one of the company's most valuable employees. He can address any issue with a level of expertise that gives his work group confidence. His involvement always gives you peace of mind. A few weeks ago, you discovered that your biggest competitor was trying to hire Joe away for a supervisor-level position. Fearing that you might lose him, your company created a new supervisor position specifically for Joe.

When you promoted Joe, you knew that he needed help in order to see and understand the "big picture" strategy and objectives of the firm. You never expected to be so busy this year. Your company has experienced exponential growth and orders are coming in at a furious pace. You're too busy to help Joe manage his projects and he is lost in the details. He is driving his team crazy with his constant need to supervise and approve every aspect of the project. Additionally, you heard a rumor that Joe is unhappy with the number of hours that he is required to work in order to manage his work group. You have a strong feeling Joe is considering the job that your competitor offered. You do not want to lose Joe.

1 What went wrong with Joe?

2. Should you have immediately promoted Joe? Why or why not?

3. What other alternatives could you have pursued?

4. What can you do now to save Joe?

5. Will you offer him educational support? If so, in what form?

6. Does Joe need to repair his reputation? If so, how? With whom? How can you help?

7. Does Joe need to repair any relationships? If so, with whom? How can you help?



Blueprints #4 - Educational Capital

When educating yourself and your people to go from the “how” to the “why”, you gain a huge advantage against your competition. The most happy and significant managers lead at the Purpose Level.

The 4 factors in providing education are:

- 1) Clear vision
- 2) Solid strategy
- 3) Practical systems
- 4) Commit to consistent execution

How can we educate, communicate, connect and influence our people by moving from daily TASK Level transactions, to thinking and “being” in terms of a higher GOAL and PURPOSE Level.

TASK transactions that are important to augment to the next level?

Example: Thoroughly cleaning the cafeteria’s tables.

- 1) _____
- 2) _____
- 3) _____

How must this person “FEEL” before asking him/her to do this task?

Example: As a member of this team, I am playing an important role in keeping the cafeteria clean for the health and wellness of our staff.

- 1) _____
- 2) _____
- 3) _____

How to educate this person on the “WHY” GOAL/ PURPOSE Level?

Example: I clean thoroughly to stop the spread of germs, viruses and diseases to our staff, making their eating experience comfortable.

- 1) _____
- 2) _____
- 3) _____

My Personal Blueprint for

Developing Leadership Capital



Name: _____ Employer: _____

Date: _____ Manager's Name: _____

I plan to **implement**: _____

The expected results for our organization, workgroup and personally include:

Specifically, I will _____

Measurements for success include (e.g. lower costs/increase retention/revenue targets/quality)

Attainment requires (e.g. staff/budget approvals) _____

Relevant to Company Goals, _____

Time-based plan is to be started by, evaluated by and accomplished by:

I will start this goal by: _____ I will evaluate this goal on: _____ I will complete this goal by: _____

Action Steps to be taken include:

1. _____

2. _____

3. _____

4. _____

I/we need the following people/materials/resources to reach this goal: who, what, when & where:
