



Leading For Growth

8 Timeless Ways to move
from frustrated Manager to
High Performing Leader.

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In this micro-book we share eight important ways to pivot from managing employee activities to leading company growth.

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Why Are We Losing Our Best Employees?



In a recent email message to his audience, successful entrepreneur [Derek Halpern](#) tells about the day he realized he was going to have to leave the corporate world in order to make an impact in business. He had worked on a presentation and provided it to his boss. He had put a great deal of thought and analysis into the subject matter of the presentation. The response? His boss was more concerned with the size of the font and the size of the page than with the content and the value of the analysis.

The good news for Derek is that he has gone on to create a very successful business. The not-so-good news for that company is that they lost a sales and marketing genius.

[There are some valuable lessons in this story for us as](#)

leaders in business.

Realize that most employees work for more than just a paycheck. They work because they want to make a difference.

It is our responsibility as leaders to help our teams connect to the vision of the company and to see how their work helps make that vision a reality. It's the difference between someone putting a widget on a car on an assembly line and someone who realizes they are helping create a safe vehicle to carry a family. There are companies who actually put names on products so that as it goes through the line, each worker knows they are helping real people. It creates a customer connection. Workers feel they are making a difference...and they are.

Listen to the ideas of employees.

If we're not careful, we as executives can spend all day in our offices and in meetings with our peers and miss the valuable input of those who are closer to the front lines. This is especially true in a customer service situation. If you want to gauge the profitability of your company in the future, listen to the customer service department today.

Recognize the strengths each person brings to the table.

You may have an employee in a support position, and you may be tempted like Derek's boss to simply see them as the "preparer of a presentation". Look beyond the font to the value of the content. Do they see something from their perspective that may not be visible from yours? Do they have ideas that could add to the company's bottom line or save on costs?

Allow out-of-the-box thinking.

"Think outside the box" has become a common saying in the business world. But do we really mean it? Let's face it, some employees do think out of the box. They challenge status quo. They may be highly creative. They do things differently. What commonly happens in the corporate world to these types of individuals? They get reprimanded. Now I'm not advocating policy violations or anything like that, but I am advocating

that every once in a while, maybe we should stop and listen to what they are trying to tell us. Maybe our status quo does need to be challenged. Maybe we do need some fresh creativity. And maybe we do need to do some things differently.

Watch for potential.

One of our greatest responsibilities as leaders is to watch for potential...to see a spark of talent, skill, and passion, and fan the flame. If you have a dedicated employee who has these traits, watch for opportunities to challenge them and help them grow within those areas, and recognize their efforts when they do. We spend a great deal of time and money on recruiting in business, when sometimes the best candidates are already on the payroll.

Being a leader in business is a great responsibility. It is also a great opportunity to make a difference...in the lives of employees, customers, and the business itself. Are you working to keep your valued employees on a daily basis?

Spring Training For Your Team



There's a lot of talk about teamwork these days. Why? Because it's the beginning of baseball season, of course.

Baseball owners and managers invest a great deal of time and money in recruiting and hiring each player. They look for the best talent out there and aggressively compete against other franchises to build their "A" team. Each team manager knows the value of a good PLAYER.

But there's something else they know, too.

They know the value of a good TEAM. You see, their job doesn't end when the player has signed the contract. In fact, it has just begun.

It is the same with business as well. Yes, you need to invest in the best

talent out there. And you must look for character beyond the talent. And then, once they have signed the contract, it is time to take those very talented and disciplined individuals and train them to work together as a team.

Sounds easy enough, right?

Well, I will say that the number one reason I am called on to serve companies is because something about that "team" part is just not working. You could have 100 great members but a very poor team.

How do you take "A" players and turn them into "A" teams? You do what the pros do...you train them.

Baseball season doesn't start on opening day; it starts weeks before, with spring training.

What are the elements of spring training, and how can you, as a business leader, apply it to your business?

Team leaders arrange for the entire team to go away for an intensely focused time of training.

Getting everyone out of their element and into a different place is key. It creates focus. They are there for one reason: to train. Many leaders hesitate to pull employees away from their work in order to conduct training sessions with other team members. This seems logical, but tends to create silos of individuals, not collaborative teams.

Training is about teaching technique.

You have very talented individuals. A good leader will help those individuals hone their strengths to become even better after they are hired than they were before.

Training is a test of character.

Employees think they want an "easy" job; but studies have shown that the happiest employees are those who are challenged just beyond their comfort zone. This is not an invitation to overload your people, but to nudge them just beyond their normal range of skills so they can grow. Growing employees create growing companies.

Training is about individuals learning to work together as one team.

We speak often of the different [personality types](#) – DISC – and how each has different strengths and weaknesses. Creating a team means taking these individuals with their strengths and weaknesses and teaching them how to communicate and how to work together to get things done. The fact is, introverts and extroverts are both needed in the workplace...one to get things done, and one to get things done right.

Training is about assigning positions.

During training, coaches observe players. They determine which position best matches each player's skills and talents. Having the right player in the right position creates a winning situation. Having a player in the wrong position can cost an entire game. As business leaders, you should know your people well. Observe them as they work, and then place them accordingly. Let them lead in their strengths.

Business Culture and Profit



There is a factor that is often overlooked in terms of company profitability. Less quantifiable than tangible goods and services and the production thereof, it is often dismissed as a viable indicator of profit. And yet, it can make or break a company.

What is this factor?

It is culture.

And what is culture?

That's where it gets a little murky. Some believe culture just “happens” based on the combination of individuals who work in a company – the atmosphere they create. For them, culture is an after-effect that may or may not result in profitability. The wise business leader or owner will create the culture and then build the employee and client base around that culture. For them, culture is a catalyst for more certain profitability.

Leaders Focus on Direction More Than Correction



In this country, we often call prisons “correctional facilities”. Though the term “correctional” is debatable depending on the institution, there is a good reason they are called correctional facilities. It is because, within those walls, there are people who have gotten off course, who have lost their sense of direction. These are people who need to correct course.

There is an important lesson in this for us as leaders.

When it comes to leading others, there are two approaches: direction or correction. Granted, every leader must do both at the appropriate times; but the fact is, the more direction you provide, the less correction is

required.

So here's the tough question: Are you running a company or a correctional facility?

Take a look around. Are your employees actively engaged in their work? Are they excited to be there? Are you aware of their strengths and offering them opportunities for learning and advancement based on those strengths? Are they growing in their work? Do they feel valued? Are you invested in their success? Are they invested in your success, and in the success of the company? These are signs of a Direction-based company.

Conversely, is your team disengaged and nonchalant? Do they show up late and call off frequently? Do they spend more time finding ways to "escape" – surfing the net, complaining on social media, chatting in huddled circles – than they do in productive activity? Are they just there for a paycheck – serving time – and nothing else? These are the signs of a Correctional-based company, where people are off course and in need of direction.

Take the Direction – Correction Assessment below to determine your balance.

Put a "1" beside the characteristic which best describes you in each row.

Direction	
Proactively Training	
Teaching Discipline	
Openly Communicating	
Mentoring	
Leading	
Building	
Valuing	
Allowing Freedom	
Establishing Boundaries	
Establishing Clear Authority	
Teaching	
Encouraging Self-Discipline	
Offering Constructive Criticism	
Leading with Care	
TOTAL:	

Correction	
Reactively Repairing	
Administering Punishment	
Solitarly Confining	
Micro-managing	
Being "the Warden"	
Tearing Down	
Demeaning	
Constricting Creativity	
Demanding Compliance	
Preventing Anarchy	
Telling	
Incarcerating	
Giving Orders	
Leading with Control	
TOTAL:	

It has been said that “everything rises and falls on leadership”. If you as a leader are doing more correcting than directing, the good news is that you as a leader are capable of changing that equation. You do this by intentionally focusing on the practices and principles in the first column. The more you focus on direction, the less you will have to focus on correction.

There will be some who do not respond to direction, no matter how much you try. At some defined point, you must correct. And if correction doesn't work, for the sake of the team, you may need to make the hard decision to let the person go.

Will you be a leader to take the responsibility of directing...to care enough to make a difference?

How Today's Leaders Bridge the Millennial Gap



The Generation Gap. It has existed since people have existed. With the advent of technology, however, the gap has widened considerably between the "Baby Boomers" (the established leaders in today's business world) and the "Millennials" (the next generation of business leaders).

Technology has changed not only how we work, but how we communicate, how we live, and how we define our purpose in the world in which we live.

One of the greatest challenges in the workplace today is for these two groups to understand each other and work together. And one of the frustrations I hear often stems from when an established Baby Boomer hires a Millennial with the expectation that they will easily adapt to the company culture. It does not happen easily, and here is why.

Clear Lines of Authority

Millennials are typically those born in the 1980's through the millennium. Unlike previous generations, they grew up in more single parent homes and homes where both parents worked. Whereas Baby Boomers grew up with established lines of authority, Millennials grew up with more autonomy than authority. Then they graduate from college (more in this generation than any previous generation), and we suddenly put them into a business setting that is all about hierarchy and levels of authority and accountability. The structure totally disrupts their accustomed autonomy.

Connections and Communication

The Millennials are a more connected generation than ever before, and yet the irony is, they are also a more disconnected generation. Communication beyond the level of social media can be dauntingly uncomfortable. Face to face interaction in a business environment can be challenging.

Conformity and Commitment

Whereas Baby Boomers tend to define themselves by political affiliations, religious affiliations, relationships, or other common values; Millennials are non-conformists. They are more individualized. Conformity and commitment are foreign ideas to them. When you put them into a corporate environment with a dress code, policies, and procedures, it can be an unfamiliar concept. And expecting them to stay in that same environment for ten, twenty, or thirty years as previous generations may have done is a level of commitment that feels like strangulation.

These are the big "C's" of traditional business. It is clear why Millennials would be experiencing culture shock.

So what does it take to work with Millennials?

1. **Realize the big "C's" of traditional business are foreign ideas to them.**

Does this mean you throw out all policies and procedures and allow for

complete autonomy within the company? Does it mean you make all positions equal in expectations and pay? The answer is, "No". Some have tried that approach and are finding it has its own set of challenges. The answer lies in "bridging the gap" – in understanding the Millennials' need for some autonomy but allowing that within accepted standards that are set for the company. It may mean creating a flexible work schedule and location differential, within defined parameters. It means helping them learn real life communication skills – and it also means asking them to teach you about the online world of communication. Both are necessary.

2. **Respect the "Millennial C's".**

Cause – There is an undeserved stereotype regarding Millennials – that they are not good workers. I know many Millennials (my daughter is one, in fact), and they are some of the most dedicated workers I know. The key is to let them work on a cause. My daughter recently was awarded the "Living the Mission" award from her company. If you employ Millennials, share the company mission with them. Let it be their cause, and you will be amazed at what they do to make it happen.

Creativity – Millennials are highly creative, and they know how to use technology to create amazing things. Provide a working environment that allows for creativity. Big corporations are known for sterile cubicles. They talk about "thinking outside the box" but do not actually accept new ideas. Be a leader who not only talks about thinking outside the box, but one who also listens to those new ideas. Think about the most profitable companies in the world today. Many were started by Millennials who were allowed to express their creativity. Millennials like entertainment, fun, and adventure. Boring work is...well...boring. If it is boring to Baby Boomers, it is intolerably boring to Millennials. Establish an environment of serious work that is also enjoyable, and you will have a win-win situation.

Collaboration – Millennials have grown up in a very sports-oriented society. In school, they learned to work as teams. And even in the home, the parent-child relationship has become more collaborative as each shares responsibilities. Rather than give orders, give direction...and let your team collaborate to get things done. You may be amazed at the results.

Connections – The Millennial generation is all about connections. Engage

their ability in this realm when seeking connections for certain areas of expertise or information. Finding resources and information quickly is innate to this generation.

Convenience – Millennials have grown up with a great deal of “convenience” – everything from food to internet access is delivered fast. There is nothing convenient about the old corporate model at all. Quarterly Board meetings and Board books that no one reads anyway are old school. Baby Boomers would do well to collaborate with Millennials for ideas on how to make the corporate ship more nimble in its processes and structure. Making informed decisions is critical...but making informed decisions quickly is profitable.

So who is right in the business world today: Baby Boomers or Millennials? The answer is, “Neither.” The answer is also, “Both.” The answer lies in working together, each group learning from the other, to develop the best of both worlds.

4-Step Checklist for a Creating a Linchpin Team



A few years ago, Seth Godin published his best-selling book, [Linchpin](#). Essentially, a linchpin in an organization is that individual who is nearly impossible to replace – one who brings everything they have to what they do and makes things happen like no one else can.

If you have a linchpin, you have a treasure.

What if you could have a whole *team* of linchpins? Can you even imagine the effect it could have on your organization?

"But, wait," you say, "I don't have a team of linchpins. I have a team that is dysfunctional, low energy, and incompetent. Most days, I feel more like a babysitter than a leader."

Well, I am here to tell you, you are not alone.

Today's business leaders face many unique challenges, but one is timeless, and that is having to deal with people. One of the main reasons I am called in to work with companies stems from one issue, and that is, "How do I get my team to work together and reach the goals we've set?"

Think for a moment about your team.

Would you say your team is...

- High energy or Anemic
- Self-Motivated or Unmotivated
- Talented or Weak
- Competent or Incompetent
- Diligent or Lazy
- Cohesive or Divided
- Creative or Bored
- Loyal or Disloyal
- Trustworthy or Unreliable
- Dependable or Undependable

If your team assessment is not what you want it to be, don't worry, there is hope.

Follow this simple four-step checklist to determine what you can do to begin creating your linchpin team today.

Train

You did your due diligence and hired good talent for the positions in your company. But hiring good talent is just the beginning. Ideally, you want these talented individuals to grow and take on new and more advanced

responsibilities.

The problem is that company leaders are having to demand more of employees than ever, yet they fail to provide the necessary training for these new responsibilities.

Most employees will step up to the plate and learn what it takes to do the job; but they may become resentful in the process. If you, instead, offer training to your team and help them grow continually, you will have a ready team that feels valued because you have invested in their success.

You will also have a team that feels empowered to make decisions and own the outcome. And when employees feel that sense of “ownership”, they become linchpins.

Engage Individual Strengths

You want a high energy team, one where people come to work every day (well, most days at least) excited to be there. Does this mean you have to hire high energy extroverts for every position?

Absolutely not. In fact, I would advise against that.

The reality is that an introvert in IT or accounting can be just as excited about their job as an extrovert in a sales position. And you as the leader must know your people well enough to make this distinction.

If you look at your team and see low energy, check the positions. Talk to your people. It may be the ideal job they are searching for on their lunch hour is right there within your organization.

Advance

Company leaders tend to believe that if a person can DO a job, they would naturally be the best person to MANAGE those who do the job; and so the natural tendency is to promote our best doers to management positions. If they have been successful in the job, it makes sense that they would be the best qualified to lead others to that same success. To a large degree, this is true, and it is often advisable to develop and promote from within.

EXCEPT...not all doers want to become managers. And some may desire

to progress to management but not know how to lead people. It is your responsibility as a leader to know your people and their strengths well enough to know if a doer should be promoted to manager. And if so, you owe it to them to invest in their success by training them for that new position.

Doing and managing involve two very different mindsets. If they are ready and eager to take the challenge, equip them. If not, find a way to reward them for being the best doer in their current position.

Motivate

Motivation is in the eyes of the beholder. What motivates one employee may totally disengage another. And what motivates people more than any other thing is feeling valued and appreciated in a way that speaks to them. Show me an employee who truly feels valued, and I'll show you an employee who will do whatever it takes to make you and your organization a success.

In *The 5 Languages of Appreciation in the Workplace*, Dr. Chapman and Dr. White help identify the different ways to show this appreciation. This is a good read, and I encourage you to study and learn what motivates each individual on your team.

Leading a team is a definite challenge, but like any challenge, it also has an inherent reward. That reward is exponential success...the kind that translates to your company's bottom line and to your own personal satisfaction.

A Results Checklist for Business Leaders



Anyone who owns or leads a business knows there is one key to success that rises above all others, and that is production of results that are in alignment with the mission of the company.

It doesn't matter how many meetings you attend, miles you travel, phone calls you take, or emails you answer in any given day. It doesn't even matter how many hours you work a day...if you don't get RESULTS that serve your customers.

We live in a world of more distractions than ever. We are bombarded with input from every conceivable channel. Whereas our work used to come to us via in-person contact or a physical inbox, it now arrives from those channels plus email, phone calls, text messages, social media, websites, and on the numerous electronic devices we have on our desks

and in our hands – and in every place we go. Add to that the onslaught of information we are expected to assimilate on a continual basis just to stay on top of our game, and you begin to realize the tools that are meant to help us be productive can actually kill productivity.

How do you succeed in a world of such distraction?

You train yourself and your team to FOCUS on RESULTS.

First, you must define the results you want to achieve. You must set goals. There is great wisdom in the old adage to “begin with the end in mind.”

Second, you must ask yourself one thing continually throughout the day: Is what I'm doing right now in alignment with the results I want to achieve? If not, adjust course accordingly.

Run through this RESULTS checklist in your mind several times a day.

Ask yourself if what you are doing right now is tied to...

Revenue

Is what you're doing right now tied to the company's bottom line? When it comes to priorities, revenue-producing activities are at the top of the list. It doesn't matter how great your presentation is if the company revenue is tanking. Focus on the bottom line.

Engagement

Entrepreneurs and small business owners know that “the list is gold.” Successful sales and marketing professionals know their best ally is a strong contact list. CEO's know that key partnerships and connections are essential.

Solutions

This is about solving problems, but not just any problems. It's about solve the RIGHT problems. Don't waste your time trying to fix something outside your strengths zone that is not tied to the results you need to achieve. This is to all you CEO's who have spent an entire day trying to format a complex Word document. Don't ask me how I know this.

Useful Tools and Systems

There are times when effort must be applied to incorporating and developing the infrastructure of your business. Though this does not contribute to immediate revenue or engagement, it does lay the groundwork for efficient delivery. And efficient delivery has a major impact on results.

Learning

As a leader, you must be a *continual* learner. In the information age in which we live, you must also be a *targeted* learner. You cannot be an expert in everything, but you can be an expert in the area of your strengths and engage with others who are experts in theirs.

Team Development

As a leader, your best tool for success is a strong team. Your greatest achievements come, not from doing the work in the business, but from building the team that does the work...better and faster than you could on your own.

Service

Here's the bottom line. Is what you're doing right now serving your customer well? Business at its core is about seeing a need and filling it. Are you doing that, and doing it well? If the answer to that is a resounding, "Yes!" it is a great indicator of a strong business. In a world of technology, speed, and more than its share of distractions, outstanding customer service based on serving client needs is still the most important part of your business.



Leadership Is The Key To Business Growth

As my friend and mentor John Maxwell points out in his book *The 21 Irrefutable Laws of Leadership*, "*Leadership ability determine's a person's level of effectiveness,*" and you and I know that it takes effective people to growth profitable businesses.

You are a business leader, which means...you operate within very tight margins. It means you are caught between developing a team that will increase profit...and monitoring the bottom line expenses with little to spare for team development programs. It means, too, that you and every member of your team are taking on more responsibility than ever, and the margins of time become tighter and tighter.

What can you do?

Strength on Demand program is your solution!

Strength on Demand provides an entire year's worth of monthly training for you to share with your leadership team...all for one very affordable price and with absolutely NO additional time required for creation of presentations, worksheets, talking points, etc. Strength on Demand gives you everything you need to walk into a meeting and simply provide the training your team deserves.

12 Monthly Leadership Development Videos Important Subjects to Grow Your Leaders and Your Business!

- * Creating a Business Growth Environment**
 - * Building a Team That Collaborates**
 - * Move Your Team From Goal Setting To Goal Achieving**
 - * Hiring and Retaining "A" Players for Your Team**
 - * How To Lead Difficult Conversations**
 - * How To Reset Your Team's Dial to EXCEED EXPECTATIONS**
- and more...**

It is a simple click and play system, developed by a global operations and expert team development consultant who knows how much time it takes to prepare for a meeting...and who knows what it takes to build a highly successful team to drive better results.

CLICK HERE FOR DETAILS

About Strength Leader

This mini book was designed to provide you with quick access to eight best practices of high performing leaders to help you lead growth.



StrengthLeader
STRONG LEADERS. STRONGER RESULTS.

Deb Ingino is the CEO of Strength Leader Development and originator of the [Strengths On Demand Program](#). A highly sought-after consultant, mentor and speaker who helps individuals and teams to develop the ability to communicate and collaborate at a world class level so they can grow their business result.

Her passion is for leading people to discover, maximize and lead with their [strengths](#) as well as those of fellow team members, while offering advanced strategies to achieve higher levels of performance.

Deb knows first-hand how strengths and leadership are keys to business effectiveness and growth. Her skills were honed through over two decades as VP of Global Brand Operations for a global accessory company headquartered in New York. In that senior corporate leadership capacity, Deb worked throughout the world to create and develop leaders, and to seed and nurture high performance teams that now serve retailers in more than 80 countries.

Deb has added value to others speaking on her powerful message of leadership strengths and has shepherded the development of more than 1,000 global team members in 7 languages. This work contributed to the growth of one company from \$50M to well over \$500M. She was recognized in 2008 and 2010 by the Long Island Business News as one of the “50 Most Influential Women in Business.”

[Deb Ingino is a Founding Partner with her mentor Leadership Expert John C. Maxwell](#) on his Global team of Speakers, Coaches and Trainers in over 105 countries and serves on his President's Advisory Council.

With a trademark direct yet relatable style, Deb shares in an engaging and high energy way, practical steps to help leaders to move into higher levels of performance.



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