



## The Disciplined Pursuit of Small Wins

**If you have an intense, implacable and burning desire to succeed, you will succeed despite the odds against you.**

The people who are successful today, the rich and famous, the super achievers, were not born with the proverbial gold spoon in their mouth. They followed religiously nine simple, but highly effective insights that broke with traditional status quo. After applying these insights into daily action, amazing breakthroughs occurred in their personal and professional lives.

**You** also have the ability to make **your big breakthrough**. However, a word of caution, making your big break requires small steps, time and the continuous application of the break-wins (we call these “small wins”).

Remember, the ultimate secret for quantum improvement: Every breakthrough first requires a **break with** the old paradigms, practices, and principles that tether people and organizations to the status quo.

The steady as she goes planning will increase your odds of success tremendously. You'll find that your planning and strategy will fit the game plan very nicely as there will not be nearly as much pressure on you.

Small steps along the way will make huge strides. It's like the question, "how do you eat an elephant?" The answer, of course is: One bite at a time. Far too often, we try to take giant steps toward the goal line to speed up the process so we get there quicker. And, then in the process, we end up not succeeding because the faster we go the more behind we get and it gets harder and harder to catch up.

## Challenge The Status-Quo

**A riddle: It can be felt, but not seen. It can drain an organization of its resources without ever getting a pay check, taking sick leave, or requiring reimbursement. It can rob individuals of energy, enthusiasm, and innovation. It can persist for years despite careful and concerted efforts to eradicate it. What is it? The status quo. Educator Laurence Peter said, “Bureaucracy defends the status quo, long past the time when the quo has lost its status.”**

# The Pain

## Listen to the Voices of Disengaged and Despondent

- I have no drive
- I am not motivated
- I am uninspired
- I hate my job
- My life is meaningless
- I am not sleeping
- It feels like an uphill battle all the time
- I am not empowered to go that extra mile
- My workplace is toxic
- My home life is a mess
- The officer politics around here are brutal
- I work for a bully
- My boss doesn't listen to my ideas
- I am being harassed
- I have the manager from hell
- Things are getting worse
- I feel unappreciated, unchallenged
- I am not trusted
- I can't think clearly
- I only give about 20% effort...what a waste!
- They don't care about me, so I don't care about them
- We are told to leave our problems at home and suck it up at work
- If they would just show me some basic respect for my talents and abilities
- I am not given the proper tools and processes to do my job at work
- I have never been told by my boss that I am doing a good job
- I am not learning or developing personally and professionally
- Having fun is a dirty word with my boss
- They are not tapping into my special talents or abilities
- I cannot remember the last time I received positive feedback
- I am disrespected at work and with my friends
- I am only here for the pay check
- My opinions don't matter
- I don't matter
- All I want to do is make a difference...and progress in life and at work



# *The Problem*

## **Our Current Paradigm**

**The Status Quo Industrial Age Approach to Management where we treat people like "things" ...You Manage Things and You Manage People the Same Exact Way.**

**In a workplace where people are treated like things....**

**This inevitably spills over to our home life also.**

# *The Solution*

## **The New Paradigm**

**Breaking With the Status Quo**

**- Introducing Extra Leadership Concepts -**

**...You Manage Things, You Lead People -**

**People are not things you manage. You do not treat them like things.  
People are your most valuable asset - invest in them!**

**This means on and off the workplace "dance floor".  
It carries on at home, in personal relationships, outside of work activities  
and perhaps most importantly, with your family and friends.**

**In the new paradigm, leadership is all about "unleashing talent, enabling progress and inspiring passion. Where making a difference and contribution is the lifeblood of your meaning."**

# *The Ultimate Solution*

The good people at Proactive Insights have discovered the ultimate secret for quantum organizational improvement:

**Every breakthrough first requires **a break with** the old paradigms, practices, and principles that tether people and organizations to the status quo.**

Introducing Extra Leadership and the break-with insights (the power of small wins) that eliminate the ineffective status quo and that will take you and your organization to higher levels of performance. Extra Leadership will help you learn and use a regimental approach to apply these break-with insights that eliminate the ineffective status quo and take you and your organization to higher levels of performance and success.

## **The Break-Withs (the Small Wins)**

- **Lead from purpose, not from policies.**
- **Apply the principles of servant-leadership.**
- **Create extraordinary results through visioning, planning, executing, and adjusting.**
- **Empower employees and people by expecting and measuring progress and performance.**
- **Lead through listening.**
- **Continually build and rebuild important connections, partnerships, and relationships.**
- **Focus primarily on prevention to chronic individual and organizational problems, not on treatment.**
- **Implement changes by focusing on the majority.**
- **Have fun!**

# Applying These Break-Withs Are The Secret To Success

- 1. Start small** – Celebrate every success no matter how small it is. Small and simple wins are essential they are the successes that build momentum. They drive you and your team towards the goals that are most important – on every level.
- 2. Use momentum** – When you build momentum, especially when it's a group effort, it becomes easier and easier to work towards the next win and then next win, and so on. Each win builds on the energy and the momentum builds and builds.
- 3. Keep striving** - Until you have a significant breakthrough – and when you do, your progress will have become so frictionless and effortless that the breakthrough will seem like an overnight success.
- 4. Slow and steady** - The key here is that you don't take on too much too quickly. Making significant changes takes time and everyone usually tries the big bang approach and it does not work (just think of all the failed New Year's resolutions)

**When you change your leadership habits – and institutionalize a new leadership habit – the new shift becomes part of your new DNA as a leader and your team will not only notice, but they will more than happily follow you into the future.**

While it's true that you have to start small – keep in mind that small could actually be a big change – but only one small change at a time, not 100 all at once – patience and time will accomplish bigger things.

**EXAMPLE:** The small win, but big change could be something as simple as **LISTENING TO YOUR EMPLOYEES**. We think our employees and staff have significantly more insight and ideas than the outside consultants we constantly bring into our organization. So, our change is that we are going to ask and listen to our employees first – buy them lunch and listen to what they have to say. And let's say one NUGGET comes out of the discussion and that creates a new service or product and makes the company 40 million dollars (that is how cold iced coffee - Frappuccinos - was born at Starbucks).

**There is a danger in reaching for the stars...**

**“The more we reach for the stars,  
the harder it is to get ourselves off the ground”**

Extra Leadership is based on principle of harnessing the **small wins** – one break with the status quo at a time. The thing is, you have to be strategic in which break to start with because you want to use it as the building block to harness the success and momentum. Starting with real wins – no matter how small – will build a foundation that is stable enough to build upon and it will only get stronger over time with more wins.

## **Every Breakthrough First Requires A Break-With**

When you understand fully the disciplined pursuit of the small wins, the breakthroughs will come because “every breakthrough first requires a break-with”. Meaning that a series of cause and effect situations is necessary before you can accomplish a bigger one. The bottom line is that if you look after the little things, then the big things will come much easier and faster than you imagine.

There are 9 Break-Withs within the Extra Leadership model that are the driving force behind success. Following each, the behavior that will change when the Disciplined Pursuit of Small Wins is applied:

**Apply these relentlessly and with discipline and you will succeed beyond expectations. When you build this concept into your DNA and apply them with practiced and determined discipline.**

## **Break-With Insight #1 Cling To Purpose, Not To Policy**

When employees feel as though they are working towards a real purpose, free of over-bearing policies, they are better able to find their voice within the organization. When driven by purpose instead of policy, you not only set yourself and your people free – but you also find a better way to accomplish the goals that are most important.

When employees find clarity, a fully laid out road map with a real direction, it inspires them and unleashes the inner flame of passion. It allows employees to contribute their own special talents and skills and uses them to the maximum potential possible.

One of the biggest problems facing most organizations are the policies and procedures that are set forth. The bigger the rule book, the more its weight will crush the drive of employees and with it any hope of innovative improvements. Most of these rules and regulations are directly proportional to a lack of innovation and creativity within the organization.

When you break-with the status quo of the prescribed policies and rules you will be able to identify those ones that serve the greater purpose of the organization and support it fully. In order to do this, organizations must define clearly the core purpose such as, serving the customer, serving the team, etc. Finally, it is about finding the underlying purpose for every action that is taken.

**Eliminating  
POLICIES  
that serve no real  
PURPOSE**

### **Behavior That Will Change**

When the focus of any organization is upon the purpose rather than simply on policy, there are dramatic effects on every level, from the top down. When each member of the team understands the purpose – the reason for the existence of the organization and the goals that they are working towards, they'll be more likely to stick with it, to be excited and enthusiastic because they have clear job expectations.

When you act on purpose rather than acting simply on policy that has always been in place simply to keep up the status quo, you open up new avenues that you normally wouldn't have explored. Policies that are not useful to your goals act like blinders that hide opportunities – when those blinders are removed, a new vision can be seen.

**Acting On Purpose  
Instead Of Policy**

**Opens Up Avenues  
Not Yet Explored**

So what that will get you is a higher energy level both individually and on an organizational level. More energy means more motivation which will produce significantly better results.

In turn, you'll have happier, more engaged employees that are willing to do whatever it takes to accomplish the goals of the organization. They will work tirelessly to get through to the next step, the next and the next, always excited to get to the next level – to accomplish another goal.

Engaged employees have no problem questioning those policies that they feel are inhibiting their progress. They tend to be much more able to think outside the box, adapt, and to come up with innovative policies that encourage progress, not just for themselves, but for every member of the team.

They will always be looking for better ways to do their jobs and to create new opportunities for the organization and those that they come in contact with outside of work as well.

As a result, new policies and guidelines can be imposed as a result of realizing the underpinning purpose of the actions that are being taken. When there is a change in policy that includes the right stakeholders in the discussion, it will forge partnerships that will remain intact for the long-run. When there is a culture of constructive and timely feedback, performance increases, team members pull together and progress can be made.

## **Break-With Insight #2**

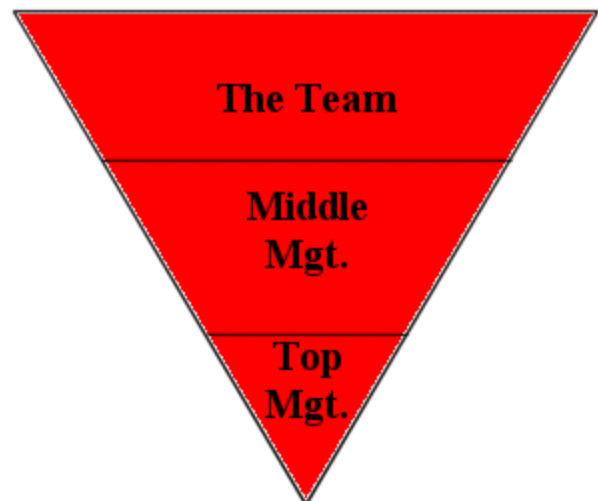
# **Lead from the bottom up, not from the top down.**

The key to being a good leader is understanding that your main purpose is serving the people that are beneath you within the organizational hierarchy. This is one of the most important principles, the one that is often overlooked, that of servant leadership. The best means of effecting change is by identifying and meeting the needs of others, not expecting them to meet your needs. When you break with the old thoughts of employees being there to serve management, to help them to move forward, you are better able to inspiring yourself and your people to make a difference.

As the boss, you are still responsible for setting the direction, establishing the strategies that will be most effective, and making the tough decisions. At the same time, you can't just sit in your big corner office barking out orders and making rules.

You've got to get into the trenches and become a part of the team rather than working above or outside of it. This is the only real way to learn to appreciate what your people, what your team does during tough times.

As the saying goes; "Seek first to understand and then to be understood". In other words, get involved with your people and when you do, you'll see just exactly what is happening and how you can best serve them. Only with a full awareness and understanding of this can you hope to lead effectively.



When you operate from the mindset of service, the execution is entirely different and you will better be able to see each situation that you encounter as a win, both for yourself and your people.



## Behavior That Will Change

**Servant Leaders  
are unafraid of  
getting involved  
in areas or tasks  
that others avoid.**

When you operate in a servant leader mindset, you let go of the “I’m the boss, so do as I say” mentality that has been the status quo for eternity. Although the leadership responsibilities are exactly the same, the execution of your daily tasks will be entirely different.

Servant leaders are unafraid of getting involved in areas or tasks that others avoid in order to better understand their team and what they are going through. Often that means getting involved in the middle of things, but it does not mean micromanaging, in fact, it means the opposite, working with your people side by side.

Leaders that practice connecting with team from the bottom up have a better appreciation for their team because they have a better understanding. That makes it much easier to appreciate what they do and allows for a higher level of trust that will permeate the entire

organization. Leaders that understand that their role is to serve first, understand that they must meet the needs of others first and that their needs will be met because of it.

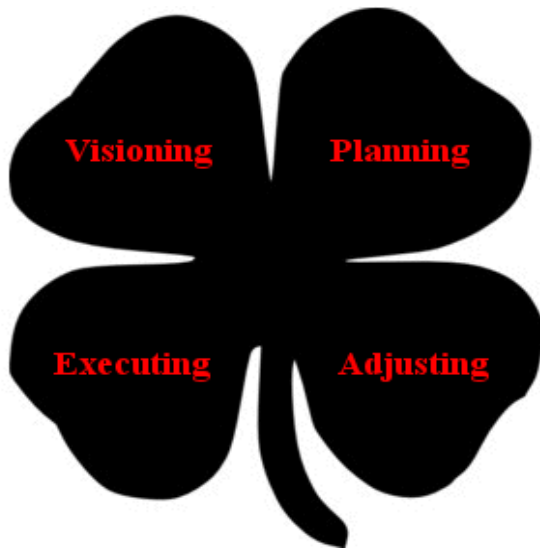
Leaders that exhibit this kind of honest care towards the people within their organization are better able to help them grow and will encourage them to aspire to be even better than they already are. This can only be done by paying attention, by asking the questions that need to be asked and actually listening to the answers. When this is the mindset, people feel supported and they feel as though management will help to remove barriers therefore will also champion their efforts, making them strive to do more.

### **Break-With Insight # 3**

**Ordinary=Visioning, Planning, Executing.**

**Extraordinary=Visioning, Planning, Executing, Adjusting**

Introducing the 4 leaf clover approach where all 4 of the leaves must be inseparable to achieve breakthrough results. With this way of leading, constant check-ups and staying in touch is the norm, rather than the exception. All too often, leaders have trouble staying connected and that makes it much more difficult to keep your finger on the pulse of the organization.



When you are connected in this way, you will be able to identify the four critical elements of success: Vision, Planning, Execution and continual Adjusting. This will identify, in advance, any potential blind spots and you'll be able to better avoid them. When leaders understand how to employ constant check-ups with customers and employees, they are better able to both recognize and reward your people and customers.

The best leaders manage by walking around (MBWA), this allows them to be able to relate the principles of the daily work out session. That assures that everyone on the team will stay on track, develops a culture of inclusion instead of exclusion, comes off as encouraging and motivating rather than discouraging and unmotivated.

It also helps to remove or, at least manage work related stressors, by understanding that implementing alternative work arrangements such as flex-time, compressed work weeks, job sharing, telecommuting may be the best means of serving not only the organization, but, more importantly, the people that make it all happen.

## **Behavior That Will Change**

Applying the four leaf clover approach, leaders learn to understand how to use key tools, such as new communication methods to effectively convey the expectations and goals that are set forth. A 7 minute huddle at the beginning or end of the day or "daily" rap session with employees then becomes part of the daily routine rather than a special occasion. When there is this level of communication and ideas are shared and consistent tweaks or changes can be made on-the-fly rather than waiting.

When managers are on the ground, applying MBWA, they are better able to track the progress of the team, and each individual within it. It allows both managers and workers to have an open dialogue about the challenges, roadblocks or issues that they are facing and creates a more responsive situation where things can change quickly. This type of setting assures that everybody's opinion matters and that every member of the team is valuable in their own right.

As impossible as it may seem, based on the old paradigm, leaders that operate under this method are able to apologize for their own shortcomings, thus showing humility and an appreciation for their own limitations. They learn to solve problems at the appropriate level, where the problem is, rather than insisting that everything be taken to top management for resolution.

When there is less micromanaging going on, there is a stronger feeling of trust, of accountability among each and every team member. This allows for the celebration of successes, no matter how small they are, and less attention being put on failures, except as learning tools. This has the effect of motivating everyone to strive for more and to encourage others to do the same.

Another positive benefit that will be reaped by all is the understanding that there must be a complete work-life balance. Without such a balance, people end up feeling burnt out, unproductive and therefore less motivated to move forward. When balance is in place, everything feels better, everyone has a better

attitude and there is a general sense of well-being that brings the team closer together. Learning to practices the concept of "slack" and slack time and time management lowers stress levels and allows for a better flow of ideas and energy.



It's a rare thing these days when people feel as though their ideas and opinions are valued; it is up to leadership to assure that everyone feels that they are listened to.

It's not hard to do, either, it doesn't require anything other than doing more than just hearing what is said... it's about listening, about understanding what you're being told. But that still isn't all that's necessary.

The final step is to ACT on the information you've been given, when appropriate. You can't fix everything immediately, that's understood, you're only human after all.



What it does mean is that you start the process, that you put some effort into taking care of the concerns that your people have. It starts by allowing people to exhale both emotionally and mentally, to clear the psychological air, if you will, instead of them walking around holding their breath. Open up to this and you are creating a state of humility, which is what listening really is, at its true roots.

Learn the principles of CIT (Continuous Improvement Team) and you'll uncover more about yourself as a leader than you will ever learn otherwise. Remember that nothing fails like success... stay humble, know that you, just like every other human being, can improve, and you should always strive to keep growing, learning and improving in every way.

Consistent contact with customers, whether by email, telephone, in-person, with surveys and the all-important follow-up after each contact is imperative. You can't expect to build or continue a relationship without communication, in the business world and in your personal life. Never underestimate the power of communication and never stop attempting to better your skills, it is by far the most important thing you do.

## Behavior That Will Change

When you apply real listening skills, you'll become a better leader, more responsive to the team and the customers that you serve. By allowing your team to share their opinions, by being open to the criticisms and suggestions they and the customers have, you'll see things from a different perspective. Team problems become your problems, customer issues become your issues and you learn to take responsibility for them.

Instead of demanding that people follow along and just do as they are told with no input, you'll open up to their feedback, and will be more understanding of each person's point of view until that person feels understood. When you understand where people are coming from, you'll have an easier time coming up with ways to help to solve problem, issue, or concern that they are confronted with. That doesn't mean that you'll always have the answers they need, but it does mean that you'll care enough to make the effort and that is worth its weight in gold.

By not acting on rumors, innuendos, half-truths and judgments, you are creating a space for people to exhale where they don't feel threatened. Once you understand this, you will be able to step outside of your own emotions and see things from others point of view, the mark of a true servant leader.

In order to continue to allow for the steady exchange of ideas and information, a great leader will implement a CIT (continuous improvement team) that includes 360° evaluations. This allows both employees and management to share their opinions and therefore make the team stronger and again shows a sense of humility.

You'll learn to welcome the bad news; you'll want to hear about the things that aren't right, the dirty little secrets that keep progress from happening. When you know what needs to change, it is the stimulus to improve, without it, there is inaction and therefore no growth potential.



Strong and effective leaders understand that their main job, the only reason they exist is to launch others on to greatness. When a leader finds happiness in the execution of the plan to prop up his workers, to make them see their own value and the appreciation is sincere, there is no doubt that performance of the team will reflect the input received.

The key drivers of performance are largely in the leader's control, and nothing will drive performance better and faster than trusting your people. Leaders that express trust, not just in words, but in action as well are more effective and people are more likely to step up and perform to a higher level.

Trust goes both ways, but it has to start with the leader, otherwise there is nothing for the rest of the staff to use as a benchmark.



At a certain point, doing “more with less”, you’ll get less in the way of progress and performance. Without all of the proper tools to do the job, there is no way to make the kind of advancement that is necessary. When your people tell you they need more to do more, they are right... you must act on these requests for new or additional tools, when it is well-founded. Otherwise, you end up with inefficient use of time, attempting to repair faulty equipment or waiting for supplies that should have been available from the beginning.

Leaders must offer opportunities for their people to continuously learn, grow and develop, not just in the workplace, but in life. If you're not growing, you're dying and that's true in the workplace as well. People, in general, want the kind of challenge that learning a new skill can bring – it's a motivating force that carries on far beyond the newly learned task or concept.

When any team member is able to learn and then share that new skill with others, it brings everyone up another notch – and had the effect of removing barriers and everyone comes up. Offering opportunities for continued education acts like a safety net for workers and the organization, assuring that there is growth on every level at all times.

All too often, leaders do not fully understand the contrast between micromanagement and empowerment. When you have to keep tabs on every single little thing that is being done, you're micromanaging. When you're aware of what needs to be done, but confident that your people are quite capable of accomplishing even the largest of tasks without you watching over their shoulders, you're empowering them. By taking a step back, observing but not interfering, leaders are less likely to concern themselves with the tiny things and more likely to see the big picture and they'll be better able to convey their vision to others.

Empowered employees don't always get it right, they're only human. This can be difficult for a leader to see, and it may be tempting to yank empowerment out from the feet of people after a mistake has been made. This only dis-empowers people and introduces lack of trust which spirals into a culture of disengagement and the thoughts that “it doesn't matter anyway, so why bother.” Empowerment has the effect of unlocking infinite possibilities – for the organization, but more importantly, for every member of the team.

As a leader, one of your most important jobs is to insure for people a baseline of common language and culture to work with. Understand why letting go of old ways of doing things is so hard. Get past the fear and empower your people to do great things.

## **Behavior That Will Change**

Inspired leaders ignite the spark in their people to make progress by acknowledging their successes and celebrating their failures. Focusing on even the smallest of steps forward and encouraging more of the same is effective, but acknowledging failure is also key to growth. It helps to remove barriers and limits any of the negative interference that could impede progress by allowing creation and innovation.

Every organization can benefit from the realignment of systems and structures that do not support purpose and progress. Old, outdated policies that serve only to continue on with the status quo do nothing to encourage progress will be easily identified and therefore eliminated with this type of vision. Listening to the people that are actually doing the work and making adjustments accordingly is the only way to do this, leaders with this innate understanding propel their team forward instead of holding them back from making progress.

By provide meaningful tools, resources and encouragement, leaders are able to create a culture of trust that goes both ways. Trust, in this case, means allowing for learning and understanding that mistakes are a necessary part of learning. In all cases, allowing for people to create, innovate, fail and try again creates a situation of increased morale and lessens the fear of reprimand due to mistakes.

Leaders that are proficient at setting up safety nets and allowing pilot projects with review loops are better at providing support for the people that make it all happen. By praising failure as well as success, opening up dialogue and setting up participative decision making processes, the entire organization becomes more responsive to changes and more aware of their own roles in the success or failure of any project that's undertaken.

**Break-With Insight #6**  
**You will succeed if you tend to the web,**  
**continually building and rebuilding connections,**  
**partnerships and relationships.**  
**You will fail if you don't.**

No man is an island – an old saying, but more true than you might think. In this world, we can truly do nothing on our own, we need others to help us along the way. When we try to go about things on our own, we end up being alone- left holding the bag with no one there to lighten the load and that leads to feeling overwhelmed, over-worked and under-appreciated.

The connectedness of things makes it impossible to achieve significant growth or overcome challenges without the help of others. Partnerships, therefore are of supreme importance.



You can never discount anyone, everyone has something valuable to offer. Every partnership, no matter how difficult, is a benefit and must be cultivated, nurtured and encouraged to grow and evolve.

This can only be accomplished by getting rid of your limiting mindset, losing those old ideals and opening up to new possibilities. When you are acting in a way that is uniting rather than dividing, you're better able to reach out to anyone and everyone that can help you and your organization to

reach the goals that are beneficial to all. By rewarding successes and showing that you are appreciating your people and their efforts, no matter how small, you create a new paradigm, and cast off the old.

## **Behavior That Will Change**

Breaking out of a mindset that is over-run with preconceived notions about the way things are, the way things have always been, opens up the possibilities for incredible growth and success beyond anything that has ever been seen. It clears the path for innovative ideas, creativity and encourages everyone to be proactive rather than reactive. With this kind of mentality in place, nothing is out of reach, no goal is too lofty and no idea too crazy.

Forming new partnerships and developing new relationships is imperative. It is the only way to ensure that the organization will continue to attract more new contracts and agreements that are beneficial to everyone involved. When you understand this, you'll strive to open up avenues of communication with potential partners that you've never considered before.

Proactively contacting employees, clients and customers will become a normal part of your routine and it will pay you and your organization back with major dividends. When people are "kept in the loop" they have less anxiety about what is happening and feel more secure and confident about dealing with the company on every level.

By appreciating and rewarding staff for their hard work and input, you'll create a culture of trust, understanding and a stronger bond between team members. When that happens, there is nothing that can get in the way of the successful attainment of goals. When people feel as though they are an important part of the process, they will put in more effort, care more about the results and encourage others to do the same.

By rewarding and showing appreciation towards customers, you develop and sustain those relationships for the long-run. Getting new clients is important, but one-off deals are not the life-blood of the company – repeat, long term customers are. By sharing information and treating your clients like they are the most important part of the equation, you'll encourage them to be loyal to your organization and ensure that in the future, they'll turn to you for whatever needs they have.

# Break-With Insight #7

## Primarily focus on prevention, not on treatment.

An ounce of prevention is worth a pound of cure, true not only in terms of your health, but it is also true when it comes to the workplace. By institutionalizing a model of prepare, not repair, there is less inclination to simply react to situations and more emphasis on actually planning for what might come. It is a logical and more effective strategy, but sadly, not common practice.

You have to go on the attack – take an offensive, inoculation position using innovation, creativity and a break-with mentality. When this is the case, you're working smarter instead of harder, which is the ultimate goal.

By taking proactive approach, you can solve problems before they ever occur, thus taking action and reducing reaction. You will then find your organization, your team and yourself moving forward against the resistance rather than buckling under the pressure of it.

Focus on lead indicators, not lag-  
diagnosing the difference between lag  
activities and measures

and lead activities and measures takes some practice, but once you master this, there is nothing that can stop the progress. You must become an expert at diagnosing the difference of reactive and proactive programs and continue to diagnose and compare a defensive treatment approach to the more effective offensive, inoculation position.



### Behavior That Will Change

Develop a new mindset and you will open up to all sorts of possibilities and options that you may never have seen otherwise. These are the things that will ultimately result in proactive actions rather than reactive ones. You will become a bit of a psychic in that way, anticipating potential issues, planning for them and actually avoiding them from the onset.



You'll have an easier time developing a score card that also measures proactivity, lead measures and activities, and you'll become less focused on lag measures and activities. Productivity and progress will increase, employee engagement will go through the roof and customer satisfaction will reach new levels.

Both you and your people will begin to demonstrate courage and will be facing criticism in a new, positive way that encourages forward momentum instead of stalling it. Take action by doing the right thing rather than the thing you've always done because that's all you know... and you'll see results within yourself that you've never dreamed possible.

By designing a model of PREPARE, not repair, you, your staff and your organization will become more successful, more adaptive and more progressive in thought and in action. The resulting influx of innovation, creativity and productivity will set you apart, as a leader, as a team member and as a human being far more than any reactive attitude ever could.



“Love what you do and you will never work a day in your life”. The concept of loving your job is foreign to most of us. It's counter-intuitive, how can you love work? How can you find joy in what you do when it's so important to make the money to pay the mortgage, keep the utilities on and feed the kids? People that stay loose and happy are more likely to be productive and will offer more value to the marketplace, both for the organization they work for and the customers that they serve.

If you don't have fun once and a while, then work just becomes a job – stale, lifeless and uninteresting. When this happens, disengagement is the norm and unhappiness spreads like wildfire throughout the organization and beyond. Reputations are damaged, people become disgruntled, and unable to break free of the chains that bind them. They begin to feel unappreciated, over-worked and undervalued. It's a lose-lose proposition that can easily be prevented.

Adding a little fun to the day costs nothing and builds huge positive morale that carries on throughout even the toughest of times. When happiness is the norm rather than the exception, new, beneficial relationships will be built that will endure.



As a leader, you should be encouraging your people to let go of the negative and embrace the positive, to look for things that make them happy in work and in life.

When people lose the ability to have fun and to enjoy what they do, all meaning is lost and there is no real security in what is not longer meaningful. Your job is to continually find ways to help them to have fun, to find out what it is that makes them tick and what you can do to encourage their joy to emerge.

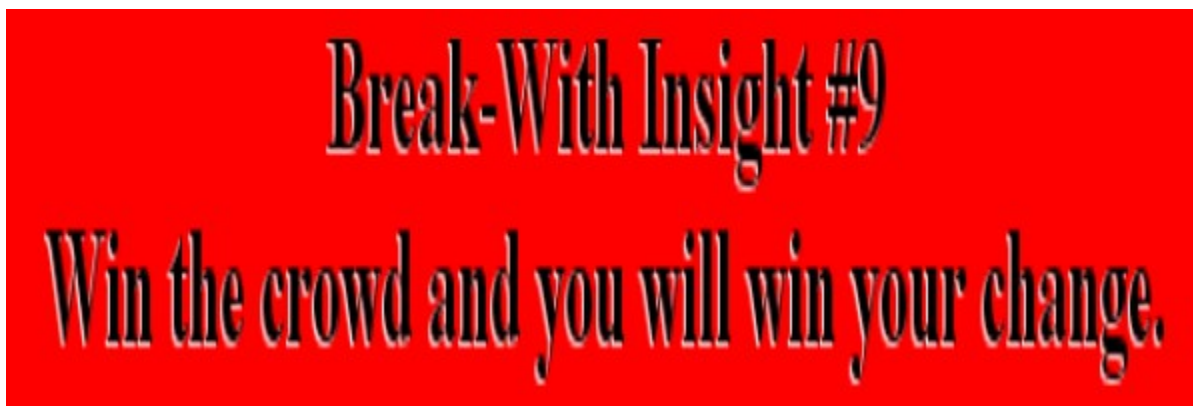
## **Behavior That Will Change**

With a focus on creating opportunities for having fun at work, you'll encourage your people to be more relaxed and therefore more creative. Having fun doesn't mean allowing or encouraging slacking off, but it does mean keeping things light, not being that boss that everyone is afraid to smile around. It's easier to manage people and processes with a light-hearted approach rather than a draconian heavy-handed approach.

By asking for ideas and actively listening to the people that offer them, you'll understand better where they are coming from. Responding with tasteful humor, showing that you've got a funny bone in there somewhere is far more attractive, in a boss or otherwise, than acting as though you've got a stick up your butt. Laughter really is the best medicine and encouraging fun rather than discouraging it is a far more effective means of leadership.

When fun is on the list of daily tasks to be accomplished, morale increases, productivity and creativity become a normal part of the day and everyone sees more potential. Exhibiting such unconventional thinking is the mark of a successful leader because their people are successful, happy and motivated.

Being too serious, makes it easy to take things the wrong way, to react instead of act. Smile more often, tell a silly joke or share a cute story... encourage laughter instead of stress. The results will be profoundly better than you can ever imagine.



Smiling in the face of constant change sounds more difficult than it actually is. Change is the only constant in this world and resistance is futile. Therefore, there is only one real option – to embrace change and to do it with all the joy and happiness that you can muster. When you do, change is no longer a scary thing; it's a welcome challenge that can only bring about positive momentum. Often, there is fear surrounding change – what will happen? How will it affect me? What will I do if this doesn't work out as expected? Although they may seem like valid concerns, they are, in reality, only roadblocks that keep progress from happening.



So how do you go about winning the critical mass? What does it take to convince the swing vote to jump on board and to accept changes as good rather than detrimental?

First, you must accept the fact that there will always be “laggards” and “immovables” that will resist anything new or different. You cannot blame them, you have to understand that they simply do not know any better.

Go for 80% acceptance, you're never going to convince 100% of the crowd to follow along. You'll need to coach and offer choices for the remaining

20%, but this is just another challenge you should be willing and able to accept. One way to do this is to try pilot projects and beta testing to win the crowd over. Most will be willing to give it a try, because it's simply a test, and not hard policy.

When you are able to see the problem in a different way, you can then offer that point of view to others. Asking for their input, their feelings with regards to proposed changes empowers your people and creates a new and different perspective. Rather than just being a dictator, giving orders, making changes with no regard, open yourself up and accept that your people have valuable insight that you need to hear. Without it, you might as well throw in the towel and go home.

Change is a long term investment, which is the basic law of the harvest. In order to move forward, it's important that you first identify the dynamics of change, what needs to change, what is the first step, the second, third and so on... You reap what you sow – and when you are adept at identifying the dynamics of the law of the harvest which at its very core is a sowing activity – you will reap more than you ever imagined.

## **Behavior That Will Change**

When you practice seeing things differently, you will act differently towards them. A saying comes to mind; “Change the way you look at things and the things you look at will change.” Nothing could be truer and nothing can affect your own motivation and that of your people than changing the way you look at the things that are going on around you and your organization.

When you become really good at getting people excited about what they do, you'll be waking them out of their inertia and there will be no stopping them. By taking action to win the 80% and then taking action on the 20% you'll eventually motivate even the toughest critics to move towards your side of the equation, to jump on board if you will

You will not be abandoning other responsibilities while you do this, but you will be helping people see differently from an innovative point of view. A simple change like this will help you to act on low hanging fruit, accept things that cannot be changed and inspire your people to forecast and anticipate change with a positive, anticipatory attitude.

## **Conclusion**

**Break with the status quo, it is the enemy of success at every level of our existence. It applies to our internal dialogue, our personal relationships, our work relationships and touches every aspect of our lives. When you throw away the Status Quo Industrial Age Approach to Management and begin to see that you cannot manage people the same as things, you will be well on your way to creating a new paradigm, a shift in beliefs that will propel you and your team to new, unexplored heights like nothing else ever could.**

**Either you change or die – those are the only real options and in order to accomplish anything great, a new, EXTRA leadership model is required.**

**Extra Leadership is all about harnessing the 9 break with insights into a leadership model that is based on timeless, unarguable principles that being the 9 break-withs that we have discussed.**

**Remember these key thoughts:**

**Small is Big – Start small and major successes will be the order of the day, not the exception  
Small Wins = Breakthroughs that could never be accomplished simply striving for the BIG win.  
Breakthroughs = Paradigm shifts that throw away the old and welcome the new with open arms.  
Discipline is key – Never back down from the challenge, keep focused on changing you first.  
Momentum – Once a small roll starts and it will snowball into something much bigger over time.**

**The new leadership model becomes the entire organizations DNA and there is no stopping that kind of proactive, positive momentum from building into a huge success – from the top up.**