

Leading from the Middle

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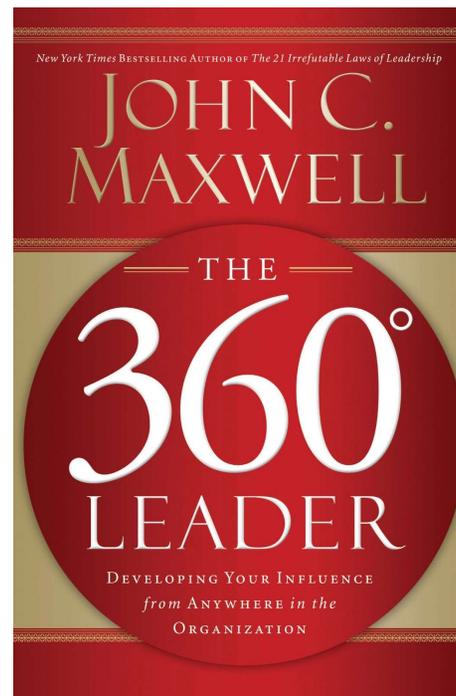


Outline

- Why Leading From the Middle?
- Myths
- Leading Up & Leading Across
- Break
- Leading Down
- Additional Tips, Personal Lessons Learned & Take-aways
- Group Activity & Discussion
- The Puzzle of Leadership
- Executive Leaders Panel Discussion



Footnote in Advance



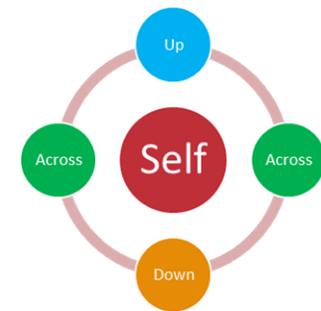
What is Leadership?

"The True Meaning of Leadership is

INFLUENCE.

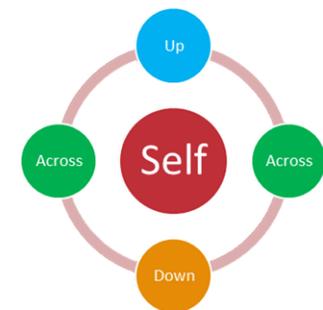
Nothing more, nothing less."

-The 21 Irrefutable Laws of Leadership (J. Maxwell)



Why Leading From The Middle?

- ❖ Most people will spend most of their career in the middle of an organization's Leadership team.
 - ❖ Very few, ~0.25% to 0.50% will become a CEO.
 - ❖ Most skilled and driven employees spend little time at the bottom level of an organization.
- ❖ We must lead where we live – in the middle.
- ❖ The vast majority of all decisions are made from the employees in the middle tiers of Leadership.
- ❖ Every mid-level leader needs to be effective at leading up, across, and downward to be effective (and to move up.)



Myths of Leading From The Middle

Myth #1: The Position Myth
I Can't Lead if I am not at the Top.

Levels of Leadership	Why People Follow You
5. Personhood	Respect: Who You Are and What You Represent
4. People Development	Reproduction: What You Have Done For Them
3. Production	Results: What You Have Done For The Company
2. Permission	Relationships: Because They Want To
1. Position	Rights: Because They Have To



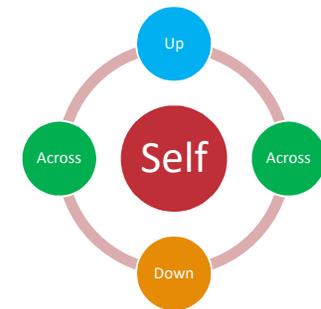
Leadership is a choice you make, not a place you sit.

Myths of Leading From The Middle

Myth #2: The Destination Myth

When I Get to the Top, then I'll Learn to Lead.

- ❖ If you want to run a marathon, you do not start training the day of the marathon.
- ❖ John Wooden: "When opportunity comes, it is too late to prepare."

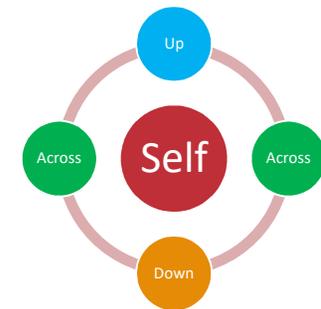


Myths of Leading From The Middle

Myth #3: The Influence Myth:

If I were on Top, then People would Follow Me.

- ❖ People often overestimate the importance of a Leadership title.
- ❖ Position does not make Leader. A Leader makes the position.
- ❖ You can grant a person a position. You cannot grant them real leadership. Influence must be earned.



Myths of Leading From The Middle

Myth #4: The Experience Myth: When I Get to the Top, I'll Be in Control.

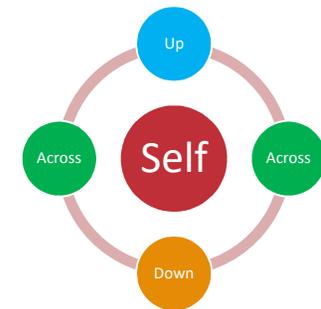
- ❖ *"Boy if I was in charge, things would be different.."*
- ❖ Desire to improve an organization and the belief that you can are great leadership attributes.
- ❖ The people below you have these attributes.
- ❖ *The higher you rise in an organization, the less control you have over your time.*



Myths of Leading From The Middle

Myth #5: The Freedom Myth:
When I Get to the Top, I'll no Longer be Limited.

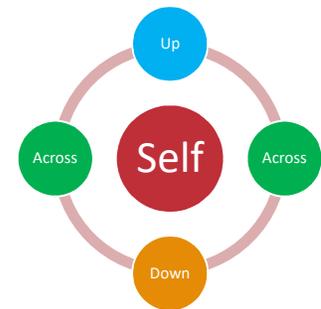
- ❖ *As you rise in an organization, your responsibility and accountability often rise much faster than your authority, experience, and leadership ability.*
- ❖ Your rights decrease as your responsibilities increase.



Myths of Leading From The Middle

Myth #6: The Potential Myth:
I Can't Reach My Potential if I'm Not the Top Leader.

- ❖ Strive to reach the top of your game, not the top of your organization.
- ❖ Everyone cannot be the Captain of the team.
- ❖ Everyone can play. Everyone can win games.
- ❖ Everyone can have a great impact on the team.



Myths of Leading From The Middle

Myths Summary:

Position: I Can't Lead if I am not at the Top.

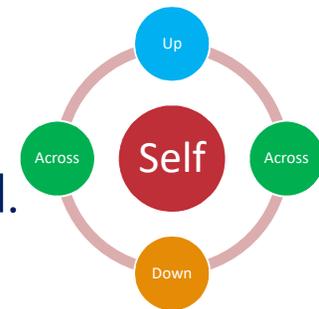
Destination: When I Get to the Top, then I'll Learn to Lead.

Influence: If I were on Top, then People would Follow Me.

Inexperience: When I Get to the Top, I'll Be in Control.

Freedom: When I Get to the Top, I'll no Longer be Limited.

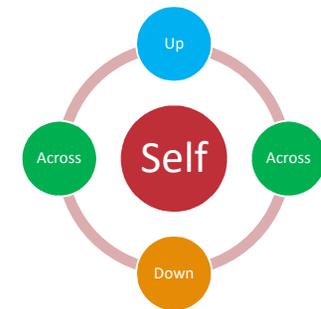
Potential: I Can't Reach My Potential if I'm Not the Top Leader.



Myths of Leading From The Middle

So What?

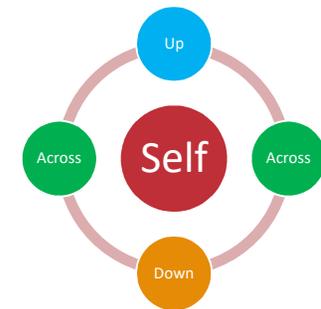
- ❖ You can lead from wherever you are.
- ❖ You will not be in your current position forever.
- ❖ You can (and should) become a better leader from wherever you are, or wherever you go.
- ❖ Better leaders can better impact their organization, their careers, and ultimately, peoples lives.



Principles of Leading Up

Leading Up is any leader's greatest challenge.

- ❖ Most Leaders want to lead, not be led.
- ❖ Most Leaders want to have value added to them.
- ❖ Strive to add value to the Leaders above you!



Principles of Leading Up

Lead-Up Principal #1

Lead Yourself Exceptionally Well

❖ The key to self-leadership is self-management:

1. Emotions: Delay or display?
2. Time: "Spending your time" – Not a metaphor.
3. Priorities: 80% strongest; 15% learning; 5% other necessary.
4. Energy: Identify one daily "main event"
5. Thinking: 1 minute thinking > 1 hour talk, unplanned work.
6. Words: Words carry weight. Weigh them well. Silence can be wise.
7. Personal Life:

Make ruthless decisions about what you spend your time and energy on!

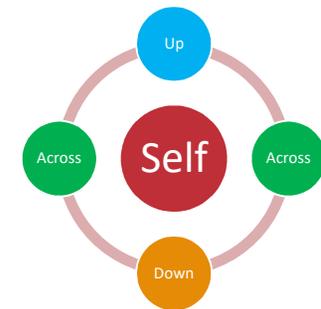


Principles of Leading Up

Lead-Up Principal #2

Lighten Your Leader's Load

1. Do your own job well first.
2. Find a problem, provide a solution.
3. Tell NEED to hear vs WANT to hear.
4. Go the 2nd mile.
5. Stand up for your Leader whenever you can.
6. Stand in for your Leader whenever you can.
7. Ask how you can lighten the load.



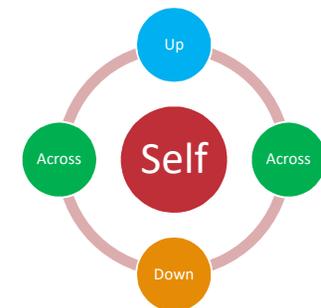
Lighter / Heavier
Asset / Liability
Solution / Problem

Principles of Leading Up

Lead-Up Principle #3

Be Willing To Do What Others Won't

- ❖ Take the tough jobs.
- ❖ Work in obscurity. (Do things because they matter, not for the recognition it will gain.)
- ❖ Admit faults, but don't make excuses.
- ❖ Do more than is expected.
- ❖ Help others.
- ❖ Do things that "are not your job."



"If it is up to be, it is up to me!"

Principles of Leading Up

Lead-Up Principle #4

Do More Than Manage - Lead!

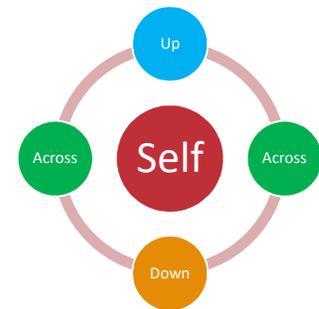


Leadership

People
 Movement
 Intuition
 Vision
 Action
 Relationships
 Who you are

Management

Process
 Maintenance
 Formula
 Procedure
 Reaction
 Rules
 What you do



Principles of Leading Up

Lead-Up Principal #5 Invest In Relational Chemistry

- ❖ What makes your Leader tick?
- ❖ What are your Leader's priorities?
- ❖ Catch your Leader's Enthusiasm.
- ❖ Support your Leader's Vision.
- ❖ Understand their unique personality.
- ❖ Earn their trust.



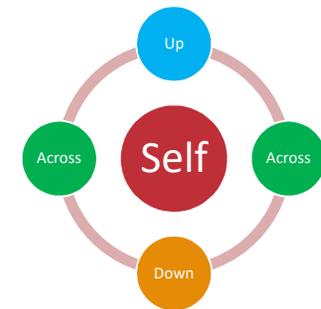
Principles of Leading Up

Lead-Up Principle #6

Be Prepared Every Time You Take Your Leader's Time

- ❖ Invest 5X to 10X time preparing.
- ❖ Only ask questions you cannot answer.
- ❖ Bring something (ideas) to the table.
- ❖ Don't wing it. Be prepared.
- ❖ Get to the bottom line. Cut to the chase.
- ❖ Give a return on their investment:

Here is what you said last time.
Here's what I learned. Here is
what I did. Did I get it right? Can I
ask more questions?



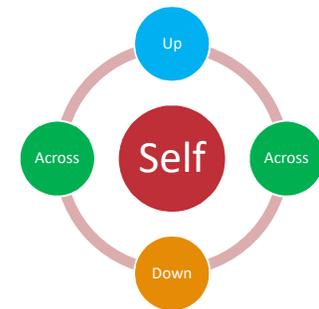
Principles of Leading Up

Lead-Up Principal #7

Know When to Push and When to Back-Off

When to Push Forward:

1. Do I know something my boss doesn't but needs to?
 - Great problem, or great opportunity.
2. Is time running out?
3. Are my responsibilities at risk?
4. Can I help my Boss win?



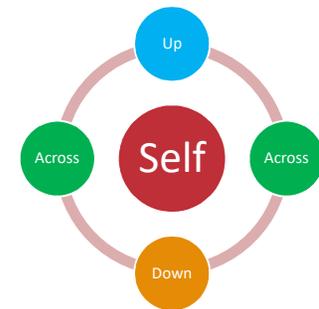
Principles of Leading Up

Lead-Up Principal #7

Know When to Push and When to Back-Off

When to Back Off:

1. Am I promoting my own personal agenda?
2. Have I already made my point?
3. Must everyone but me take risk?
4. Is the timing right only for me? (To be right too soon is wrong.)
5. Does my request exceed our relationship?



Principles of Leading Up

Lead-Up Principal #8

Become a Go-To Player

Go To Players produce when:

- ✓ pressure is on
- ✓ resources are few
- ✓ momentum is low
- ✓ the load is heavy
- ✓ the Leader is absent
- ✓ time is limited



Principles of Leading Up

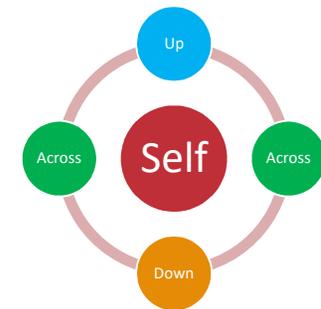
Lead-Up Principle #9

Be Better Tomorrow Than You Are Today

If you want to influencing people who are ahead of you in the organization, and keep influencing them, then you need to keep getting better and better.

The key to personal development is being more growth oriented than goal oriented. Focus on WHO you want to be rather than WHERE you want to be.

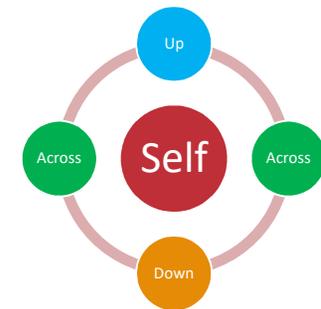
Will you do more of what you have always done, or will you do more of what you think you should be doing? You must leave your comfort zone to improve.



Principles of Leading Up

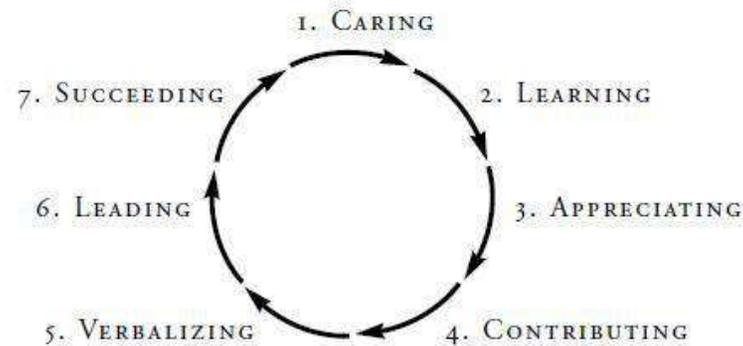
Summary:

1. Lead Yourself Exceptionally Well.
2. Lighten Your Leader's Load.
3. Be Willing To Do What Others Won't.
4. Do more than manage – Lead!
5. Invest In Relational Chemistry
6. Be Prepared Each Time You Take Your Leader's Time.
7. Know When to Push and When to Back Off.
8. Become a Go To Player.
9. Be Better Tomorrow Than You Are Today.



Principles of Leading Across

Leading Across Principle #1
 Understand, Practice, and
 Complete The Leadership Loop

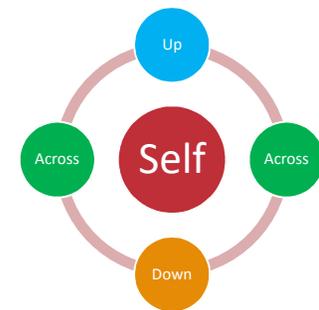


Principles of Leading Across

Leading Across Principle #1

Understand, Practice, and Complete The Leadership Loop

1. **Caring** - Care about people, take an interest in them, like them.
2. **Learning** - Get to truly know people. Hear their stories.
3. **Appreciating** - Positive assumptions. Appreciate differences also.
4. **Contributing** – Add value to others. Fill gaps. Invest in their growth.
5. **Verbalizing** – Be a cheerleader. Affirm good work.
6. **Leading** – Must do 1-5 first. Then you gain influence with peers.
7. **Succeeding** – Win with peers. Why? Fulfill vision, see them succeed.



Principles of Leading Across

Leading Across Principle #2

Put Completing Peers Ahead of Competing With Them

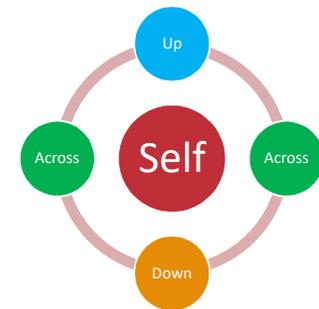
Competing

Me First
Scarcity Mind-set
Destroys Trust
Win-Lose
Single Think
My Good Idea
Exclusive

Completing

Org First
Abundance Mind Set
Builds Trust
Win-Win
Shared Think
Our Great Idea
Inclusive

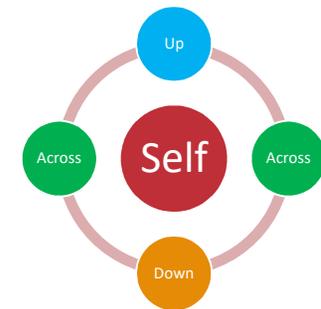
- ❖ Company success is more important than individual success.
- ❖ Competition is natural and healthy.
- ❖ Use it to bring out the best in yourself and others. Never let it hurt morale or the team.



Principles of Leading Across

Leading Across Principle #3 : Be a Friend

1. Listen. Truly listen, to understand, not to respond.
2. Find common ground not related to work.
3. Be available beyond business hours.
4. Have a sense of humor.
5. Tell the truth even when others won't.



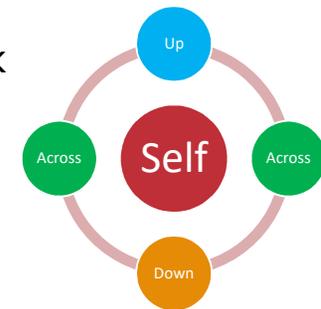
CM: Everyone makes a better friend than enemy!

Principles of Leading Across

Leading Across Principle #4

Avoid Office Politics

1. **Avoid gossip.** Great people talk about ideas. Average people talk about themselves. Small people talk about others.
2. **Avoid Petty Arguments.** Will it matter in 6 mo, 1 year, 5 years?
3. **Stand for what's right vs. popular.**
4. **Look At All Sides of the Issue.**
5. **Don't Protect Your Turf.** (Budget, ideas, people, office space, supplies....) Give these items up when it is best for the organization.
6. **Say What You Mean, Mean What You Say.** "Walk The Talk"



Principles of Leading Across

Leading Across Principle #5

Expand Your Circle of Acquaintances

Stretch your comfort zone relationships. (people who: you have known a long time, share common experiences, you know like you)

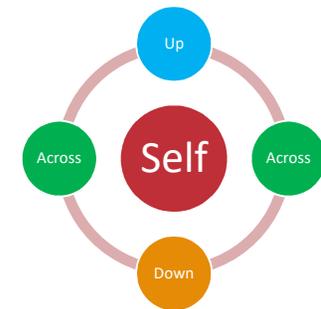
Expand Beyond:

Your Inner Circle. Your Expertise.

Your Strengths. Personal Prejudices.

Your Routine.

**Make or expand 1 new acquaintance each week!*



Principles of Leading Across

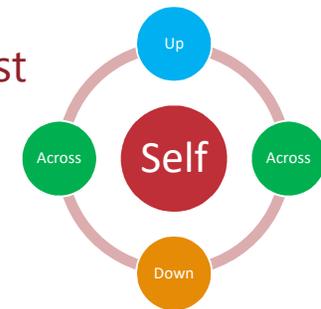
Leading Across Principle #6

Let The Best Idea Win

Resist the temptation to fight for your idea when it is not the best idea.

What Leads to The Best Ideas?

1. Listen To All Ideas. Open mindedness.
2. Never Settle Fer Just One Idea.
3. Look In Unusual Places For Ideas. Search. They won't search for you!
4. Don't Let Personality Overshadow Purpose.
5. Protect Creative People and Their Ideas. New Ideas are fragile.
6. Don't Take Rejection Personally.



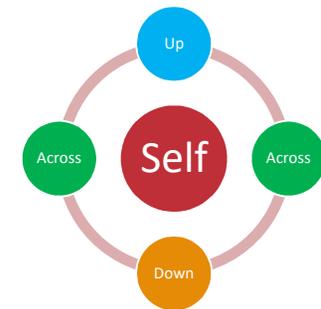
Jack Welch:
**Get Every Brain
In The Game!**

Principles of Leading Across

Leading Across Principle #7

Don't Pretend You Are Perfect

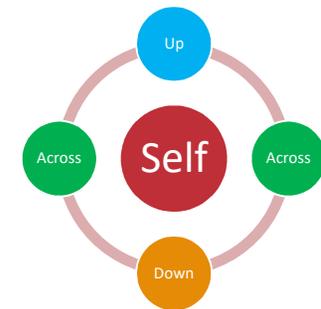
1. **Admit Your Faults.** (Your peers already know them)
2. **Ask For Advice.** (Advice is what we ask for when we already know the answer but wish we didn't. Ask even when you don't know.)
3. **Worry Less About What Others Think.** (Don't be trapped in people-pleasing behavior.)
4. **Embrace Learning From Others.**
5. **Put Away Pride and Pretense.** (Don't try to impress people. Let them impress you.)



Principles of Leading Across

Summary:

1. Understand, Practice, and Complete The Leadership Loop.
2. Put Completing Peers Ahead of Competing With Them.
3. Be A Friend.
4. Avoid Office Politics.
5. Expand Your Circle of Acquaintances.
6. Let The Best Idea Win.
7. Don't Pretend You Are Perfect.



Leading From The Middle

BREAK



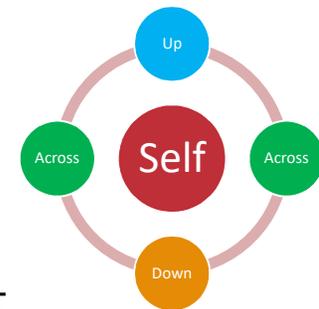
Principles of Leading Down

Leading Down Principle #1

Walk Slowly Through The Halls

Relationship Building is the Foundation of Leadership.

1. Slow Down. Connect with people at their speed. Move faster with your leader, more slowly as you move downward.
2. Express That You Care. Have genuine concern for your people.
3. Create Health Balance of Personal and Professional Interest.
4. Pay Attention When People Start Avoiding You.
5. Tend To The People, and They Will tend To The Business.



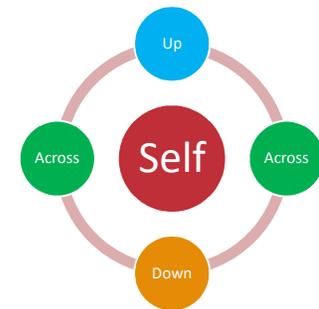
Principles of Leading Down

Leading Down Principle #2

See Everyone as a "10"

Who was your favorite teacher and why? Probably Their Belief in YOU.

1. See Them As Who They Can Become. Find everyone's great potential.
 2. Let Them "Borrow" Your Belief in Them.
 3. Catch Them Doing Something Right. Thank You vs Gotcha!
 4. Believe The Best- Give The Benefit Of The Doubt.
 5. Realize that "10" has many Definitions.
 6. Give Everyone The "10" Treatment.



Principles of Leading Down

Leading Down Principle #2

See Everyone as a "10"

- ❖ *Build People Up With Encouragement*
- ❖ *Give People Credit By Acknowledgement*
- ❖ *Give People Recognition by Gratitude*

See and lead people as they can be, not how they are, and you will be amazed at how they respond.



Principles of Leading Down

Leading Down Principle #3

Develop Each Team Member as a Person

Don't just equip people, develop them.

1. See Development As A Long-term Process.
2. Discover Each Person's Dreams and Desires. (Passion for dreams is the source of energy.)
3. Lead Everyone Differently. (Strategy & Tactics.)
4. Use Org's Goals For Individual Development.



Principles of Leading Down

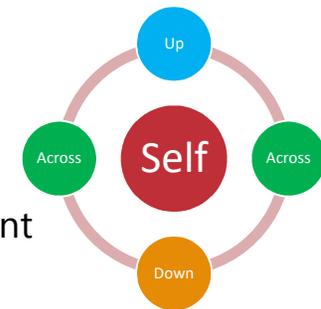
Leading Down Principle #3

Develop Each Team Member as a Person

5. Help People Know Themselves.
6. Hard Conversations. (All growth comes from positive responses to negative things.)
7. Celebrate The Right Wins (Target wins based on where and how you want people to grow).
8. Develop People As Leaders

*I Do It. I Do It, You Watch. You Do It, I Watch. You Do It.
You Do It, Someone Else Watches.*

You Never Really Know Something Until You Teach Someone Else.



Principles of Leading Down

Leading Down Principle #4

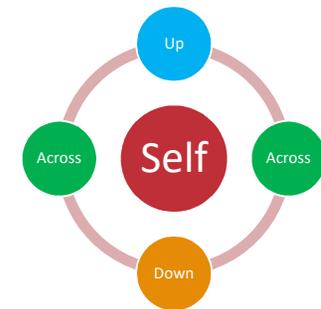
Place People in Their Strength Zones

1. Discover Their True Strengths. Most people do not discover their strengths on their own. DISC Myers-Briggs.

What am I doing to develop myself? Capacity to lead.

What am I doing to develop my staff? Potential of the Team.

2. Give Them The Right Job. All Players Have A Place Where They Add The Most Value



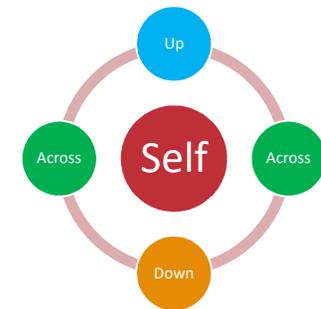
Principles of Leading Down

Leading Down Principle #5

Model The Behavior You Desire

Leaders set the tone and pace for all the people who work for them. BE what you want to SEE.

Your:	Determines:
Behavior	Culture
Attitude	Atmosphere
Values	Decisions
Investment	Return
Character	Trust
Work Ethic	Productivity
Growth	Potential

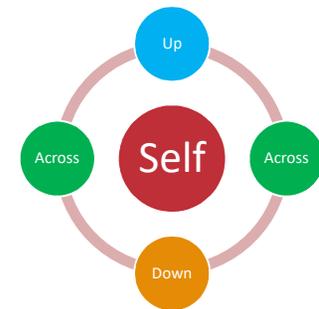


Principles of Leading Down

Leading Down Principle #6

Transfer The Vision

1. **Clarity.** Paint a clear picture.
2. **Connect the Past, Present, and Future.**
3. **Purpose.** Vision tells "where." Purpose tells "why."
4. **Goals.** Without Strategy and Goals, Vision is not measurable or attainable.
5. **Challenge.** If Vision doesn't require stretch, is it worthy?
6. **Stories.** Add a story, a human face. Make it personal.
7. **Passion.** Without passion, vision is not transferrable. Just a pleasant snapshot.



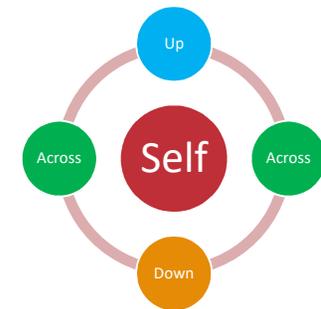
Principles of Leading Down

Leading Down Principle #7

Reward For Results

You get more of whatever you reward.

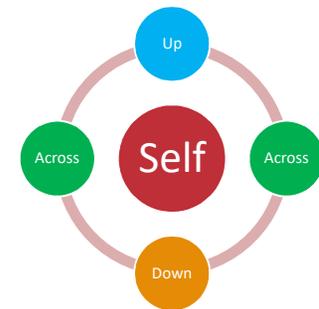
1. Give Praise Publicly and Privately.
2. Give More Than Just Praise. Praise and Raise.
3. Don't Reward Everyone The Same.
4. Give Perks Beyond Pay.
5. Promote When Possible.
6. Remember You Get What You Pay For.



Principles of Leading Down

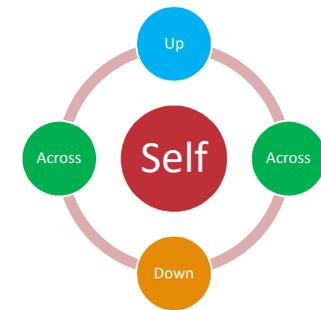
Summary:

1. Walk Slowly Through The Halls.
2. See Everyone As A "10."
3. Develop Each Team Member As A Person.
4. Place People In Their Strength Zones.
5. Model The Behavior You Desire.
6. Transfer The Vision.
7. Reward For Results.



Jack Welch's Ingredients of Leadership 4 Es and P.

Energy is the ability to go, go, go—to thrive on action and relish change. People with positive energy are generally extroverted and optimistic. They make conversation and friends easily. They're people who don't complain about working hard—they love to work. They also love to play and overall just love life."



Do I bring energy as a manager to my team every day, all day?

Jack Welch's Ingredients of Leadership 4 Es and P.

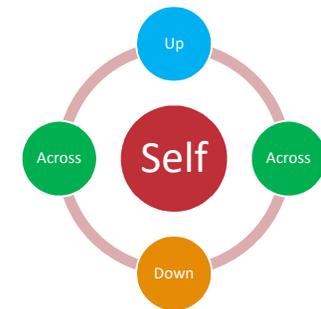
Energize is the ability to get others revved up. People who energize can inspire their team to take on the impossible—and enjoy doing it. The ability to energize is apparent in someone with an in-depth knowledge of their business, who sets a powerful personal example, and has strong persuasion skills.”



Do people want to work for me?

Jack Welch's Ingredients of Leadership 4 Es and P.

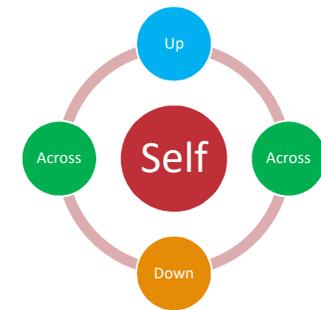
Edge means having the courage to make tough "yes or no" decisions. Smart people can assess a situation from every angle—but smart people with edge know when to stop assessing and make a tough call, even without all the information."



Do I know when to make the gut call?

Jack Welch's Ingredients of Leadership 4 Es and P.

Execute means having the ability to get the job done. It turns out a person can have positive energy, energize everyone around them, make hard calls, and still not get over the finish line. Being able to execute is a unique and distinct skill. It means the person knows how to put decisions into action and push them forward to completion, through resistance, chaos, or unexpected obstacles. People who can execute know that winning is about results."



Do I continually drive results both personally and from my team?

Jack Welch's Ingredients of Leadership 4 Es and P.

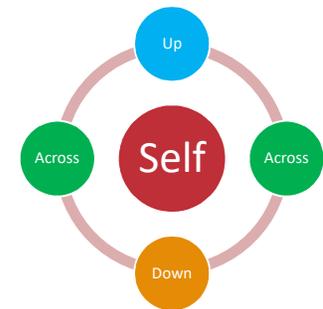
Passion: People with passion have a heartfelt, deep, authentic excitement about work. They care—really care in their bones—about colleagues, employees, and friends. They love to learn and grow, and they get a huge kick out of people around them doing the same.



Do I bring an intense enthusiasm towards all aspects of my life?

Jack Welch April 2016

- ❖ Never be the smartest guy in the room.
- ❖ Get every brain in the game.
- ❖ Do your people know you have their back?
- ❖ Hate bureaucracy and those who perpetuate it.
- ❖ Have fun. Screw around. Have a food fight.
- ❖ Give a big damn about what's in it for everyone.
- ❖ Building Great Teams – Most important thing you will do in your lifetime.
- ❖ Must differentiate with candor to build great teams.
- ❖ Candor is not cruel. It is humane.
- ❖ Must have the generosity gene:
 - ❖ How many people have you gotten promoted? Higher Raises? Higher Bonuses?



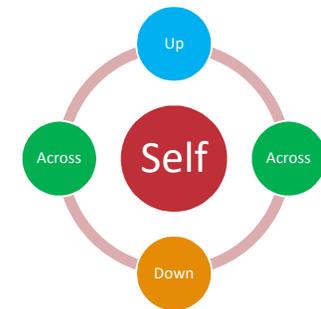
Jack Welch April 2016

- ❖ Be decisive. Yes or no. No Maybes.
- ❖ Severance is the best money you will ever spend. Love them as much when you walk them out the door as you did the day you hired them.
- ❖ Find a better way every day!
- ❖ Best Practices – Search the world.
- ❖ Change. Add the WHY. Repeat it hundreds of times. Tell people what's in it for THEM.
- ❖ A budget is a con-job, a negotiation. Never compare to budget. Compare to last quarter, last year, 2 years ago, the competition.
 - ❖ Variance analysis (to anything but budget) answers every probing question.



Jim McNerney April 2016

- ❖ What 4-6 things are most critical?
 - ❖ Lead 1 yourself
 - ❖ Delegate & Coach the others. All tie to Company Strategy and results.
- ❖ Make a BIG difference in a SHORT time.
- ❖ Pace Is Everything!
- ❖ Answers every email in 10 minutes.
- ❖ A decision 85% right in a week is better than a decision 98% right in a month.
- ❖ Investment in your team has a 95% correlation with success.
- ❖ Re. Integration after M&A: "The faster the war, the faster the peace."



My Personal Lessons Learned

- ❖ Be Candid and Transparent.
- ❖ When You Must Choose, Be Respected Versus Liked.
- ❖ Never Violate A Confidence.
- ❖ Listen Twice As Much As You Speak.
- ❖ Know That Your Actions Speak Louder Than Your Words.
- ❖ Give Twice As Much Praise As Critique.
- ❖ Delight in Developing Others and Helping Them Succeed.
- ❖ Lead With Humility.

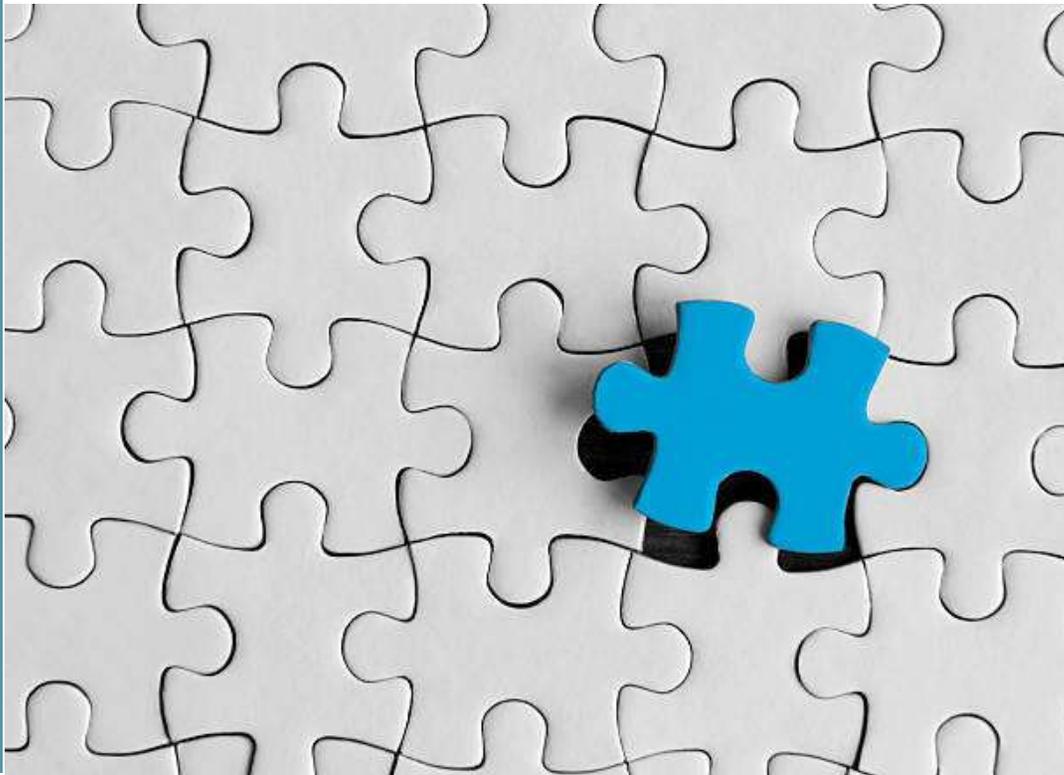


Take-aways

- ❖ Leading well from your current level is the basis for getting you opportunities to advance to the next level.
- ❖ Nearly everyone promotes beyond their current leadership ability at some point in their career.
- ❖ Leadership growth and development is almost always voluntary.
- ❖ Make Leadership development a **CONSTANT** priority!



GROUP ACTIVITY



Complete the puzzle as fast as possible. Notify Staff when complete.

Only one person from each group is permitted to speak with staff or other non-team members.

You have 30 minutes.

Winners get massive bragging rights!

The Puzzle of Leadership

How can we relate leadership development to putting a jigsaw puzzle together?



A key quality of being a leader is having Vision.

The first step in putting a puzzle together is to look at the picture of the completed puzzle to see what the end result should be i.e. success. As a leader, you need to have a vision (picture) of the final product, and what it is you are trying to accomplish.

How hard was this to do without the picture?

If your vision is not clear, how hard is it for your employees to execute on the vision?



A leader must know their team!

The next step is “get to know your team members.”

Typically with a puzzle one singles out the corner and edge pieces. The corner and edge pieces are important because they help define the puzzle.

Know your team, their strengths, their weaknesses, and leverage them for success.

Can you fit a puzzle piece where it doesn't belong?



A team with strong leadership can create amazing things!

Each piece of the puzzle has its own value, though without which it would not be complete.

Each puzzle stands complete in its own right.

When combined they make something greater than the sum of their parts.

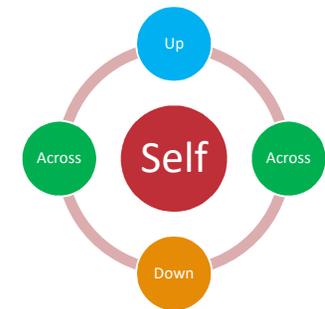
Reviewing Questions

- What was your first plan of attack when presented with the challenge?
- What problems did you encounter during the exercise and how do you overcome these?
- Once you identified the problem, how did you respond?
- Did you nominate a leader to begin?
- Did you communicate well and was everyone involved?
- Looking back on the exercise, what things would you say you did well as a team?
- What is one thing you can take away from the activity?
How can you apply what you learned?



Leading From The Middle

PANEL DISCUSSION



Recommended Leadership Resources

Books:

[The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization](#) – John Maxwell

[How to Win Friends and Influence People](#) – Dale Carnegie

[The Magic of Thinking Big](#) – David Schwartz

[Leadership Secrets of Attila the Hun](#) – Wess Roberts

[The Extraordinary Coach](#) – J. Zenger/ K. Stinnett

[Power Listening](#) – Bernard Ferrari

[Unlimited Power: The New Science Of Personal Achievement](#) – Anthony Robbins

[The Real Life MBA: Your No-BS Guide to Winning the Game, Building a Team, and Growing Your Career](#) – Jack and Suzy Welch

[Execution: The Discipline of Getting Things Done](#) – Larry Bossidy

[Improve Your Communication Skills \(Creating Success\)](#) – Alan Barker

[Extreme Ownership: How US Navy SEALs Lead and Win](#) – Jocko Willink & Leif Babin

[Good to Great: Why Some Companies Make the Leap and Others Don't](#) – Jim Collins

[Team of Rivals: The Political Genius of Abraham Lincoln](#) – Doris Kearns Goodwin

[Turn the Ship Around: A True Story of Turning Followers into Leaders](#) – L. David Marquet

Podcasts:

[The Look and Sound of Leadership](#)

TED Talks:

[Everyday Leadership](#) – Drew Dudley

[Lead Like the Great Conductors](#) – Itay Talgam

[How Great Leaders Inspire Action](#) – Simon Sinek

[Listen, Learn, Then Lead](#) – Stanley McChrystal

[Tribal Leadership](#) – David Logan