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# **LEADING AN ENGAGED CULTURE**

# CONTENTS

- 2** TABLE OF CONTENTS
- 3** HELLO! WE ARE DRIVEN!
- 4** LEADING AN ENGAGED CULTURE
- 5** IMX ASSESSMENT
- 6** LEARNING LEADERSHIP
- 7** THE CORE ATTRIBUTES OF LEADERSHIP
- 11** FINAL THOUGHTS

# HELLO!

## WE ARE DRIVEN!



Driven Leadership is changing the way leadership is taught by bringing experiential and immersive programs together.

We believe that by training the best talent in your organization we help you raise the lid of expectation of performance for everyone; saving you time, energy and money.

Our live workshops come in many forms from our in-house, process-driven skill workshops to deep dive Experiential-Immersion™ Programs that will radically shift behavior and performance.

We even have time tested tools and instruments that help you understand you and your team at a completely different level. We are one of a few elite organizations certified and licensed by Kilmann Diagnostics for Conflict Management using the TKI. We are further certified and licensed in the Innermetrix Behavioral Assessment.

So, whether you are looking to grow in your own personal career or have a team of leaders that are ready to go to their next level...we've got you covered.



# LEADING AN ENGAGED CULTURE



**For the vast majority of us** leading a team sounds like fun, and often is, however taking that team from a group of skilled individual experts to a truly high performance team that outproduces expectations and engages at an exceptionally high level may often feel nearly impossible. This document is a quick how-to guide for you to evaluate your current leadership and team and help you with some course correction that may be needed.

## The Quick Fix

This is what we are all after. We need results and we need them now. When it comes to building a team that consistently produces results at a high level the shortest distance is a new, higher caliber, emotionally intelligent, authentic leader. If you bring in a highly talented leader, they typically can build a team from scratch or within a relatively quick amount of time and/or can turn a team around with minimal casualties.

Not the answer you were looking for? You are the current leader and would prefer not to fire yourself? Your leaders are the last people you want to remove? Can't we just give the people they lead some really good training and get a different result? We understand. Removing yourself or other key personal is not the solution anyone is after, and it would be really nice if we could just send them to training and that would fix the team, but we think you know

that would be a disingenuous answer and result in failure, if it was all you do. Oh, you can improve your results with some key changes relatively quickly, but to advance into the realm of a truly consistent high performance team, it is going to take time and effort. **The question** is, where do you spend that time and effort to get the maximum results in the short term and also propel you towards your long term goals?

I am sure you have heard **the answer** to that question before, it is time to focus on making you better before we make them better. You have to grow in specific areas to get better results from the teams that you lead or influence. Below is a link to an assessment of your leadership ability; actually three assessments in one. They are real assessments by real psychologists that spend their entire career creating these things, not ten questions that we made up to sell you something. It's going to give you over 70 pages of information on you and what your strengths are, we are giving it to you for taking the time to download this document and

actually read it. We are even willing to have one of our team go over any questions you might have, if you would like. We typically charge \$250 for someone to take the assessment and give them a debrief on the results. Our goal is to give you some real information and value through this assessment and document, so you can start to get different results. And, if there is ever a time that you would like something more robust, we hope you think of the kind people who had your back from the beginning (that's us!).



#### Instructions for the Assessment:

The Innermetrix ADVanced Insights Assessment is divided into 3 segments; DISC, Values and Attributes Index. This is a tool which gives you a clear snapshot about **What** is going on – how you make decisions based on the information you're processing, **Why** you do what you do – what are your internal motivators and drivers, and **How** you prefer to exhibit behaviors with regard to your decisions, interacting with others, preference for the pace you like to do things, and how you prefer to handle rules and standards. When you are in alignment with your natural talents and abilities is where you are most successful.

This is NOT a test and there are no right or wrong answers, answer this for you and not who you think you "NEED" to be. It takes about 15-20 minutes of uninterrupted time to complete and will NOT save your spot if you choose to come back at a later time. It is imperative that you are not distracted when you answer the questions for the validity of the results.

To get started on the assessment, copy and paste this link in your browser:

**<https://profiles.innermetrix.com/VO/aba4ef10/en>**

# LEARNING LEADERSHIP

Some people say that leadership cannot be taught, and in some regards that is true (at least with traditional learning formats).

However, that doesn't mean that a person has to be born a leader.

Some of us are born with nature talents and abilities that enable us to lead others easier. Maybe a charismatic personality or loud spoken nature, maybe we were born with the ability to give orders well and have the courage to do what others are afraid of. Natural born leadership talents can help, but most leadership ability is connected to learned behaviors. What we experienced as a child, and later as an adult, sculpted many of the behaviors that we demonstrate today. We learned how to apply our natural leadership talents or we didn't; but we all have them in some regard. This means even if you currently do not view yourself as a leader, you have the ability to learn the skills required to lead others. However, the way to learn these skills is not very effective in a traditional classroom.

It's like learning to swim. There is just so much you can learn from pictures and diagrams, at some point you need to get in the water and see what happens. Leadership is more of an art form than a typical business skill. So you can learn the tools but how you uniquely put them together for each person within each unique situation is the real test.

Let's take a look at the core attributes of high talent leaders. You will notice that these do not exactly line up with the assessment you took. That's because these core traits are made up of many individual parts which the assessment measures. If you examine the assessment more closely you will be able to see the correlations and specific areas for you to target.

# THE CORE ATTRIBUTES OF LEADERSHIP

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**” You don't lead by hitting people  
over the head - that's assault,  
not leadership.**

**-Dwight D. Eisenhower**

## GROWTH MINDSET

# 1

Positively focused on stretching, learning and growing themselves.

Can you image a leader who wants their team to change and grow but isn't willing to do it themselves? They would run around barking orders and getting frustrated at the results, pointing the finger to everyone but themselves. A leader who is not taking action to develop themselves is destined to learn the extremely hard way, often facing the same problems over and over again without getting a different result.

### Action to improve this:

- Stop buying your personal excuses and do something to grow yourself.
- Read books.
- Listen to podcasts.
- Watch Ted talks.
- Test something new and evaluate the results.
- Take healthy risks that challenge you.
- Get a Coach.
- Take a training (We know, self-serving but it's true).

## EMOTIONAL INTELLIGENCE

# 2

Understanding your emotions and having the empathy to understand what others are feeling.

The exciting thing about emotional intelligence is that you can grow it. Analytical intelligence or IQ (Intelligence Quotient) remains rather fixed for most of our lives, we can't really change it. EQ (Emotional Quotient) can grow based on focus, awareness and development. It may be the single most important thing connected with great leadership because if we are unaware of what is going on with us and can't empathize with those around us, we will make a lot of mistakes and not understand why. We will turn people off through being overly aloof or abrasive, people won't want to follow us because they assume we don't care and can view us as narcissistically focused.

### Action to improve this:

- Meet more people and truly seek to understand their perspective.
- Get curious about others.
- Ask yourself why you do things and get deep.
- Get a Coach.
- Take a training (yea, ok...we may have a pattern here).



## 3

**AUTHENTICITY**

The ability to build relationships with others where they feel that their input is valued, you are honest, and working from an ethical foundation.

It's not uncommon for leaders to get confused with this one. Many seem to think this is about sharing personal information about themselves or gossiping about their true feeling of a fellow teammate. While there are times that it may be relevant to share those things, this is much more about being honest, doing and meaning what you say. While it may be authentic for you to talk about all your problems, it isn't helping you lead your team. This is about being a good human being and sharing it with your teammates, truly wanting them to succeed and actually caring when they struggle.

**Action to improve this:**

- Follow through with personal commitments.
- Follow through with any commitments you make to others.
- Listen more and talk less.
- Seek to understand others and connect with them.
- Give more positive feedback.
- Ask for feedback for improvement (and really want it).
- Discover why and where you are perceived as not authentic.

## 4

**DECISION MAKING**

The ability to effectively make quality decisions under stress, pressure and change.

Often people recognize this trait as the single biggest factor to whether they will follow you or not. What do you do under pressure? How do you respond to change and the unexpected? Are you calm, not just outwardly but internally as well? Do you respond with clear and careful thought or do you trigger into fear or anger? A higher EQ and working from a growth mindset will surely make a huge impact on this one.

**Action to improve this:**

- Work on minimizing your triggers (what sets you off), pay attention to what they are and take action to shift how you respond.
- Focus on staying more analytically based versus allowing your emotions to make the decision.
- Weigh more perspectives than your own.
- Objectively assess issues in spite of political influence.
- Develop a personal process for remaining calm so you can think clearly.

## 5

**CREATE HEALTHY ACCOUNTABILITY**

Creating a culture that supports high levels of expectation and accountability from each other as well as from leadership.

Healthy accountability is different than just accountability. Healthy accountability starts with consistently holding yourself to performing at your best while allowing others to hold you to those high expectations. Being open to feedback and others opinions, even seeking those opinions out. Having enough trust within the group to give honest feedback in a supportive way. As the leader, setting clear boundaries and addressing the issues appropriately when those boundaries are crossed. Accountability through empowerment versus accountability through control.

**Action to improve this:**

- Find a role model who does this well.
- Start by creating a trusting environment where people will share their thoughts.
- Once trust is established make feedback a daily initiative.
- Make sure feedback is positive as well as for improvement.
- Set clear expectations prior to holding anyone accountable.
- Make sure the team or teammate expresses what their expectations of you are as well, when possible.

## 6

**BE A MOTIVATOR THROUGH ACTION**

The ability to motivate others because of who you are and how you respond to the work and challenges.

If you have the ability to give a great motivational speech we are sure that will help you if you find yourself in a situation like most big epic movies. Rallying the troops to defend Scotland from England or the Earth against alien invaders. However, if you are wanting to motivate your team on a daily bases they are going to get pretty tired of big speeches everyday. We want to motivate them intrinsically (from within) versus extrinsically (from without). This involves putting to good use all of the traits we have already talked about. Putting in the work to grow yourself and be positive will generate respect, being authentic will let them know that you care and are believable, having emotional intelligence will prepare you for challenges, and with accountability and quality decision making they will understand and support the initiatives at hand. When you put these things together and you are surrounded by a team that wants to grow you will be amazed at the synergy and outcomes.

**Action to improve this:**

- Focus on the other five areas to create a more motivated team.
- Ask your team what needs to happen to get more results here.
- Make sure you are communicating a sense of urgency.

# FINAL THOUGHTS

**As you grow** in each of these areas you will undoubtedly see a marked improvement within the teams that you lead. Each attribute builds upon the others. Just remember in today's instant society, you may find this to be a lot of work to get the outcome you want. But, once you have done the work you will be able to create high performance teams in every aspect of your life and business.





**Phone:** (949) 706-5333

**E-mail:** [info@drivenleadership.com](mailto:info@drivenleadership.com)

[drivenleadership.com](http://drivenleadership.com)