

**TABLE OF CONTENTS**

<b>ABOUT LMI .....</b>	<b>vii</b>
<b>ABOUT THE AUTHORS: PAUL J. MEYER .....</b>	<b>ix</b>
<b>RANDY SLECHTA .....</b>	<b>xi</b>
<b>INTRODUCTION .....</b>	<b>xiii</b>
For Maximum Benefits from <i>Effective Motivational Leadership</i> .....	xv
Leadership Self-Rating	
<b>LESSON ONE: THE CHALLENGE OF BECOMING AN EFFECTIVE MOTIVATIONAL LEADER</b>	
The Responsibilities of Leadership.....	1
The Core Values of Effective Leadership.....	5
A Positive Self-Image Leads to Success .....	8
Choosing an Attitude of Courage .....	10
Effective Leadership Demands Courage .....	11
Application and Action.....	13
Plan of Action — <i>Instructions</i> .....	17
1.1 Leadership Self-Rating Recap	
1.2 Leadership Strengths	
1.3 Questions to Clarify Values	
1.4 Shared Team/Organizational Values	
1.5 Core Value Statement	
1.6 Statement of Team/Organizational Values	
Participant’s Feedback Sheet	
<b>LESSON TWO: VISION AND COMMUNICATION</b>	
The Importance of Vision .....	1
Understanding the Need for a Clear Vision .....	2
Commitment to a Shared Vision .....	3
Communication — The Vital Human Connection .....	4
Rewards of Successful Communication .....	4

Communication Skills Can Be Learned .....	5
Planning the Total Message .....	6
Verbal and Nonverbal Communication .....	7
Careful Listening for the Total Message .....	8
Communicating in Writing.....	8
Communicating Effectively in Groups .....	10
The Power of Persuasion .....	11
The Authentic Communicator .....	12
Application and Action.....	15
Plan of Action — <i>Instructions</i> .....	19
2.1 Organizational Dream List	
2.2 Vision Worksheet	
2.3 Future Projection	
2.4 Future of the Organization	
2.5 Organizational Vision Statement	
2.6 Implementing Our Vision/Actions to Implement the Vision	
2.7 Priority of Overall Goals	
Participant's Feedback Sheet	

### LESSON THREE: BECOMING A MOTIVATIONAL LEADER

Methods of Motivation .....	1
Understanding Human Behavior.....	3
The Process of Motivation .....	4
Motivation Is Personal and Internal.....	6
Basic Human Drives and Desires.....	7
Motivation in the 21 <sup>st</sup> Century.....	13
Application and Action.....	15
Plan of Action — <i>Instructions</i> .....	19
3.1 Leadership Needs Exercise	
3.2 Motivation Plan	
3.3 Daily Check Sheet	
3.4 1-31 Day Tracking Sheet	
3.5 Goal Tracking Summary Sheet	
3.6 Goal Tracking — Ringing the Bell	
3.7 Feedback Log	
Graphing	
Graphing Techniques	
Sample Graphs	
Participant's Feedback Sheet	

**LESSON FOUR: BUILDING AND LEADING  
EFFECTIVE AND PRODUCTIVE TEAMS**

What Makes up a Successful Team? .....	1
Team Building: Recruiting Winners .....	3
Keys to Effective Teams .....	4
Application and Action.....	13
Plan of Action — <i>Instructions</i> .....	17
4.1 Team Building/Team Member Roles	
4.2 Decision Analyzer	
4.3 Self-Rating of Team Problem-Solving Skills	
4.4 Problem Solver	
4.5 Mid-Term Evaluation	
Participant's Feedback Sheet	

**LESSON FIVE: DEVELOPING PEOPLE TO THEIR FULL POTENTIAL**

Bringing out the Best in Team Members.....	1
Personal Growth and Renewal.....	2
Principles of Growth .....	4
Training for Skill Development .....	5
Coaching for Results .....	7
The Coaching Process .....	7
Application and Action.....	15
Plan of Action — <i>Instructions</i> .....	19
5.1 Team Member Development Needs	
5.2 Personal Development Plan	
5.3 Coaching Plan	
Participant's Feedback Sheet	

**LESSON SIX: EMPOWERING TEAM MEMBERS**

Sources of Authority and Power .....	1
Making the Most of Authority and Power.....	2
Sharing Power with Team Members.....	4
Delegating with a Purpose .....	6
Overcoming Obstacles to Empowerment.....	8
Empowerment through Delegation.....	9
An Organization of Leaders.....	11
Application and Action.....	13
Plan of Action — <i>Instructions</i> .....	17
6.1 Empowerment and Delegation Chart	
6.2 Delegation Plan	
6.3 Delegation and Project Management	
Participant's Feedback Sheet	

**LESSON SEVEN: LEADING CHANGE AND INNOVATION**

Change Is Everywhere..... 1  
Overcoming Resistance to Change ..... 1  
Leading the Way for Change..... 4  
The Psychology of Change ..... 5  
Using Innovation to Succeed ..... 8  
Leading Innovation in Your Organization..... 10  
    Application and Action..... 13  
        Plan of Action — *Instructions* ..... 17  
            7.1 Mastering Change  
            7.2 Leading through Change  
            7.3 Leading Innovation  
Participant’s Feedback Sheet

**LESSON EIGHT: THE LEADER OF THE FUTURE**

Leading into the Future ..... 1  
The Demands of Leadership ..... 2  
Rewards of Leadership..... 6  
Your Leadership Journey..... 7  
    Application and Action..... 9  
        Plan of Action — *Instructions*..... 13  
            8.1 Leadership Self-Rating  
            8.2 Leadership Self-Rating Results  
            8.3 Final Evaluation  
Participant’s Feedback Sheet

**LEADERSHIP GOALS**

Plan of Action — *Instructions*  
Goal Planning Sheets

**LEADERSHIP ACCOMPLISHMENTS**

Plan of Action — *Instructions*  
Leadership Accomplishments

## INTRODUCTION

Welcome to the *Effective Motivational Leadership*® program. Congratulations on your decision to further develop your leadership potential! The *Effective Motivational Leadership* program is a key component of The Total Leader® concept. The Total Leader concept was developed in large measure to fill a huge void in the marketplace.

As the world of business has changed and evolved, the need for effective leaders has skyrocketed. For businesses to become truly empowered and innovative enterprises, they must develop leaders throughout the entire organization. In fact, the organization of the future is an organization where *everyone* is a leader. It is only when people are able to lead themselves that they are actually empowered to be creative and innovative. This means leadership abilities must be developed in every employee!

This is the very foundation of The Total Leader concept. The Total Leader concept is based on two vital principles:

- The first principle is that for organizations to succeed in the 21<sup>st</sup> century, they must develop leaders throughout the total organization.
- The second principle is that for leadership development to be effective, it must utilize a complete, integrated, total leadership development process.

Too many organizations have attempted to develop leaders with a fragmented, hit-and-miss approach. They focus on only one area, or one attribute, or one facet of leadership believing that is all they need. Leadership is much more complex than that. Trying to develop leaders this way is like trying to become a professional golfer by only practicing your putting. The best golfers are total golfers — they excel at driving, approach shots, sand shots, pitching, chipping, and putting. They also must possess the confidence and mental strength to perform in the heat of competition.

The same is true for leaders. The best leaders — Total Leaders — excel at all facets of leadership. The Total Leader concept identifies four broad areas that a person must master to become a Total Leader.

1. **Personal Productivity**

Personal productivity is the ability to manage yourself, manage your time, and manage your priorities to operate at maximum effectiveness.

2. **Personal Leadership**

Personal leadership is the ability to lead yourself — to be a leader of your own life. Most people just let life happen to them and then suffer the consequences. Personal leaders determine the life they want, and then through planning and action make it happen. Personal leadership also means becoming a Total Person™ — a person who is growing and developing in all six areas of life, including Family and Home, Financial and Career, Mental and Educational, Physical and Health, Social and Cultural, and Spiritual and Ethical.

3. **Motivational Leadership**

Motivational leadership is the ability to lead and motivate others. A motivational leader understands that people are the source of all progress and innovation, and thus the key to business success in the 21<sup>st</sup> century. A motivational leader is able to help people develop and use more of their full potential.

4. **Strategic Leadership**

Strategic leadership is the ability to lead an organization. A strategic leader is able to define and develop the purpose of the organization, the key strategies, the optimum structure, the right people in the right roles, and the most effective processes for an organization to succeed.

The Total Leader concept is a thorough, comprehensive, complete, leadership development process. It literally develops people into Total Leaders! It's difficult to imagine that a top leader in an organization could really be effective if he or she were missing one or more of these key components.

Many leaders today are frustrated because they haven't had the opportunity to develop all four areas. They feel like they are standing on the first tee of an important golf tournament and they've never practiced

a single swing with their driver. The only thing they have ever practiced is how to putt.

That is exactly the problem with leadership development today. When all you have is a hammer, every problem starts to look like a nail. The time has come for a new paradigm — a new process for developing leaders. We are very excited about the potential of our Total Leader development process. We look forward with anticipation to the day when most organizations are filled with Total Leaders!

## **FOR MAXIMUM BENEFITS FROM EFFECTIVE MOTIVATIONAL LEADERSHIP**

### **HOW THE PROGRAM WORKS**

*Effective Motivational Leadership* has been created with busy people like you in mind. The fact that you have decided to use *Effective Motivational Leadership* is evidence that you wish to achieve maximum effectiveness through the time you invest in your work each day.

*Effective Motivational Leadership* is both written and recorded so you may gain three important benefits:

1. *Convenience*

You will appreciate the convenience and portability of recorded lessons; listen as you commute, as you dress or prepare for work in the morning, as you relax at home, or at a time you reserve at the office. In other words, listen at any time when your hands are busy but your mind is not. Consequently, the full benefits of the program may be enjoyed with the investment of a minimum amount of study time. You begin to realize time savings long before you have completed the program. *Effective Motivational Leadership* actually frees more time for you than you are required to devote to its use.

2. *Spaced Repetition*

The second effective learning technique employed in the program is spaced repetition — the learning technique that gives you a head start in establishing effective habits.

Listen to each lesson a minimum of six times, preferably once a day for six days, before proceeding to the next lesson. At

least once, read the text as you listen, taking time to underline ideas that have special meaning for you and writing in the Notes column additional ideas that you believe would be important in your own work.

### 3. *Multisensory Perception*

Each of the five senses performs a specialized function in providing knowledge and understanding of the world. Although all five senses are important, the majority of our knowledge comes through sight and hearing. *Effective Motivational Leadership* makes use of the visual sense through a printed text and involves hearing through the recordings.

A third sense — that of touch — is also brought into play through the use of writing as you respond to the various action steps suggested at the end of each lesson and as you note in the Lesson Manual the ideas that occur to you as you read or listen.

When you involve several of the senses in the learning process, you increase the amount of knowledge you retain and have available for use.

## **WHAT YOU SUPPLY**

A bit of ancient wisdom says, “If you do what you’ve always done, you’ll always get what you’ve always gotten.” That means that if you want to improve your life in any way, you must change your behavior. It also suggests that you can take control of your life and, by changing your behavior, direct yourself toward the goals and objectives that are important to you.

During this program, you will be asked to perform several action-oriented exercises that will cause you to stretch, reach, and grow. Some of these may be uncomfortable at first, but after you become familiar with them and turn them into habits, you will discover that you are getting more done in less time.

The people with the most to gain from the program are those who already enjoy a level of success that is above average. Typically, these people are busy in their work, and although they hold responsible positions, aspire to take on more responsibility and accomplish even more than they are already accomplishing.

The first few weeks of the program will be the most difficult because you will be asked to look at who you are and the work you do from a new



perspective. At the mid-point of the program and at its conclusion, you will evaluate your progress.

Each week you will be asked to do the following:

1. Listen to the lesson material using spaced repetition.
2. Read the lesson material and make notes in the space provided for multisensory impact.
3. Complete the **Application and Action** section at the end of each lesson.
4. Complete the Plan of Action.
5. Complete the **Participant's Feedback Sheets**.
6. Accomplish short-range goals of your choice.

The short-range goals you will set and achieve each week provide the practical experience that make the effects of the program permanent.

As you reach these short-range goals, you form the habit of setting and reaching goals every week. You will also experience some "stretch" in your goals program. A "stretch goal" is one that demands the use of extra effort to accomplish it. It is important that your goals have an element of "stretch" to them, yet still be realistic. They should be within your span of control and should be achievable within a seven-day period.

Initially at least, take outside factors into consideration and set goals that you feel confident can be reached. You will soon find yourself setting more challenging goals and achieving them in less time.

*Effective Motivational Leadership* is an exciting program, filled with ideas and information that you can use in all areas of your life. Participate actively and the program will deliver many rewards and benefits that will last a lifetime. Anticipate with enthusiasm the progressive realization of your worthwhile, predetermined personal and business goals!