

## WHAT IS ADMIRED LEADERSHIP<sup>®</sup>?

**Admired Leadership<sup>®</sup>** is a behavioral approach to teaching leaders how to be effective in everyday situations and contexts. It is not a model, but rather a collection of themed critical behaviors that increase or enhance a leader's impact. The Admired Leadership content is unconventional in its wisdom, and is founded on actionable behaviors that can be succinctly explained and taught.

Admired Leadership began over thirty years ago as a study aiming to identify the secrets of world-class leaders. After exhaustive interviews with those leaders' colleagues, families, and friends, we realized that outstanding leadership does not depend on what a leader knows, thinks, or believes, but rather on what they do. Admired Leadership provides the only major leadership framework with a behavioral view, consisting of a repertoire of hundreds of the most universally effective behaviors that produce loyal followership and exceptional results, regardless of resources or market circumstances.

### ADMIRE LEADERSHIP<sup>®</sup> SPEAKING TOPICS:

- Why Should Anyone Follow You?<sup>SM</sup>
- Making People Better<sup>®</sup> Through Feedback
- The Secret of Inspiring Others
- Leading Your Leader for Team Success
- What the Best Leaders Know About Relationships
- Leading When Things Go Wrong
- Elevating Performance and Holding Others Accountable
- Making Great Decisions Every Day
- Making the Time to Lead
- Predicting Talent: The Track Record Myth
- Beginnings: Making New Roles and Transitions Work from Day One
- Propelling Change
- Forging a Team of Leaders
- Lasting Personal Change
- How Leaders Should Think About Communication

### WHY SHOULD ANYONE FOLLOW YOU?<sup>SM</sup>

Leading by example is an easy thing to say but hard to do in everyday leadership. In this presentation, we ask and answer the question, "Why Should Anyone Follow You?<sup>SM</sup>" This section shows how Admired Leaders<sup>®</sup> display their character to others and unveil their competence while remaining humble. Behaviors in this unit teach us to recognize common leadership situations as opportunities to display credibility to constantly prove to others that we are worthy of their followership.

### MAKING PEOPLE BETTER<sup>®</sup> THROUGH FEEDBACK

At its core, the act of leadership is about coaching and developing talent. When engaging their team, world-class leaders are artful at balancing developmental conversations with the everyday, direct feedback that builds competency and confidence. They deliver hard messages with a soft touch to alleviate the anxiety of delivering negative feedback and maximize the motivational effect of positive feedback, and they don't shy away from the conversation itself. This presentation focuses on the behaviors employed by the best coaches as they develop talent and sharpen the skills of those they lead through feedback and mentoring discussions on effective decision making, calculated risk-taking, and self-advocacy.

## THE SECRET OF INSPIRING OTHERS

Admired Leaders<sup>®</sup> motivate and inspire by leading honorably and respectfully. Inspiration can be crystallized into one simple idea: honor others or they fail to honor you. Traditional motivation and inspiration literature focuses on how leaders talk, encourage, and challenge others; whereas Admired Leadership<sup>®</sup> focuses upon how leaders recognize others for their contributions, translating that recognition into everyday behaviors. This approach offers behavioral routines for offering rewards, encouragement, and praise to your employees, children, or clients and inspiring them to a greater level of performance.

## LEADING YOUR LEADER FOR TEAM SUCCESS

Admired Leader<sup>®</sup> behaviors are especially important when “leading up.” Without the benefit of formal authority, junior leaders must display outstanding competency and organizational tact in order to protect their projects and influence others. The best juniors understand the needs of their leaders, negotiating their relationship with those seniors to earn added responsibility and new roles. These behaviors allow junior leaders to develop themselves and then advertise their ability to move to the next level.

## WHAT THE BEST LEADERS KNOW ABOUT RELATIONSHIPS

The best leaders know how to build authentic relationships and own them for life. This presentation challenges our assumptions about how relationships (professional and personal) really work, and offers ideas on how to deepen the quality of our relationships with clients and with each other. The behaviors and techniques discussed in this session illustrate how success comes down to how leaders conceive of, create, manage, and nurture relationships in all directions—with office teams, with existing customers, with prospective customers, and with family and friends.

## LEADING WHEN THINGS GO WRONG

It is easy to lead when success is easy and the market is good. While results are important, they are also seductive. Anyone will follow a leader when everything runs smoothly, but when the magic runs out and things go wrong, the true quality of a leader is exposed. The most effective leaders have tested, practical procedures to correct mistakes, and display authentic character to unite their teams to achieve in the face of adversity.

## ELEVATING PERFORMANCE AND HOLDING OTHERS ACCOUNTABLE

Leadership is about making others better at what they do. This presentation shows how Admired Leaders<sup>®</sup> drive performance for consistent results. The best leaders are masters of offering feedback with strategic expertise. They focus their evaluation on performance, and are able to give praise without causing complacency, and correct without demotivating. All behaviors in this unit are designed to address performance issues while maintaining a strong relationship between manager and report. This unit also explains how Admired Leaders<sup>®</sup> drive performance by recruiting the right talent, developing their ability to make better decisions, and taking smart risks.

## MAKING GREAT DECISIONS EVERY DAY

When faced with important decisions, the best leaders use consistent processes to glean the best information from all available resources in order to execute decisions in a timely manner. They know in decision making that not all information is equal, and they create habits that counteract our inherent biases to accurately assess their options. Behaviors in this presentation teach us how to involve others in group decision making, and how to make an executive decision with credibility and tact.

## MAKING THE TIME TO LEAD

The best leaders are experts at managing their time. They are ruthless at prioritizing, delegating, and executing with maximum efficiency to leave time for what is most important: time with their families and for themselves. These behaviors explain how the best leaders design their days, track their team's deliverables, and limit their media usage to sustainably perform at the highest level.

## PREDICTING TALENT: THE TRACK RECORD MYTH

Looking for a successful track record is an easy way to assess a candidate, but is a poor indicator of whether or not a candidate is talent with a capital "T." It is impossible to retroactively discern what part a candidate played in a success or failure without understanding what context and external factors were at play. Instead, the best leaders understand that the only way to find talent is not to look for it in the past, but to look for its marker. These markers have nothing to do with knowledge and skills, and everything to do with the potential to achieve excellence in the future, regardless of circumstances. This presentation will explain how skills, talent potential, judgment, and cultural fit are four separate things, how to optimize the selection process to identify the best candidates, and to ask the right questions for an accurate talent assessment.

## BEGINNINGS: MAKING NEW ROLES AND TRANSITIONS WORK FROM DAY ONE

During the first days in a new role it is critical to establish credibility and to set the tone for how your team will operate. The first days can be uncertain, but they also offer a unique opportunity to create new habits to set the entire team up for success. Admired Leader<sup>®</sup> behaviors in this area lay out a blueprint for your first actions in a new role and the situations it brings, from launching policy changes to interacting with your former peers.

## PROPELLING CHANGE

Like any living thing, if an organization is not changing it is dying. Even successful organizations that rest on their laurels risk deadly complacency. Change is necessary, but it is also difficult, so the best leaders know how to approach large and small change to smooth transitions and get the entire team on board. This presentation touches on behaviors that help us overcome inertia, manage any transition from reorganization to major launches, and know how much change is too much.

## FORGING A TEAM OF LEADERS

The best team doesn't win. The team that plays the best does. Teamwork doesn't just happen. Leaders who apply routines to build trust, create respect, and encourage candid dialogue help to forge leaders. For the best teams, this means everyone leads and learns how to create safety necessary for team success. In this presentation, leaders explore how to create a value-driven team culture to inspire collaboration and leadership within the team.

## LASTING PERSONAL CHANGE

Making personal change is hard. Habits, forged over many years, become the chains that tie us down. In this presentation, leaders learn how to break old habits by committing to new ones the way the best leaders do. The routines covered in this presentation apply to every aspect of life. When employed in a committed way, leaders learn how to make lasting personal change.

## HOW LEADERS SHOULD THINK ABOUT COMMUNICATION

Communication is the medium through which leadership happens. There is no means of forging loyalty or delivering results through others that doesn't involve communication. The most Admired Leaders<sup>®</sup> are always strategic in their communication. While they are not manipulative, they also know they cannot not communicate, and that every word or action says volumes and can make all the difference in what they achieve. This presentation covers how leaders can think about and use communication as a strategic tool for success—in what people do, in the leader's personal brand, and in the relationships they hold.

