

The Secret

What Great Leaders Know and Do

By: Ken Blanchard & Mark Miller

The Opportunity

- “Her boss always encouraged her to take some time every month to step back and assess what had happened, affirm what was working and make adjustments as needed” (pp. 1-2)
- “It was one thing to admit she might be part of the problem. It had a different ring to it when she heard someone else say it” (p.5).

The Meeting

- Melissa Arnold (Dept. Director) “I’m here to serve. Let me know if I can help in the future; Debbie thoughts: *How odd that she would say her role is to serve*” (12)
- “ Everything rises and falls on leadership. If I don’t invest time in helping other leaders grow and develop, then the people I work with won’t see it as a priority, and they won’t invest their time either. I believe we demonstrate our priorities with the way we allocate our resources- and that includes our time” (18).

The Secret

- “True leadership has nothing to do with one’s level in the organization. There are many individuals in the world who don’t hold leadership positions, yet, they’re providing leadership all the time, just as there are many others who hold leadership positions, and they are not exerting much leadership at all” (25)
- “Leadership is more about what others don’t see than what they do see” (26)
- The secret is great leaders SERVE! (27)

Where are you going?

SERVE: The letter S stands for See the future

- ‘Head’s up vs. Head’s down’ challenge (40)
 - Heads up- Keep replenishing the vision
 - Head’s down-Making the vision a reality
- “Leaders must constantly evaluate how they invest their time between the two concepts”

- “Leader’s responsibility to make sure the head’s up work is complete”
- “And you need to keep serving because the more you serve, the more you will want to serve (35)
- Leadership is about taking people from one place to another. One of a leaders top priorities must be to assure that the team knows where you are headed” (39)
- “Values are the beliefs that drive our behavior” (42)

What’s Most Important?

- Question to ponder: “Where do I want my team in five years?” (46)
- “Practice Stewardship- A steward is someone who is enlisted by an owner and charged with the management of the owners possession; Cultivate Creativity- We will never be satisfied with the status quo” (47)

An Engaging Conversation

SERVE: The E stands for engaging and developing others.

- Seeing the future is one leadership responsibility that cannot be delegated. It can be shared, but it’s the leader’s job to make time today to ensure that there is a tomorrow (51)
- “Engage has two distinct components- Selection and the level of buy in people have for a cause, their work and a leader. You want to do more than enlist their hands- you want to engage their hands and hearts also” (55)
- “The best leaders invest in the development of their people” (60)

An Insight with Impact

- “As leaders we must be willing to accept the fact that there are some things that certain individuals will never learn to do well. And thats okay” (70)
- “..Fit people in the right jobs and help them to leverage their strengths, rather than try to fix them” (69)

How Can it be Better?

SERVE: The R stands for- Reinvent Continuously (76)

- “A leader must model the behavior he or she wants people to emulate”
 - “To keep up with competitors and the rate of change in our world”
 - Face the reality that many answers that worked in the past are not working today”
- “If you stop learning, you stop leading” (75)
 - Personal reinvention should be one of a leaders highest priorities because we have a stewardship responsibility to maximize our God-give talents” (76)

What is Success?

SERVE: Value Results and Relationships (83)

- “Success is both results and relationships- a proven formula”
- “ People will not give you their hand, until they see your heart” - John Maxwell-

How's your Credibility?

SERVE: E stands for ‘Embody the Values’ (98-99)

- “People don't care about how much you know, until they know how much you care”
- All genuine leadership is built on trust”

Serving Leaders

- “Not only do I win or lose credibility based on how well I embody the values, but I also set the tone and the example for my team” (103).
- Examples of great leaders: Nelson Mandela, Dr. Martin Luther King Jr. Jimmy Carter, Jesus of Nazareth (103-104)

Lets Review

Seeing the future

Engaging and developing others

Reinvent continuously

Value results and relationships

Embody values

“The best teachers are always those who know they haven't got it all figured out” (113)

Passing the Baton

- “If you can find a successor who can carry on after your season of leadership has ended, that’s always the hallmark of a great leader” (116)
- “Everyone can be great because everyone can serve” (118) -Dr. MLK-