

TARGETED LEARNING CORPORATION

The Leader in You



THE CORE OF GREAT LEADERSHIP

with
Marcus Buckingham

May 19, 11:00 a.m.–12:30 p.m. ET



PARTICIPANT GUIDE



Dear Participant,

Welcome to TLC's 2004 Executive Leadership Series! Today's program is one of eight annual live, interactive presentations featuring best-selling business authors, experts, and CEOs on TLC's The Leadership Development Channel™.

Today's presentation, *The Core of Great Leadership*, features Marcus Buckingham, best-selling business author of *Now, Discover Your Strengths* and *First, Break All the Rules: What the World's Greatest Managers Do Differently*. Mr. Buckingham identifies what sets truly effective leaders and managers apart from the rest.

Specifically, Mr. Buckingham will address

- The controlling insight at the heart of great managing and great leading
- How you can put these insights to work
- Why great managers and leaders focus on people first and strategy second.

These participant materials have been designed to support your learning—please use them to record your notes, ideas, and questions. You will have an opportunity to submit questions in the last half-hour of the program by fax, telephone, or e-mail. We encourage you to participate!

To continue your learning after today's program, we hope you will take advantage of the postpresentation activities included in these materials. Our mission at TLC is to develop exceptional leaders and managers, coaches and collaborators, and thinkers and innovators.

Sincerely,

A handwritten signature in black ink that reads 'Hal Hunter'.

Hal Hunter
Executive Director
Targeted Learning Corporation

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The Leader in You is sponsored by the NRCS Social Sciences Institute and the NRCS National Employee Development Center in cooperation with the National Association of Conservation Districts, National Conservation District Employees Association, National Association of State Conservation Agencies, and the Targeted Learning Corporation.



Introduction

About Targeted Learning Corporation

Targeted Learning Corporation (www.targetlearn.com), founded in 1982, is a leading provider of employee development training at a distance. TLC's The Leadership Development Channel™ provides both live and asynchronous training that includes interaction with world-renowned CEOs and thought leaders. We provide the latest ideas, information, and know-how on business and leadership. Our mission is to develop employees to be exceptional leaders and managers, coaches and collaborators, and thinkers and innovators.

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October 19, 2004



FRANCES HESSELBEIN

Leading Change

November 9, 2004

Jeffery Pfeffer

Evidence-Based Management

December 7, 2004



Program Objective

Today's program provides key insights into leading and managing, and the competencies required for each role. Specifically, Marcus Buckingham will help you evaluate your own effectiveness while identifying specific actions that you can take to improve as a manager, leader, or both.

About Marcus Buckingham



Marcus Buckingham is a best-selling business author and expert on leadership, management, and reinventing organizations. He is currently working on his third book, *The One Thing You Need to Know* (The Free Press), which will be published in the spring of 2005. For the last 17 years he has helped his clients find, focus, and develop the most talented employees. He is the co-author of *First, Break All the Rules: What the World's Greatest Managers Do Differently* and most recently *Now, Discover Your Strengths*.

Mr. Buckingham graduated from Cambridge University in 1987 with a master's degree in Social and Political Science. He lives in Los Angeles and New York with his wife, Jane; son, Jackson; and daughter, Lilia.

Program Outline

Welcome by our moderator

PRESENTATION: *The Core of Great Leadership* (55 minutes)

Intermission (5 minutes)

Question and answer session (25 minutes)

Wrap-up

Presentation Overview

The future is the focus of the leader, and the person is the focus of the manager—a manager uses the future to create the person.

—Marcus Buckingham

For 17 years Marcus Buckingham has been interviewing thousands of leaders and managers around the world. In today's presentation, Mr. Buckingham will summarize the data to identify the most important aspects of great management and leadership. He will help you assess your own effectiveness as a leader and as a manager. (See the presentation activity on page 7.)

Mr. Buckingham will discuss why organizations don't engage employees to maximize the available talent and how an organization's success hinges on getting employees to feel competent, focused, and confident. Great managing and leading are critical to creating these conditions in an organization.

Great *managers* turn an individual's talent into performance and are thrilled by small increments of professional growth. Great managers focus on the individual first and the organization second. Great managers ask the question, "How do I set up each individual to be successful?" Nothing, according to Marcus Buckingham, will go well in an organization without great managers.

Great leaders focus on the future, identify what is universal (common to all employees), and capitalize on it. They rally people to a better future by giving a clear message, understanding the organization's strengths, and having a process to measure the actions required to achieve a stated future condition.


There is much debate about the differences between leading and managing—and even if any exist. For example, Peter Drucker believes there is no difference. Marcus Buckingham will share how and why they *are* different and how you can do both.

How to Get the Most from the Program

BEFORE THE PROGRAM

Reading

Marcus Buckingham recommends the following books to help prepare for today's session:

 *Now, Discover Your Strengths*, by Marcus Buckingham (The Free Press, 2001)

 *Good to Great: Why Some Companies Make the Leap and Others Don't*, by Jim Collins (HarperCollins, 2001)

Questions

Think of a person who reports directly to you and answer the following questions:

1. What is this person's key strength?

2. What is the best way to challenge this person?

3. How does this person learn?

4. What is the highest recognition this person has ever received?

Answer the following questions about your organization:

1. Who does your organization serve?

2. What are your organization's strengths?

3. What are the measures your organization uses to determine success (how do you keep score)?

4. What specific actions can your organization take today to reach its future goals?

Review your answers to the questions above before the program. Make connections between your answers and the key themes from Marcus Buckingham’s presentation. If you are participating in a group discussion after the learning event, be prepared to discuss your thinking.

Self-Assessment

The Assessment. This exercise will help you understand your preference for leading or managing. For each item below, circle A or B for the description that *best* applies to you.

1.	A. I do not feel excited about seeing incremental growth of those I manage.	B. I feel excited about seeing incremental growth of those I manage.
2.	A. I generally manage each individual the same.	B. I know the idiosyncrasies of each employee and manage accordingly.
3.	A. I am usually optimistic.	B. I tend to be pessimistic.
4.	A. I focus both on the present and what has happened in the past.	B. I focus on the future.
5.	A. I schedule time to reflect.	B. I do not schedule time to reflect.
6.	A. I often recognize individuals publicly.	B. I prefer to recognize individuals privately.
7.	A. I almost always put my employees first.	B. I almost always put the organization first.
8.	A. I remember the highest recognition my employees ever received.	B. I do not remember the highest recognition my employees ever received.

Interpreting Your Results. Compare your choices with the attributes below. Do your choices correspond to the attributes of a great manager, great leader, or both?

Great Managers:	Great Leaders:
<ul style="list-style-type: none">➤ Feel excited about seeing incremental growth in those that they manage➤ Put the employee's needs first and the company's second➤ Identify opportunities to set individuals up for success➤ Know how an individual learns best➤ Know an individual's strengths and the best ways to challenge that individual➤ Remember the best recognition the individual ever received	<ul style="list-style-type: none">➤ Possess uncompromising integrity, optimism, and confidence➤ Communicate clearly and practice word phrasing➤ Schedule time to reflect and process information➤ Pick the right heroes to recognize publicly➤ Focus always on the future➤ Can create energy and spiritedness by identifying what is universal and communicating it➤ Understand who they serve and the organization's strengths

DURING THE PROGRAM

- *Participate!* Contribute to the discussion.
- Ask questions. If you are participating in the live presentation of this program, call in, fax, or e-mail your questions! (See page 24 for contact information.) If you are taking part in an encore presentation of this program, share your questions with the Site Coordinator and your colleagues.
- Follow along with the presentation, and make notes in the space provided in the left margin of this handout.

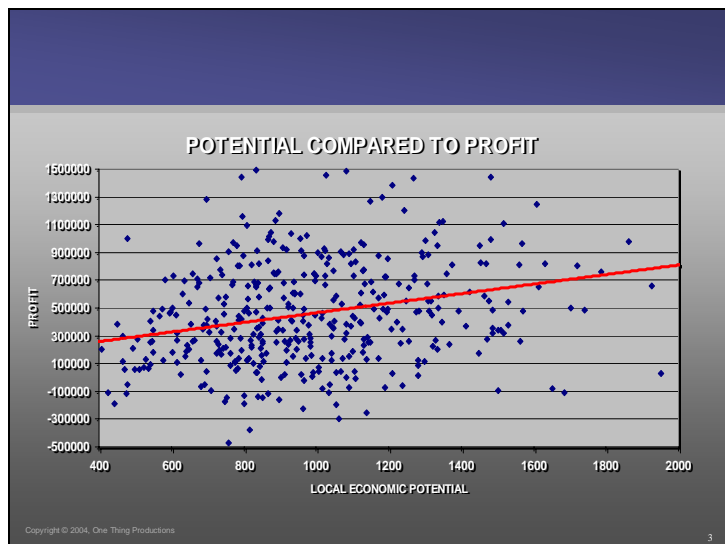
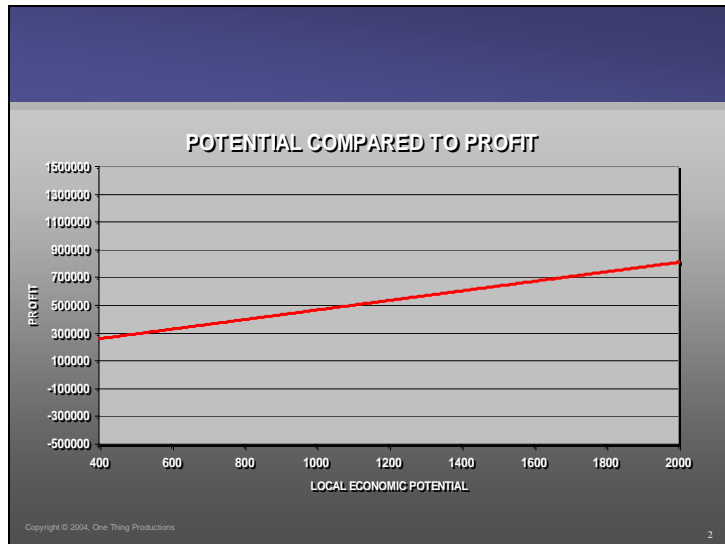
AFTER THE PROGRAM

- Apply what you've learned! Reread this handout and your notes.
- Complete any activities you started during the presentation.
- Complete the postpresentation activity that begins on page 19.
- Find out more about the topic by reading Marcus Buckingham's books and others that he recommends:
 - 📖 *First, Break All the Rules: What the World's Greatest Managers Do Differently*, by Marcus Buckingham (Simon and Schuster, 1999)
 - 📖 *An Intimate History of Humanity*, by Theodore Zeldin (Perennial, 1996)
 - 📖 *The Essential Drucker*, by Peter Drucker (HarperBusiness, 2003)
 - 📖 *Leadership*, by Rudy Giuliani (Miramax, 2002)
 - 📖 *Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround*, by Louis V. Gerstner Jr. (HarperBusiness, 2002)
 - 📖 *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*, by Robert K. Greenleaf (Paulist Press, 1983)
- Go to www.onethinginc.com on the Web for more information on Mr. Buckingham's books, videos, and presentation topics, as well as other useful information on leadership.

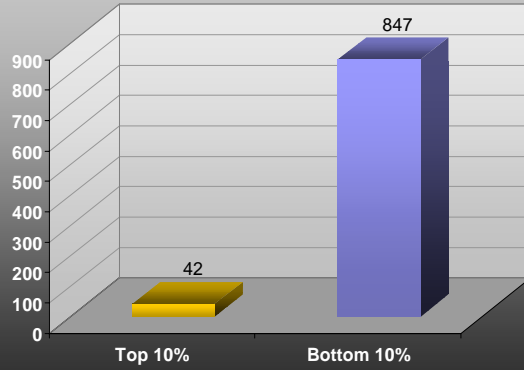


Presentation

The Core of Great Leadership



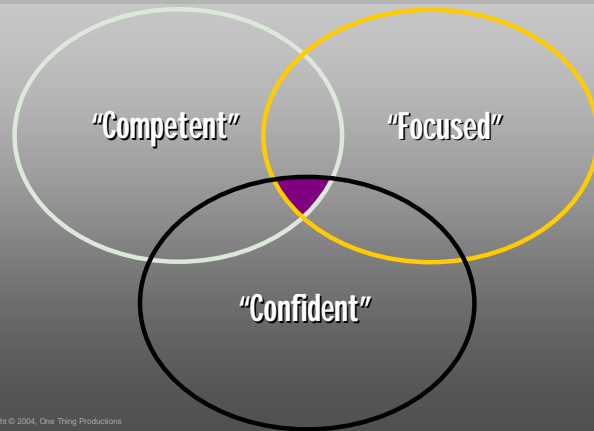
Number of Employee Terminations Last Year



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Three Conditions:

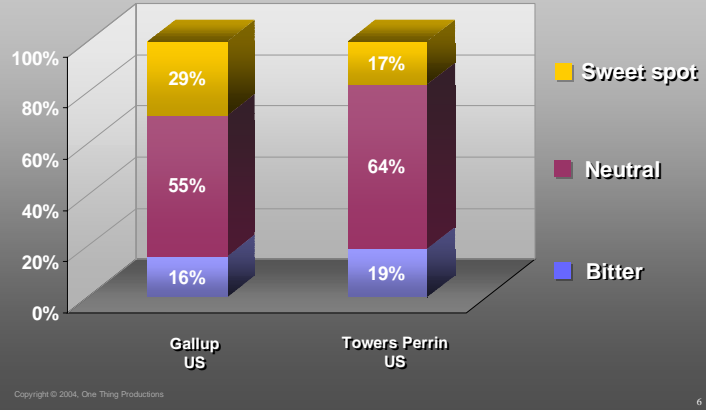


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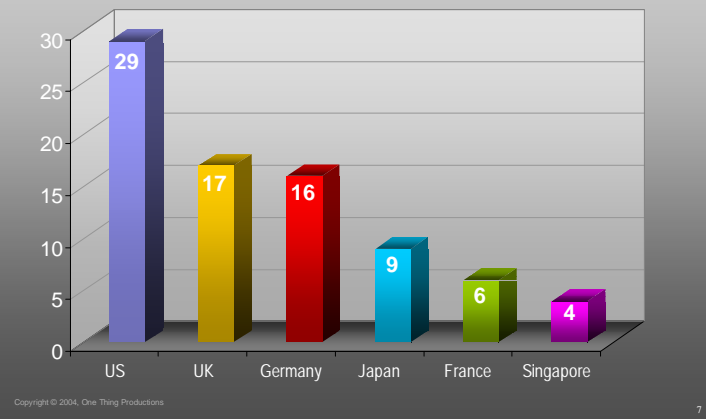
How Many US Employees Have Found Their Sweet Spot?

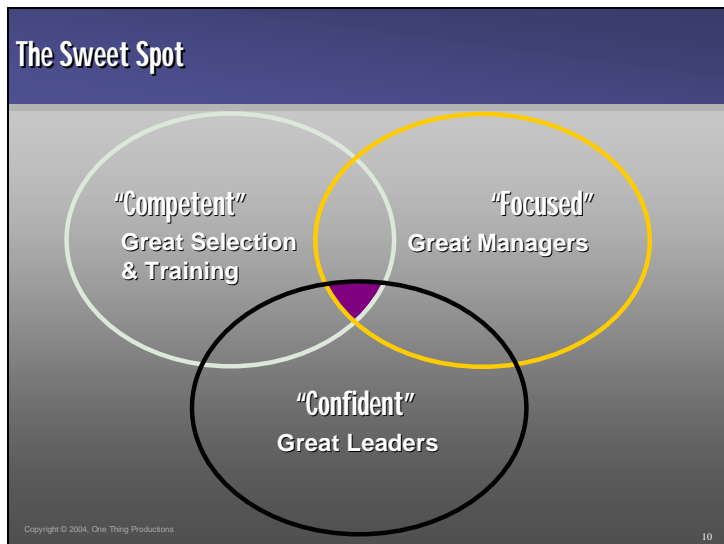
(Source: Random samples of the working populations over 18 years of age.)



A Comparison Across Countries

(Source: Gallup's random samples of the working populations over 18 yrs of age.)





The Chief Responsibility of a Manager:

“To turn one person’s talent into performance.”

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The One Thing You Need To Know About Great Managers:

“Capitalize on what is unique to each person.”

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Five Questions for Great Managers:

- What was your best day at work in the last 3 months?
- What was your worst?
- What was the best manager relationship you've ever had?
- What was the best recognition you've ever had?
- When in your career did you learn the most?

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The Sweet Spot



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The Chief Responsibility of a Leader:

“To create a better future.”

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The One Thing You Need To Know About Great Leaders:

“Capitalize on what is universal.”

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Postpresentation Activities

Program Themes

According to Marcus Buckingham...

1. What is the Sweet Spot?

2. Why is it important?

3. What are the three activities you can do to get clarity?

4. Why are most organization's scorecards too complicated?

5. What is the most important objective of a scorecard?

6. What is an example of something that is universal and why do leaders capitalize on it?

7. What are the critical competencies required of a great manager?

6. What are the critical competencies required of a great leader?

Self-Reflection

Reexamine your responses to the questions in the prepresentation activities and reflect on what you learned from Marcus Buckingham. Be prepared to discuss your answers with a partner.

1. Do you agree with Mr. Buckingham that leadership differs from management?

2. How did you react to Mr. Buckingham’s assertion that great leaders have an ego and no humility, as Jim Collins asserts in *Good to Great: Why Some Companies Make the Leap and Others Don’t*.

3. As a manager, is there a sixth “thing” you need to know about your employees?

4. What ideas, concepts or examples resonated with you the most? Why?

5. What is one thing you are going to do differently?

6. What is your organization’s strength?

7. How is it being leveraged (or not)?

Leveraging Your Strengths

Step 1. List three core strengths you use in your current job.

Leadership or management strength	An example of how this strength shows up in my work
1.	
2.	
3.	

Step 2. What are the three most important competencies that drive performance in your current job?

Competency Rank	Why is this important?
1.	
2.	
3.	

Step 3. Review your responses above and answer the following questions.

Is the organization taking advantage of your natural abilities?

What do you need to start doing differently?

What do you need to stop doing?



Forms

Question Sheet

*Use this form to write your question or for discussion among your colleagues.
Please write clearly.*

Your name (optional): _____

Your organization: _____

Your location (city, state, country):

Your question (25 words or less):

Send your questions by...

Phone:

In the U.S. 1-800-489-8814

Outside the U.S. 1-801-303-7412

Fax:

In the U.S. 1-877-892-0170

Outside the U.S. 1-646-349-3661

E-mail:

els@targetlearn.com

***The Leader in You* Evaluation**

Now, Discover Your Strengths

May 18, 2004

Please complete this evaluation for *The Leader in You* training seminar that you viewed. Your response will help us serve your needs more effectively in the future. Thank you for your time and cooperation! Rate the following seminar features:

	Excellent	Good	Fair	Poor
Rating that best reflects my overall evaluation				
Reaction to Speaker				

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
This seminar met my expectations					
I would recommend this seminar to others					

Please give us suggestions for future speakers and/or topics: _____

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