

The Total Leader®



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Setting Priorities for All Areas of Life

Successful people set goals, and they make certain all their actions and activities contribute to the achievement of their goals. They take action in a logical, reasonable, and organized manner to attain the results they have identified as important to them. Successful people increase their productivity through controlling their priorities.

Setting Priorities in All Areas of Life

You are a complex, unique individual. Part of your complexity stems from the fact that you fill many roles in life and possess numerous needs and desires that grow out of your unique potential. Your needs and desires are best fulfilled by using your potential to be as productive as possible in your business pursuits. You will be more productive over a long period of time and find greater satisfaction in your accomplishments when you establish priorities in all six areas of life: financial and career, physical and health, family and home, mental and educational, spiritual and ethical, and social and cultural.

Enhance your productivity and your enjoyment of life by keeping all areas of your personal and business life in proper perspective and by setting priorities in each one:

◆ *Financial and Career.* Exercise the same careful watch over your personal financial affairs as you demand in your business. Consider the effect of fi-

nances on your ultimate career goals and priorities.

- ◆ *Physical and Health.* Successful people take care of themselves physically; they know a healthy body supports an active and creative mind and turns stress into a motivating force for achievement. Set a high priority on eating nutritious meals, exercising, and getting enough rest to be as productive as possible.
- ◆ *Family and Home.* Make your family and home life more rewarding by giving to it some of the energy you save through better organization at work. Spend quality time to maintain meaningful relationships with all members of the family. Exhibit the same caring for them that you do for the members of your team at work.
- ◆ *Mental and Educational.* Continue to grow in knowledge of your career field and knowledge of the world in

general. Read something every day that stimulates you to think about important ideas.

◆ *Spiritual and Ethical.* Give attention to becoming the kind of person you want to be and to the values you want to demonstrate in your life. Give back to others some of the rewards and blessings of life that have been yours. Find some cause greater than yourself and support it with your time, money, and in



“You will be more productive over a long period of time and find greater satisfaction in your accomplishments when you establish priorities in all six areas of life...”

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◆ *Social and Cultural.* Your relationships with people make life worthwhile. Develop a broad circle of friends with whom you have mutual interests. Remember also that the most successful people know how to get along well with others. In addition, they enrich their own lives and the lives of others by participating in cultural activities.

Your God-given potential gives you the right and responsibility to choose goals and set priorities in all areas of your life. No one else knows which goals are most appropriate for you, and no one else should dictate your priorities. The influence of your actions on other people should, of course, be considered when you set goals. But you alone are personally responsible for your life and what you do with it. You lose control over what happens to you if you allow decisions to be made for you by someone else. Make a commitment now to yourself and your future to take charge of your life and to establish priorities that will enrich your life and the lives of those around you.

Establishing priorities saves time, trouble, and effort. Life is a constant process of decision making. In the course of picking and choosing among options, you may have to select from several positive alternatives. At times, you may be forced to choose between two circumstances, both of which are less satisfactory than you desire. At other times, a choice may involve setting a timetable or allotting a reasonable portion of your time to each of several goals. In other words, priorities involve more than merely “doing first things first.” You may find in some situations it is impossible to take the most important action first because intermediate steps must be accomplished before the most important objectives can become reality. You may, for example, aspire to a certain position in your current organization. Before you can reach that goal, you must acquire certain skills, knowledge, and experience. These lesser steps must assume a high priority that leads to your ultimate goal.

Sometimes there is simply no easy choice. But identifying goals and establishing priorities enable you to make the best choice possible in every situation. A well-thought-out list of priorities helps you to overcome conflicts in advance. Priorities give you a sense of direction when it is time to determine where you want to go next. When a decision-making situation arises, you know more quickly and more clearly what the decision must be because you already know which of the alternatives has the highest priority.

Another important principle applicable to priorities is that they must reflect your goals. Never establish priorities to reflect what you think others want to see. Priorities must



be your priorities; otherwise, they will not be “priorities” at all. When you set goals and establish priorities, you maximize your strengths and bring out the best within you. You avoid allowing what others think or do to influence you inappropriately. Comparing your achievements with those of others is, after all, irrelevant. The public notice of accomplishments says nothing about their value. What others think about your accomplishments does not count. The real question is whether you have achieved what you want to achieve – whether you have used a worthy portion of the full potential within you.

Achieving many of your personal goals depends upon your success in achieving challenging goals in your career and business life. Reaching many of your personal goals requires money, and success in your career enables you to earn that money. The satisfaction of your personal needs, in many instances, bears a direct relationship to excellence in your career. Because you spend more of your waking hours on the job than in any other activity, it is natural to expect to satisfy many of your basic needs in that setting. Your personal needs and your business goals are inseparably related.

Even though some of your business goals involve your personal activity and productivity, many of them will be goals of the overall organizational team – goals that are meaningful to you and the entire organization. To enjoy the desired sense of accomplishment in your job, you must identify ways to contribute to the organization’s goals that also meet your need for achievement and success.

Once priorities are determined, you will be able to picture the desired results so vividly that you know how it will feel when they are achieved. With such clear pictures, the result is comparable to that obtained with a camera or with a telescope that is precisely in focus. When you have a clear-cut mental picture of the results you desire, you are able to move confidently toward them. As a result, you enjoy the rewards of a balanced and productive life.

Commend Others and Self

Allow your creativity and imagination free rein in planning for a celebration of goals achieved. Reward yourself and your team. Like you, your team members invest a majority of their time and their lives to the organization. Celebrating group success satisfies important social and emotional human needs. Without celebration, team members feel unneeded, unappreciated, and neglected.

When those in your work team – individually or as a group – perform well, make sure they receive both private and public credit for work well done. Nothing establishes your position as a leader quite so effectively as giving praise for success and credit for work accomplished well and on schedule.

Remember: communication, action, time efficiency, and results multiply as the team shares a commitment to exciting productivity goals. The never-ending process of maximizing productivity is the key to the success of your organization.

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Helping Others Achieve Success

Ask yourself who sees you as their mentor, as their inspiration, as memorable in their life. This may be difficult at first since people seldom see themselves as making a significant impact on others.

Ask yourself how many people in your life want to help you? How many people have you dedicated your time and energy to help this year? If the answer to both questions is “a handful,” you may lead a comfortable life, but you will not develop significance in your relationships.

To create significance, you must develop the attitude of the “servant’s heart”. You must ask how you can help other people.

This requires you to shift your focus. You develop a servant’s heart by dedicating yourself to the success of those who help you achieve your success.

People walk around with the letters MMFA - Make Me Feel Appreciated – as a figurative imprint on their foreheads. You, as a leader with a servant’s heart, must ask how you can help these people become more effective and feel more important. You must make your customers, employees and suppliers understand that you have their best interests at heart and that your commitment is unconditional.

All of us aspire to reach our dreams and goals. The leader with a “servant’s heart” inspires others to succeed at a personal level. When people realize that they can reach their personal goals through helping the organization reach its goals, they make impressive results possible.

Change Is Not Easy.

You can use several proven steps to assist you to become an empathetic leader.

First, you must acknowledge your current attitudes before you can change them. People with strong self-awareness understand emotions, strengths, limitations, values and motives at a deep level. They are honest with themselves and about themselves. They know the direction they want their life to take and why.

Second, to make personal changes you must practice the new actions and thoughts you want to develop. To be more successful, you must practice skills and attitudes that will further your success. As you practice building empathy and the other skills you need to become significant in others’ lives, you must track your new skills. You must hold yourself accountable so you stay on target and make progress toward your goals.

Third, use a coach or mentor. At the times when you get cranky, a trusted friend, colleague or coach can give you an unbiased perspective. By helping you through rough times, they help you stay focused on your goal.

The effective leader develops an organization where people want to work and want to do their best. At the same time, the leaders does not sacrifice performance. Everyone understands the performance imperative and this mutual understanding brings great results. Gaining personal success through helping others is timeless. William Shakespeare said, “The more I give to thee, the more I have.” And to quote Ralph Waldo Emerson, “A man cannot help another without helping himself even more.”

To become an extraordinary leader and develop sustainable success, become significant. Make an indelible impact on the lives of others.



Maximize Productivity of Your Team

Equally important as managing your own time is managing the time of others to gain maximum productivity from their efforts. This is true whether your organization provides services or products, or both. Techniques you can use to improve productivity include these: • Reduce the time now required for obtaining supplies or information needed to get the job done. • Improve the pattern of work flow to lessen duplications. • Reduce the error rate to avoid reworks. • Set up a schedule to reduce or eliminate down time. • Eliminate non-value added work. • Increase productivity through better motivation. • Improve the rate of promptness, attendance, and retention. • Increase team member output with additional development.

Wise use of time helps attain the goals of the work group in an effective and efficient manner through planning, organizing, leading, and monitoring the team members' activities. Successfully controlling time reduces frustration, contributes a sense of direction, and brings you and your team to the end of the day with a sense of accomplishment and satisfaction.

Managing the Time of Others

The benefits of training the members of your work group to manage their time to achieve results are unlimited. Being a role model for effective time use is the first step. In addition to your setting the example, use these strategies to improve the productivity of your team members:

- ▲ Make sure all team members understand the goals of each project. Discuss the nature of the work and the time and skills needed to complete the job promptly with world-class quality. Breaking down the job into tasks and identifying the resources needed to complete the tasks help everyone to understand what will be required of each individual and of the group as a whole. Use this shared goals approach to engage the team members' hearts and minds as well as their bodies.
- ▲ Set target dates based on how much time is needed to complete each job. To evaluate the time cost of every task, ask a competent and experienced team member for an estimate, or use a manual of established work standards if one is available. Another method to determine the time cost of a task is to decide how long the job would take you and then increase the time appropriately for a team member with less experience and knowledge than you have. Also include an adequate buffer for unforesee-

able obstacles. Effective teamwork does not ignore difficulties; it plans and works through them.

Determine the level of excellence appropriate to a particular job and allow only the amount of time required to reach it. On the surface, it may seem desirable for 100 percent of the work to be 100 percent perfect. If this can be done in a reasonable length of time, it is worth the effort. On the other hand, a small percentage of rejects, reworks, or corrections may be tolerated in return for a significant savings in time. In certain organizations, especially those where "zero defects" is the only acceptable standard, this

concept must be applied with discretion. The combined effect of resources used (time spent and material used) and end product or results is the key to setting standards and scheduling time allowances.

▲ Train everyone on your team to use a daily time plan. Review with your work group what must be done to meet organizational require-

ments. Invest some time in helping all the team members learn to set priorities for controlling their own daily activities. Teaching your team members this skill enables them to monitor their own work and take corrective action when needed. Consider taking a few minutes at the close of the day to discuss with key team members the priorities for the next day. Your work may also lend itself to a discussion once a week for this purpose. You will find that it is time well invested.

- ▲ Respect and protect the time of others. Many managers complain of frequent interruptions for unnecessary questions. Some of these same individuals, however, fail to recognize that they are also guilty of wasting the time of workers by unnecessary interruptions and other poor management methods.

Respect the time of others. When you assign or delegate work, give clear and complete instructions. Once you are certain the person knows what to do and how to do it, answer any questions, and then step back and allow that individual to do the work. Prearrange appropriate check-points and limit inspection of the work to those points. Agree upon a specific period once or twice during the day when telephone calls or brief conversations are expected. This system prevents chopping up time into disorganized bits and pieces and leaves larger blocks of time for planning or uninterrupted work.



Defining Dreams and Direction Clearly

A dilemma you may encounter in the process of using affirmation as a tool for developing personal leadership is the difficulty experienced in accepting an affirmation as a statement of reality when you know that it is not – as of yet – true. At this point, the art of visualization enables you to move from the area of dreams into the light of reality. A large percentage of patterns of thought are geared to sight. The simplest thought usually calls forth an image. If someone mentions a tree, you will “see” a tree, but mention of an abstract concept, such as justice, requires your mind to grapple with the idea until somehow you reduce the abstraction to a mental picture. If you are unable to form a picture, you may be confused and fail to understand.

If you hear the word “automobile,” you quickly picture one; but it is probably rather hazy. If you are then asked to describe the automobile you pictured, you must refocus your mental image because you did not know in the beginning what to expect. When you have focused your mental picture clearly enough to describe that car, it is probably your own. That is the way most of us respond to the little events in life. Visualization is restricted to what we already know – to the familiar and commonplace. We forget that we are free to use imagination, the spice that adds meaning and zest to visualization.

Visualization is used to the best advantage when you learn to use it in its highest form, that of relating the present to the future. When you can, through visualization, relate the “what is” to the “what can be,” you have developed visualization into a genuine art. Visualization proves that you can create anything you conceive. You learn by the process of visualization to move the future into the present – to expand your own experience. You have the jump on tomorrow. You are prepared for it because you are already familiar with it. You have “seen” it through visualization.

When you free your imagination and visualize your goals with controlled attention and concentrated energy, you begin to see some startling results.

◆ Visualization changes a general idea into something more specific. Your mental camera is brought into focus. Your dream home takes shape and is transformed from a confused blur into a crystal clear image. It is so real that you can see the roses blooming in the garden. You can see the pictures on the walls, the view from the kitchen

window. The power of visualization enables you to believe your affirmation and to dispel any apprehension or worry connected with the goal. The unknown becomes known and the indefinite becomes definite.

◆ Visualization enables you to see errors and incongruities in your plan and make corrections before mistakes become reality. If, while you repeat your affirmation “I enjoy sharing my dream home with my family,” you visualize that home in the most minute detail, you are already experiencing what it feels like to possess it. You can spot mistakes in the floor plan, the decorating scheme, or the size of the rooms. You may then adjust your plan, correct the mistakes, and proceed without serious consequences. Your ego experiences a big boost because you eliminate the embarrassment and the discomfort of actually making a mistake.

◆ Concentrated visualization enables you to refine details. As you begin to visualize your dream home, it will likely resemble some house you have

seen. But as you practice the art of visualization, you will begin to separate the features you like from those you don’t really care for. Then when your dream home is a reality, it will have the distinctive touch that carries the flavor of your own family’s personality.

The old saying, “Seeing is believing,” was never more appropriate than when it is related to affirmation and visualization. When you set goals, aims, and desires, affirm your belief in your ability to achieve, and exercise the art of visualization to picture yourself already in possession of those goals, you develop an almost miraculous belief in yourself and your ability to succeed.

Willpower alone never produces success because determination and willpower do not foster belief. Unless you overcome and displace the negatives in your mind through the power of affirmation and see the results through visualization, you are forging ahead into the unknown. Remember, habits and attitudes are changed by displacement, that is, by substitution of a more satisfying mode of behavior for old habits. Determination must be added to affirmation and visualization. When you affirm your goals with belief and confidence and visualize them with clarity and accuracy, your goals are already in the process of becoming reality. You are on the way to success, and in a sense, have already pre-tasted the satisfaction of achievement.



Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management® International, Inc. has been bridging the gap between potential and performance by helping organizations and individuals evaluate their strengths and opportunities through implementation of the unique and proven LMI Process™.

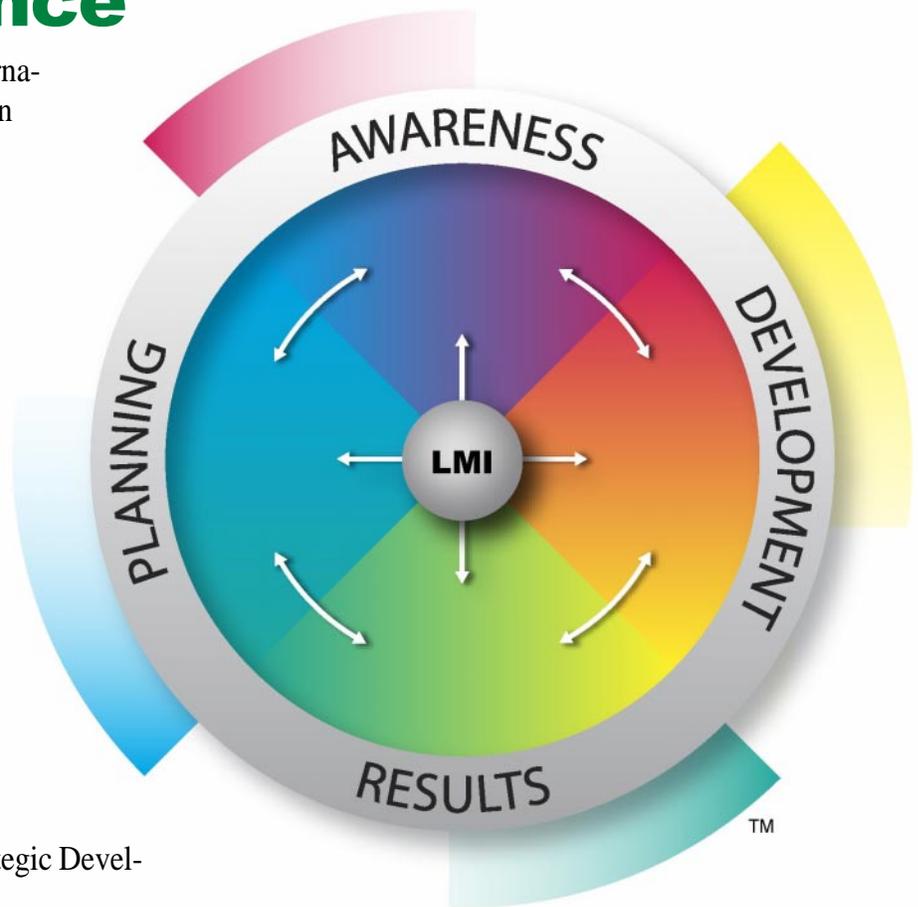
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