

THE *108* Skills
of
Natural Born
Leaders



Warren Blank

A PDF COMPANION TO THE AUDIOBOOK

The 108 Skills of Natural Born Leaders

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2



Self-Assessment: The 108 Skills of Natural Born Leaders

THE SELF-ASSESSMENT

Instructions

Think of a core group of key people you need to willingly follow your lead. Using the scale from 1 to 6, to what extent would the members of this group agree with each of these statements about how you actually behave?

- 1 = Very strongly disagree
- 2 = Strongly disagree
- 3 = Disagree
- 4 = Agree
- 5 = Strongly agree
- 6 = Very strongly agree

Set One: Self-Awareness

- _____ 1. Always approaches work with intensity and focus.
- _____ 2. Does not get worn out or rattled even when demands are high.
- _____ 3. Uses time effectively, especially in the face of multiple, competing demands.
- _____ 4. Learns from all experience.
- _____ 5. Seeks feedback from all sources on a regular basis.
- _____ 6. Has a strong, positive sense of self; knows and understands him/herself.

Set Two: Capacity to Develop Rapport with People

- _____ 7. Easily finds a common ground that creates a bond with others.
- _____ 8. Demonstrates sincere empathy toward everyone.
- _____ 9. Makes him/herself available and interacts with others in an easy, open manner.
- _____ 10. Expresses appreciation on a regular basis for others' actions and accomplishments.
- _____ 11. Demonstrates rock-solid character, ethics, and principles in all circumstances.
- _____ 12. Creates an atmosphere of trust at all times.

Set Three: Ability to Clarify Expectations

- _____ 13. Establishes clear and agreed-on expectations with others in all situations.
- _____ 14. Always clarifies when people's expectations limit or restrict their thinking and action.
- _____ 15. Explains the organization's expectations whenever people need clarification.
- _____ 16. Relies on facts versus assumptions or inferences to clarify expectations.
- _____ 17. Identifies any and all rumors, clarifies their validity, or finds out if they are true.
- _____ 18. Displays a high level of optimism in all circumstances.

Set Four: Ability to Map the Territory to Identify the Need to Lead

- _____ 19. Analyzes all situations from alternate perspectives to identify issues and concerns.
- _____ 20. Speaks with many different people to recognize issues and concerns that need attention.
- _____ 21. Focuses on both the long and short term, global and local issues.
- _____ 22. Constantly monitors the impact of change.
- _____ 23. Displays refined business acumen in every situation.
- _____ 24. Learns quickly in every situation.

Set Five: Ability to Chart a Course of Leadership Action

- _____25. Takes the most important action first to resolve a problem or exploit an opportunity.
- _____26. Considers multiple courses of action whenever possible.
- _____27. Charts action courses that focus on customers first.
- _____28. Offers direction that is doable and makes a difference in all circumstances.
- _____29. Demonstrates good citizenship with every leadership decision.
- _____30. Always takes decisive action and knows when to abandon a course of action.

Set Six: Ability to Develop Others as Leaders

- _____31. Attracts people who have raw talent and who want to develop their skills.
- _____32. Coaches and trains all aspects to enhance people's leadership potential.
- _____33. Continuously appraises people's skills in all facets of their performance.
- _____34. Allows others freedom to identify and resolve issues on their own whenever possible.
- _____35. Uses diversity as a strength in all situations.
- _____36. Works with individuals at their own pace to develop their leadership skills.

Set Seven: Ability to Build the Base to Gain Commitment

- _____37. Builds credibility with every action.
- _____38. Takes on tasks and positions that increase the capacity to influence others.
- _____39. Shares power with key followers whenever necessary.
- _____40. Conspicuously supports and defends key followers whenever necessary.
- _____41. Models commitment to effective action and positive results in all circumstances.
- _____42. Forms alliances with key followers to enhance the capacity to influence others.

Set Eight: Ability to Influence Others to Willingly Follow

- _____43. Always demonstrates how others will benefit if they follow a course of action.
- _____44. Communicates all directions with a consistent, precise, and compelling message.
- _____45. Always communicates in ways that followers understand and find acceptable.
- _____46. Works through any resistance so others accept a course of action.
- _____47. Accepts that some people will not follow and continuously works to gain willing followers.
- _____48. Uses established relationships to influence others throughout the organization.

Set Nine: Ability to Create a Motivating Environment

- _____49. Molds an organizational culture that is strong, adaptive, and vision driven.
- _____50. Always creates clear performance standards to increase motivation toward success.
- _____51. Clarifies each person's role and encourages everyone to take a leadership role.
- _____52. Fosters open communication, allows decision participation, and provides feedback in all interactions with others.
- _____53. Resolves conflicts in a mutually satisfactory manner whenever possible.
- _____54. Uses the full range of incentives to motivate others.

Scoring Key

Add up your scores for each set of skills and record them in the space provided here.

Set One	_____	Expand Self-Awareness
Set Two	_____	Build Rapport
Set Three	_____	Clarify Expectations
Set Four	_____	Map the Territory to Identify the Need to Lead

Set Five	_____	Chart a Course of Leadership Action
Set Six	_____	Develop Others as Leaders
Set Seven	_____	Build the Base to Gain Commitment
Set Eight	_____	Influence Others to Willingly Follow
Set Nine	_____	Create a Motivating Environment

Scoring Interpretation

Compare your total in each column with the following scores to determine your status:

Excellent	33–36
Very good	29–32
Good	25–28
Some improvement needed	21–24
Substantial improvement needed	20 or below

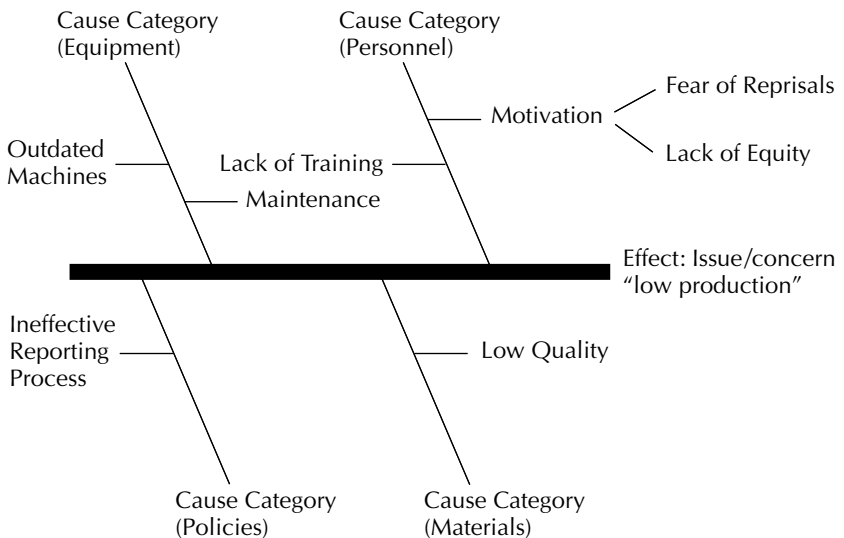


6



Map the Territory: Identify the Need for Leadership Direction

Figure 6.1: Fishbone Diagram



The diagram offers an example to investigate low production (i.e., the effect). Four “cause categories” are suggested: equipment, personnel, policies, and materials. More fundamental causes are suggested for each category: equipment (outdated machines and maintenance); policies (ineffective reporting process); materials (low quality); and personnel (lack of training and motivation). Two more root causes are suggested for motivation: fear of reprisal and lack of equity.

Appendix: The 108 Natural Born Leader Skills

Foundational Skills

Expand Self-Awareness

1. Get Quiet and Listen
2. Live with Passion and Direct It with Precision
3. Achieve Success over Stress
4. Leverage Time
5. Juggle Professional and Personal Demands
6. Remain Flexible in the Face of Difficulty
7. Use Failure as a Growth Tool
8. Focus on Lifelong Learning
9. Seek 360-Degree Feedback
10. Use Your Whole Brain
11. Know Your Personality Gene Code
12. Be an Ocean

Build Rapport

13. Establish Common Ground
14. Walk in Another's Shoes

15. Listen with Active Ears
16. Be Accessible and Approachable
17. Develop Remote Leadership Capacity
18. Size People Up
19. Apply the Platinum Rule
20. Tune in to MMFG-AM
21. Display a Sense of Humor
22. Demonstrate Rock-Solid Integrity
23. Build Trust

Clarify Expectations

24. Establish Mutually Agreed-On Expectations
25. Root Out Limiting Expectations
26. Explain Organizational Expectations
27. Use Fact-Based Thinking
28. Name the Game
29. Work the Grapevine
30. “Netware” Your Expectations
31. Unravel Rumors
32. Clarify the Action-Results Connection
33. Display Unsinkable Optimism
34. Throw Light on Organizational Shadows
35. Expect the Unexpected

Leadership Direction Skills

Map the Territory: Identify the Need for Leadership Direction

36. Go into the GAP: Gain Another Perspective
37. Work Like Walton: Talk to Everybody
38. Use Bifocal Consciousness
39. Recognize Trends
40. Monitor the Forces of Change
41. Use Strategic Eyesight

42. Recognize Root Causes
43. Sense Possibilities
44. Display Refined Business Acumen
45. Be a Quick Study

Chart a Course of Leadership Action

46. Break the Symmetry—Create a New Symmetry
47. Lead Boldly Where None Dare
48. Take the Highest First Action
49. Create a Vision, Mission, and Values
50. Develop Scenarios
51. Chart Local Action to Support the Big Picture
52. Focus on Customers First
53. Chart a Course in Response to Change
54. Demonstrate Political Savvy
55. Shape and Mirror
56. Demonstrate Good Citizenship
57. Know When to Hold 'Em and Know When to Fold 'Em
58. Step Up and Act: Be Decisive

Develop Others as Leaders

59. Attract Rising Stars
60. Use “World Class” as the Standard
61. Coach and Train
62. Polish the Whole Diamond
63. Appraise Continuously
64. Empower for Results
65. Teach Situational Wisdom in the Action Continuum
66. Push Constant Preparation
67. Use Diversity as a Strength
68. Differentiate between Can't and Don't
69. Be an M&M: Model and Motivate Excellence
70. Pace the Marathon Race
71. Be First Follower Ready
72. Lead Up to Formalize Leader Development

Leadership Influence Skills

Build the Base to Gain Commitment

73. Build Credibility
74. Establish a Core Cadre of the Committed
75. Position for Power
76. Share the Power
77. Champion and Shield
78. Adapt to the Follower Continuum
79. Wear Multiple Hats
80. Model Commitment
81. Form Alliances

Influence Others to Willingly Follow

82. Show Others What's in It for Them: WII-FM
83. Stay on Message
84. Use Precise Speech
85. Use Statistics, Stories, Symbols, and Metaphors
86. Build the Message
87. Communicate Confidence, Conviction, and Enthusiasm
88. Speak the Follower's Language
89. Communicate with Congruence
90. Reframe to Motivate
91. Work through the Resistance
92. Bounce Back When People Won't Follow
93. Work the Web
94. Focus on First Followers First
95. Write for the Front Page

Create a Motivating Environment

96. Establish a Core Identity
97. Mold a Strong and Adaptive Culture
98. Create Action Scorecards

99. Position the Players
100. Put Everybody in Charge
101. Foster Open Communication
102. Maximize Decision Participation
103. Forge Feedback Loops
104. Melt Conflict Icebergs
105. Begin with a Win
106. Use the Entire Arsenal of Incentives
107. Set the Ethical Edge
108. Be the Thermostat

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