



# Leading and Succeeding - Part 1

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**Course #4151A**

**Business**

**2 Credit Hours**

**Support@PacificCPE.com | (800) 787-5313**

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# LEADING AND SUCCEEDING - PART 1

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In this course you will learn to identify the key to leading and succeeding in times of crisis and rapid change, recognize key qualities of leadership, recall common characteristics of successful leaders, and identify the principles of military strategy as they apply to leadership.

## LEARNING ASSIGNMENTS AND OBJECTIVES

*As a result of studying each assignment, you should be able to meet the objectives listed below each individual assignment.*

### SUBJECTS

**Introduction: The Race Is On**

**Chapter 1: The Heart Of A Leader**

**Chapter 2: Leaders Know Themselves**

**Chapter 3: Counterattack! Business Lessons From Military Strategy**

Study the course materials from pages 1 to 60

Complete the review questions at the end of each chapter

Answer the exam questions 1 to 10

### Objectives:

- Identify the key to leading and succeeding in times of crisis and rapid change.
- Recognize key qualities of leadership.
- Recall common characteristics of successful leaders.
- Identify qualitative versus quantitative goals.
- Recall the principles of military strategy as they apply to leadership.

## NOTICE

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## EXAM OUTLINE

- **TEST FORMAT:** The final exam for this course consists of 10 multiple-choice questions and is based specifically on the information covered in the course materials.
- **ACCESS FINAL EXAM:** Log in to your account and click Take Exam. A copy of the final exam is provided at the end of these course materials for your convenience, however you must submit your answers online to receive credit for the course.
- **LICENSE RENEWAL INFORMATION:** This course qualifies for **2** CPE hours.
- **PROCESSING:** You will receive the score for your final exam immediately after it is submitted. A score of 70% or better is required to pass.
- **CERTIFICATE OF COMPLETION:** Will be available in your account to view online or print. If you do not pass an exam, it can be retaken free of charge.

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# INTRODUCTION: THE RACE IS ON

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## Chapter Objective

### After completing this chapter, you should be able to:

- Identify the key to leading and succeeding in times of crisis and rapid change.

*“Great hopes make everything possible.”*

—BENJAMIN FRANKLIN

We are living in the most challenging times for business and economics that we have experienced in our lifetimes. Only the fit will survive. The race is on, and you are in it. If you are not committed to winning, to conquering against all odds, you will be brushed aside and passed over by people and companies more determined to win than you are.

Some time ago, Harvard University made three predictions that apply to the current economic situation. First, they said, there will be more change in your business in the year ahead than ever before. Second, there will be more competition in your business than ever before. And third, there will be more opportunities in your business than ever before.

But these opportunities will be different from the business that you are accustomed to in the present, and you must move quickly to take advantage of them if you are going to survive and thrive against your competitors.

As it happens, these predictions were made in 1952. A fourth prediction was added later: Those individuals and organizations that do not quickly adapt to the inevitable and unavoidable changes of today will be in different fields or out of business within one or two years.

Charles Darwin said, “Survival goes not necessarily to the strongest but to the species that is most adaptable to changing circumstances.”

Damon Runyon once wrote, “The race is not necessarily to the swift, nor the contest to the strong, but that’s the way to bet.”

You have heard the old saying that the Chinese character for crisis is the same character used for opportunity. This is because within almost every crisis there is an opportunity of some kind, if you can find it.

## BRILLIANT ON THE BASICS

When Vince Lombardi took over the Green Bay Packers, he was asked if he was going to change the players, the plays, the training, or other key aspects of the team. He replied, “I’m not going to change anything; we are simply going to become brilliant on the basics.”

The Green Bay Packers had been doing poorly for some years. In his first meeting with the team, he famously picked up a football and said, “Gentleman, this is a football.”

From then on, Lombardi concentrated on the basics, running drills aimed at making his team faster and more effective at executing plays than any other team. He took the Green Bay Packers to two Super Bowl Championships and made football coaching history.

Consistent with the Lombardi method, the key to leading and succeeding in times of crisis and rapid change is to become “brilliant on the basics.”

In this course, based on my work with more than a thousand companies in fifty-two countries, I will share some of the best thinking and action skills used by top executives and company owners to achieve outstanding results in difficult markets against determined competition.

When you practice these ideas and put them into action, you will get results out of all proportion to your efforts. Sometimes a single change in direction, inspired by an insight or an idea in this book, can change your business, and your life, quickly and dramatically.

## **THE SEVEN RESPONSIBILITIES OF LEADERSHIP**

There are seven basics that never change, the key responsibilities of leadership in any organization. On a scale of 1 to 10, your ability in each of these seven areas determines your value to yourself and your contribution to your organization. Here they are:

### **Your First Responsibility: Set and Achieve Business Goals**

The number-one reason for business and executive failure is the inability to achieve the sales, growth, and profitability goals for which the leader is responsible.

Setting and achieving business goals embraces every part of strategic and market planning, including products, services, people, productivity, promotion, finances, and competitive responses. We will touch on these critical factors in the pages ahead.

### **The Second Responsibility of Leadership: Innovate and Market**

As Peter Drucker said, the purpose of a business is to “create and keep a customer.”

Only through continuous innovation of products, services, processes, and promotional methods can companies create and keep customers. As Bruce Henderson of the Boston Consulting Group wrote, “All strategic planning is market planning.”

### **The Third Responsibility of Leadership: Solve Problems and Make Decisions**

This is so important that I will dedicate an entire chapter to the problem solving and decision making skills that you absolutely must master to be an effective leader. Remember, a goal unachieved is merely a problem unsolved. A sales target unachieved is a problem unsolved. The only obstacles that stand between you and the business success you desire are problems, difficulties, hindrances, and barriers. Your ability to go over, under, or around these problems is central to your success.

## **The Fourth Responsibility of Leadership: Set Priorities and Focus on Key Tasks**

One of the most important jobs you do is to deploy limited resources, especially of people and money, into those areas where they can make the greatest contribution to the success of the enterprise.

The law of the excluded alternative says, “Doing one thing means not doing something else.”

Time is your scarcest resource. It is limited, perishable, irretrievable, and irreplaceable. The way you allocate your time can be the critical determinant of everything you achieve—or fail to achieve.

## **The Fifth Responsibility of Leadership: Be a Role Model to Others**

Albert Schweitzer once wrote, “You must teach men at the school of example, for they will learn at no other.”

Throughout the ages, the example that you establish in your character, attitude, personality, and work habits, and especially the way you treat other people, sets the tone for your department or organization.

You do not raise morale in an organization; it always filters down from the top. There are no bad soldiers under a good general.

One of the great questions for you to continually ask yourself is, “What kind of a company would my company be if everyone in it was just like me?”

Marshall Goldsmith, top executive coach for senior executives in the Fortune 1000, has demonstrated over the years that a single change in a behavioral characteristic of a key executive can cause a positive multiplier effect that impacts the behavior of an enormous number of people.

Leaders conduct themselves as though everyone is watching, even when no one is watching.

## **The Sixth Responsibility of Leadership: Persuade, Inspire, and Motivate Others to Follow You**

Tom Peters said that the best leaders don’t create followers, they create leaders. It’s true that you want your people to have initiative and the liberty to act on that initiative. But all initiatives must be in the support and service of what you are trying to achieve as a leader.

If people aren’t following you, you are not a leader. If no one is listening to you, believes you, or cares what you say, you are not going to succeed. If people are only going through the motions to earn a paycheck, the greatest business strategy in the world will fail.

You must motivate others to follow your vision, to support and achieve the goals and objectives that you have set, to buy into the mission of the organization as you see it. Today, getting others to follow you takes more than command and control. You have to earn their trust, respect, and confidence. That is the key to sustainable success as a leader.