

# Performance Maximizing Leadership



*Presented By*

***Art Jackson***

*Eagles Nest Performance Management, Inc.*

**A Difficult Sale!**

*The Challenge To  
Greatness*



# The Definition of Greatness

- ✦ *“wealth, position and power are no measures of greatness; what we become and what we could have been, those among us who close that gap, those are the ones we will consider great”*

**Dr. Benjamin E. Mays - Morehouse University**

- ✦ *“Closing the gap between who you are and who you were created to be.”*



**ENPM**

# Purpose Centered Leadership™

**“We each have an intended level of greatness that can only be manifested by gaining the clarity and focus necessary to discover and pursue our determined purpose.**

**It is the pursuit of our determined purpose that motivates us to direct, command and guide our lives in the most effective manner”**

*Art Jackson – Hangin’ Round The Barrel*



**ENPM**

# West Point Leadership Lsn. #1

- ◆ “Find yourself a role model ...
- ◆ An immaculate leader ...
- ◆ The one you can mimic as you develop your leadership persona.”

# A Great Leader!

## Winston Churchill – Prime Minister



- ✦ Shaped the Allied strategy in WWII
- ✦ Nobel Peace Prize Awardee
- ✦ Rallied the British people during WWII

“The price of greatness is responsibility”

# A Great Leader!

## M. L. King Jr. – Civil Rights

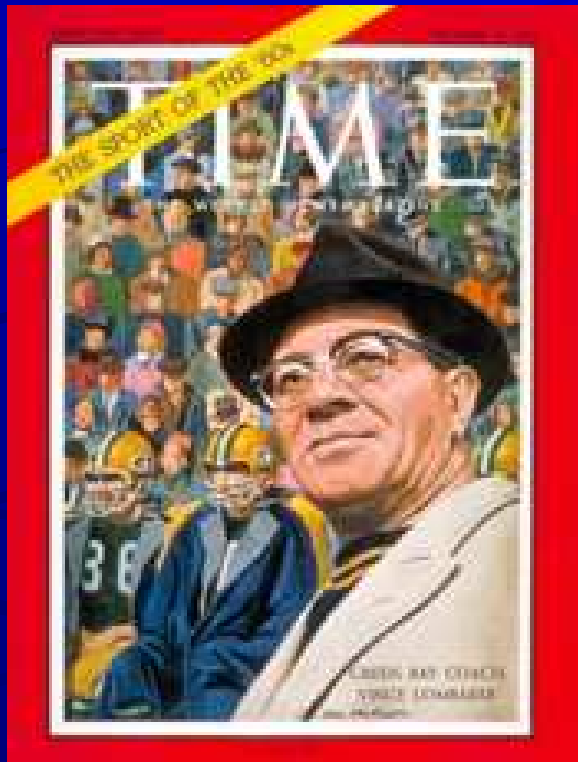


- ◆ Formed SCLC
- ◆ Nobel Peace Prize Awardee
- ◆ I Have A Dream

“If a man hasn’t found something he’s willing to die for, he isn’t fit to live.”

# A Great Leader!

## Vince Lombardi – Football Coach



- ◆ Turned his losing team into a paragon of victory
- ◆ Creator of hall of fame players

“Winning is a habit.  
Unfortunately, so is losing.”



# A Great Leader!

## Douglas MacArthur - General



- ◆ General of the Army
- ◆ Responsible for the reorganization of Japan
- ◆ Commanded in WWI, WWII and Korea

“It is fatal to enter any war without the will to win it.”

# A Great Leader!

## Margaret Thatcher – Prime Minister



- ✦ First woman in European history to be elected Prime Minister

“You may have to fight a battle more than once to win it.”

**Who would you have  
chosen?**



# The Leader That I **Did** Know!

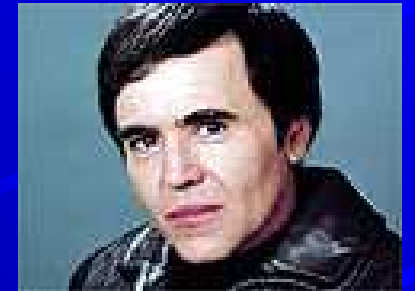
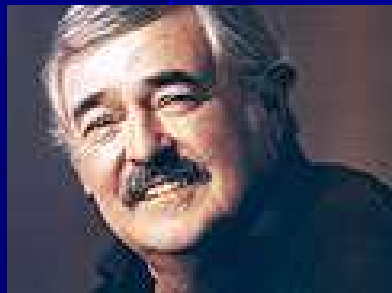
- ◆ Intimate details of his leadership style
- ◆ Spent years studying his every action in every situation
- ◆ Knew as many details about him as I knew about my own father
- ◆ Spent one hour with him as my ultimate mentor every Saturday afternoon ...

**My first education in  
leadership started with  
the words ...**





Space ...  
*The Final  
Frontier*



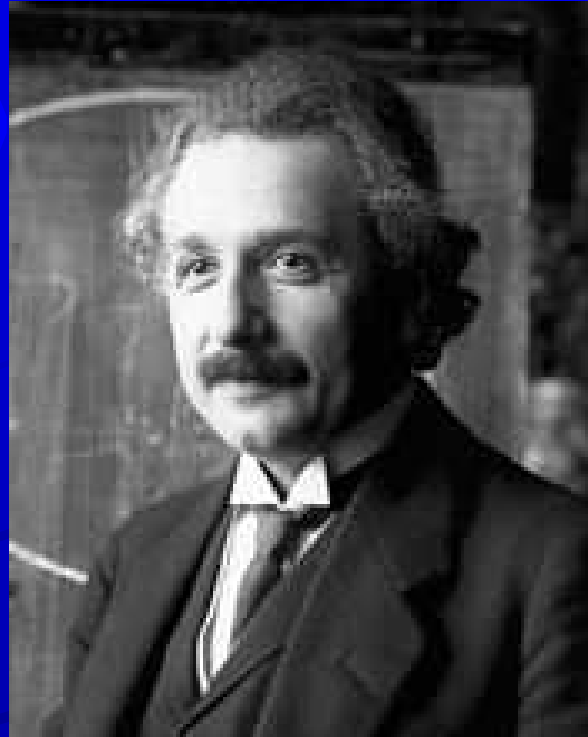
# A Performance Maxing Leader!



**James Tiberius Kirk**

**Commander – USS Enterprise**

**Knew how to maximize performance**  
**Understood the leadership basics**  
**Avoided creating a hostile environment**



**“We cannot solve our problems with  
the same kind of thinking we used  
when we created them.” *Albert Einstein***



# LEADERSHIP BASICS



# Leaders ... More Important Now Than Ever!

- ◆ Incredible organizational changes
- ◆ Speed increases due to technological improvements
- ◆ Flatter organizations



**There is a need for leaders  
who can replicate themselves over and over again.**

People Leave **Leaders** ...

More Often Than They Leave  
**Organizations**



# Psychology Today


- ◆ Rapport with the boss is one of the best predictors for depression and other psychiatric problems
- ◆ A worker's relationship with the boss is nearly equal in importance to the relationship with the spouse
- ◆ A bad relationship with the boss is the number one reason for quitting a job.

# Definitions

“Leadership is the art, the talent, the skill, the ability to get others to do those things they do not naturally or normally want to do.”

**Gen. Norman Schwarzkopf**

# The Main Goals of Your Leadership Efforts

- ◆ Manifesting greatness by maximizing performance
  - ◆ Replicating yourself over and over again
  - ◆ Create a competitive but not a hostile environment
- 

# The Main Goals of Your Leadership Efforts

- ◆ Forging a ‘steel-hard team’
- ◆ Acquiring and using power
- ◆ Developing trust

# **Your Leadership Paradigm ... Impacts Your Behavior In All These Areas**

◆ **Communications  
Manner**

◆ **Professionalism**

◆ **Problem Solving**

◆ **Conflict Resolution**

◆ **Diversity & Inclusion**

◆ **Listening Skills**

◆ **Coaching**

◆ **Team Building**

◆ **Empathy**

◆ **Command & Control**



# The Traditional Leadership Paradigm

- ✦ Only certain people will ever be great; everyone else should be happy being 'average'.
- ✦ A leader can expect an 'A-Game' some times ... But not all the time.
- ✦ It takes harsh and tyrannical treatment to get even an average performance out of people.

# The Traditional Leadership Paradigm

- ◆ Most people think more highly of themselves than they should.
- ◆ Competition is detrimental to team development.



# The Performance Maxing Leadership Paradigm

- ◆ Every human being has an ‘Intended Level of Greatness’
- ◆ A performance maxing leader expects an ‘A-Game’ performance from every team member, every day!

# The Performance Maxing Leadership Paradigm

- ✦ A performance maxing leader can get an ‘A-Game’ performance without creating a hostile environment.
- ✦ People generally suffer from (2) performance limiting conditions
  - low self-esteem
  - low self-efficacy

# The Performance Maxing Leadership Paradigm

- ✦ Competition is valuable to team development



**The Big Difference Between Leadership  
and Management is ...**


**The Impartation of ‘An Inspired Vision’**



# MAXIMIZING PERFORMANCE



# To Max Performance ... The Leader Must

- ◆ Create a ‘greatness expectation’
  - ◆ Challenge people to deliver their best
  - ◆ Coach, empower and encourage initiative
- 
- A silhouette of a runner in a starting block, positioned on the left side of the slide, partially overlapping the text.



# Create A 'Greatness Expectation'

- ◆ Envision what it would look like for your team to be great
- ◆ Hold that vision in your mind
- ◆ Expect your subordinates to show up with nothing less than their 'A' game

**“Selling Is A Transference  
Of Emotions.” *Zig Ziglar***

You've got to make your prospect feel the same way about your product or service that you do.



**“Performance maxing leadership is a  
transference of emotions.”**

***Art Jackson***

# Challenge People To Deliver Their Best

- ◆ Role model 'best performance' behavior
- ◆ Inspire subordinates to do the same



# Challenge People To Deliver Their Best

- ◆ Challenge subordinates to drop preconceived notions that limit performance
- ◆ Encourage subordinates to trust and develop their strengths

# Coach, Empower and Encourage Initiative

- ◆ Ask subordinates their opinions
- ◆ Treat ideas seriously
- ◆ Give subordinates credit when things go right

# Coach, Empower and Encourage Initiative

- ✦ Take the blame when things go wrong
- ✦ Encourage a trial and error climate
- ✦ Make sure everyone leaves your organization with paper

# First ... Lead Thyself

- ◆ “Leadership is the art, the talent, the skill, the ability to get others to do those things they do not naturally or normally want to do.”

**Gen Norman Schwartzkopf**

- ◆ “Personal leadership is the art, the talent, the skill, the ability to get yourself to do those things you do not naturally or normally want to do.”

**Art Jackson**

# The Hallmarks of Professionalism

- ◆ Character and Integrity
- ◆ Honesty and Forthrightness
- ◆ Dress the Part
- ◆ Trustworthiness





# The Hallmarks of Professionalism

- ◆ Competence
  - ◆ Continual Improvement
  - ◆ A Press for Excellence
- 

# The Hallmarks of Professionalism

◆ Accountability

◆ Maturity

◆ A Team Player

# Professionals ...

- ◆ Know that their work reflects on them
- ◆ See problems as challenges and opportunities to learn
- ◆ Make efficient use of resources
- ◆ Mind their own business

# CLOSING



# West Point Leadership Lsn. #2

“When placed in a leadership role ... **LEAD!**”

“Sometimes, even the best manager is like the little boy with the big dog

Waiting to see where the dog wants to go so that he can take him there.”

**Lee Iacocca**

**Chairman & CEO Chrysler**

**Remember ... Your team is only truly  
performing when it manifests  
greatness**

A silhouette of a runner in a starting crouch on a track, positioned to the left of the text.

**Closing the gap on your  
inspired vision!**

**Finally ...**

**Care more than others think is wise**

**Risk more than others think is safe**

**Dream bigger than others think is practical**

**Expect more than others think is possible**

***Do good!***

# It's Been A Pleasure

*“The saddest words of tongue or pen  
are the ones that list ...  
what might have been”*

**Want Greatness ... Bad!**



# To Contact Art Jackson



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