

THE
Values



INSPIRED
Leader

Leadership for making a difference
in business, life and people

By Colin
Emerson

The Values Inspired Leader™
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First published in 2008
by **TODAY!** Seminars

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ISBN 978-0-97-751274-4

Created in Australia by
TODAY! Seminars
www.todayseminars.com.au

Printed by
Kwik Kopy
Market Street, Sydney
print@mktst.kwikkopy.com.au

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Second edition 2012

**Dedicated to the most fantastic, high performing
Values Inspired sales team ever.**

**What a privilege it was to lead you:
Andrew W, Rhonda, Andrew J, Bruce, Simon, Ben, Dominic,
Anthony and Alison.**

- Introduction -

Leadership!

Since time immemorial people of all races, creeds and social standing have followed the call of great leaders.

Nations have risen from nothing or have been conquered, seas have been sailed in voyages of discovery into the unknown or for trade, people have given their lives or been given life, ideas have been acted on and history made; all at the behest of a great leader.

King Richard I, Queen Victoria, George Washington, Abraham Lincoln, Winston Churchill, “Weary” Dunlop, Sir Arvi Parbo; these are all names synonymous with strong, positive leadership.

Conversely, acts of cruelty, deception, war, death, destruction, atrocity, famine and murder have been carried out by people following a leader who has led them on the wrong path. One only needs to recall the names of Hitler, Pol Pot, Stalin, and Jim Jones of the Jonestown mass suicide infamy to see that the charismatic qualities of a great leader can be used for ignoble purposes.

In today’s world, corporations have been born and destroyed by the implementation of qualities, values and ethics endorsed by the leaders of those companies. Names like those of Richard Branson, Lee Iacocca and Bob Ansett stand out against their ethical opposites such as Bernard Ebbers, Kenneth Lay and Christopher Skase.

Thousands of words in many books have been written in order to describe the illusive characteristics that make a great leader great. Anyone wanting to know how to be a great leader can borrow them

from any local library. These libraries are filled with biographies of great leaders – biographies that expose their actions, their achievements and their skill at making the impossible possible.

Yet somehow, when it comes to leadership in the workplace we seem to have missed the point of what makes a great leader great. So often the qualities that make a leader even mediocre seem lacking in business and the community in general.

The so called Global Financial Crisis is a wonderful example of what happens when the values that make great leaders great are replaced with leadership that lacks character; when leadership is driven by value rather than values.

With all this information available to us, why is that so?

One: I believe that in the corporate world we have simply confused the principles of managing people with the principles and the qualities of great leadership.

For years we have been conned into believing that good management skills equaled good leadership. *The truth is that good management skills make you a good manager.*

Two: We have confused value with values.

The day we saw people that work in businesses as “assets”, something that is a bottom line cost to the business (God bless CFO’s for this!), is the day we started losing sight of the true worth of the values these very same people bring, that allows this bottom line to happen.

We traded people for profits! We traded values for value.

For nearly 20 years I have been asked to conduct “leadership” training for national and international companies both in Australia and overseas. And, like every other trainer or executive development specialist that I know, I conducted “leadership” development programs on such topics as effective communication, effective feedback and appraisal systems, personal effectiveness, staff recognition and development programs, change management, project management, staff selection and interviewing, quality customer service management, image and presentation skills and so on.

Until recently I believed, as do many others including the executives and training managers who hired me, that what we were developing was the leadership skills of their management teams. I am now part of a growing band of leadership educators who know that we were wrong.

What I have learned is that you can have excellent time management skills and not be a leader.

You can have great communication, feedback and interpersonal skills and still not be a great leader.

You can have fantastic change management, goal setting, reward and recognition and delegation skills and still only be a great manager and not a great leader.

You can have great budgeting skills and not be a great Values Inspired Leader.

True, a great leader displays all of those capabilities in varying degrees, but *leadership, truly great values inspired leadership is*

more about the heart and the character of a person and not just the dry, but important, skills that are defined in nearly every text book or course that claims to be about leadership.

Don't confuse being a manager with being a leader. There is a difference. You can be one and not necessarily be the other.

Now some managers will disagree with that statement. I have often had some interesting comments made to me when I dared declare that a manager does not a leader make.

However, ask any worker in the workplace and they will surely tell you that they know of a manager who is definitely not a good leader. You may even find that these people will define someone as a great leader who does not necessarily display great management skills.

So, are leaders born or developed? The answer is – both. There are some truly gifted individuals who are born leaders. They display all of those human values that people embrace as being true greatness.

The rest of us, including myself, are left with the struggle to grow into being leaders; beyond that of just being good managers.

The *Ten Lessons in Being a Values Inspired Leader* which I define in this book will take you to the heart of strong and ethical values inspired leadership.

These are lessons I have learned from over 32 years of being in senior management and leadership roles. They are the lessons learned from observing great leaders in both my military and civilian lives. The lessons come from researching the qualities and

values that people say they look for in a great leader. They are lessons I have learned from leading high performing, high achieving, values inspired teams. They are even lessons learned from being a father of four magnificent children.

Remarkably, the *Ten Lessons in Being a Values Inspired Leader* are not complicated. In clear, plain language, these lessons are so simple that even a manager can follow them.

Like me you may not be one of the gifted born-leaders in this world but we can all take heart from the fact that these lessons are based more on attitude than on academic qualities. You can take heart that attitudes are something we each, individually control.

And, you can take heart that the values that Values Inspired Leaders integrate into their lives are the type of values any leader can display.

This means that we can all become great Values Inspired Leaders if we want to.

A handwritten signature in black ink, appearing to read 'Colin Emerson', with a long horizontal line extending to the right.

Colin Emerson

September 2012

***- Definition -
Values***

- Definition -

Values

A week after the 2012 Olympic Games, I attended a conference of nearly 4,000 people.

Attendees came from over 100 countries. Some came from countries that normally didn't see eye-to-eye. In fact those countries were downright mutually hostile. Yet no-one was screened or searched for guns, explosives or potentially harmful gadgets or substances such a meeting of conflagrates could entail. Indeed, none were expected.

People came with diverse religious beliefs, or with none at all. Cultural backgrounds were as diverse as the colour of a painter's palette. There was no common educational, employment, lifestyle, income, gender or political commonality to the audience.

Business leaders, political aspirants, ordinary folk; all met in one auditorium for three days.

And yet, unlike the Olympics, which are supposed to unite the world through sport, there were no surface-to-air missile systems on roofs of buildings. There were no military or police checkpoints common with the meeting of world leaders. There were no security checks of those attending or funny men in black suits talking to their wrist while wandering around the audience.

Even rock concerts have more security!

Did that mean that everyone enjoyed a group-hug each morning of the conference and sang weird songs as they danced around the camp fire each night? No.

They were human, and like all humans they enjoyed the foibles that make us human. Yet that didn't stop them from sharing fully in this event and having fun while learning and engaging with each other.

Because what they all had in common was a set of shared values that have been ingrained into the culture of their organisation, *Toastmasters International*.

They are values that permeate the leadership, decision making, future direction and membership of the organisation.

Values that take pride of place alongside Vision and Mission statements that include integrity, dedication to excellence, service to the member and respect for the individual.

Even better, these values are actively pursued and not left as just words on a page.

Another organisation that places high precedence on values is Rotary. Their Vision, "Service Above Self" is underpinned by a set of standards and values defined in their 4 Way Test: "Of the things we think, say or do

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?"

I've never seen anyone in Rotary focus totally on just "the bottom line" and yet every year hundreds of millions of dollars are raised and re-distributed to individuals and communities in need.

Business and community leaders, many household names even in the international community, give generously of their time, money and commitment – all without seeking personal glory or publicity.

Every day, somewhere in the world, at barbecues and special functions people give dollars and support with no need to gain a tax deductible receipt.

Why? Because they see the *value* of the *values* of this service organisation. They choose to embrace those values.

Every leader in every walk of life has a choice to make; what are the values they will display in their leadership?

We can choose values that are positive; truthfulness, trust, respect, honesty, service-above-self, support, integrity, passion, beneficial, and fairness.

Or we can choose just the opposite; untruthfulness, power, deceit, greed, self-interest, profit above people, or status.

A perfect example of just how negative values can affect us all is the so-called Global Financial Crisis. The reason I say "so-called" is that, as I said in the Introduction, I believe what we suffered from was not a Financial Crisis but a Values Crisis.

You only need to look at the underpinning values that led the decision making of the major corporations that led us into this crisis – deceit, greed, lack of integrity and power – just to name a few.

The bottom line became the main driver. The return on investment, driven often by the shareholders demand for even greater, more sustainable returns on *their* investment fuelled the need to find ways to extract more from the market – which is made up of people and not just “market opportunities” – to satisfy this demand.

People seemed to ignore centuries of knowledge that shows that boom-times do not, and cannot, go on forever. That high growth, higher and higher returns come at a cost – to someone.

And when that cost is extracted, oh what a hue and cry we hear.

But here is the kicker. Even recently, despite all of the platitudes that corporations and financial institutions have learnt their lessons, we still see the same types of arrogant and deceitful actions being taken by some.

For instance, we still see banks manipulating the markets, and not disclosing to customers the full terms and conditions of their financial transactions.

But of course banks are easy targets. I should know. I was a State Manager for a bank; fortunately a bank that was different and that valued its members – because the bank was owned by the members.

But what is the difference between them and the company that reduces the number of cookies or eggs in a pack or the size of the chocolate bar while maintain the same overall size packaging in order to give the appearance that nothing has changed?

There is none really – merely the scale of things. It’s all smoke and mirrors aimed at fooling – or deceiving – the customer!

Don’t get me wrong. I am a businessman. I conduct workshops for major corporations and small businesses alike that are aimed at maximising profits.

Achieving the bottom-line profits for any business is important. Without profit there would be no real incentive for anyone to go into business – and that would be bad for jobs and our country.

But at what cost?

A Values Inspired Leader is one who looks at the values that guide their leadership decisions.

They incorporate those values into every aspect of their business and look for those values and build them in the people they employ.

They take the Vision of an organisation to heart, deliver a Mission based on results and underpin them both with Values that are based on integrity.

Curiously, applying such values does not come at a cost to the business. Rather it creates a loyalty that, long term, benefits all involved.

I should know. With them I helped build a billion dollar business in under four years.

So, what does it take to be a Values Inspired Leader?

That’s what these 10 Lessons are all about.

- Lesson 1 -

There are two types of respect.

- Lesson 1 -

There are two types of respect.

I first learned about leadership at the very beginning of my time in the Royal Australian Air Force (RAAF). Indeed, that first lesson in leadership has since been reinforced many times over in both my professional and personal lives.

I learned that there are two types of respect given to leaders: the respect of their rank (or position) and the respect of the person.

Respect of rank is a given. Rank describes the position of an individual in the hierarchy of an organisation. You salute the rank even if you don't know or respect the individual.

Respect of the person is different. It is something that is earned, not just given for the sake of it. This respect takes time to develop and comes from really getting to know the person behind the rank. It is gained through the example set by that individual's actions and behaviour. This is the type of respect that may see others following that person to the death – no matter what rank they hold.

Respect of the person is much deeper than *any* respect of rank.

Case Study - The Pilot Officer.

I learned the difference between the two on my RAAF rookies' course. My flight would line up outside of our barracks every morning in preparation for the daily inspection by our Drill Sergeant; and nearly every morning a young Pilot Officer would ride his pushbike past us on his way to the Flight Line.

Now, for those who don't know, a pilot officer is the most junior RAAF officer rank and usually applies to someone so fresh out of the Australian Defence Force Academy that they still have pimples.

Our course orderly, Doug, had been in the armed services previously and right on cue he would bring the flight to attention, about turn and give his very best salute to this inexperienced officer. Then, to our great amusement the Pilot Officer would attempt to salute us in return while trying to maintain control of his bike—without fail!

What the Pilot Officer didn't recognise was that Doug, with the rest of the flight in full support, did this just to see his circus-like antics. He was so responsive to our display of respect for his rank that he was insistent on putting his own personal safety at risk. We were actually making use of his rank to mock him and, in so doing, we were showing absolutely no respect to him as an individual.

We only stopped when our sergeant, whom we did respect both in rank and as a person, threatened some form of grievous physical retribution on our whole flight for, "trying to kill by stupidity an individual who knows no better and is carried away with his new-found rank!"

Don't confuse respect of the rank or position as being respect for the person themselves.

A Word on real respect

Why is it that when new managers are promoted to a leadership role, so many of them beat their chest and demand that their staff respect *them* personally? But why *should* they be respected as individuals by their team? After all what have they done *personally* to *earn* their team's respect—other than getting promoted?

A Values Inspired Leader is someone who understands that real respect from the people they lead, respect that goes beyond that for their position and which is for the individual themselves, *is a respect that must be earned.*

The Values Inspired Leader knows it is *what* they do and *how* they do it that will earn them the real respect of the team.

They know they have to work to gain this respect and that it is not automatically given. They know it is what they *do* and not the work of others that generates this respect. They understand that reputation counts for little and that what they have done in the past is nowhere near as important as what they do now and in the future.

They know that true respect for them as an individual can only be given voluntarily and not forced from their team.

They know they must take on board all the lessons set out in this book in order to earn that respect.

Case Study – Julie: a leader to respect

One of the best leaders I have had the privilege to work with was Julie T. I met Julie while working with a major Australian insurance company. It would be true to say that Julie was tough in some ways, but extremely fair. She expected much but also gave much. She encouraged her team and rewarded excellence. She showed her willingness to develop her staff and that she would stand and fight for them. On more than one occasion she “took-on” individuals in the national management team and stood up for what she knew was right.

However, Julie didn't display her great leadership skills only in the workplace. She also took them into the 'real' world and would stand up against poor management practices anywhere she found them.

One story that gained the team's respect (and which earned her "legend" status,) occurred when she was shopping at her local supermarket. She heard the Store Manager carrying on to one of his senior staff, in front of the customers and the other staff, about how some of his team were so pathetic. Apparently this was because one of his staff had asked if they could have their scheduled morning tea break—even though it was busy and their break had already been delayed because of this.

As Julie progressed to the check-out, she (and everyone else,) continued to hear about this manager's problems with his poorly skilled staff and how hard they made his life. So, when she arrived at the check-out, she quietly asked the manager if she could have a word with him. She began by confirming that he did indeed have staff who performed poorly and who displayed behaviour that wasn't up to the standards he desired.

She then asked him if he had ever explained his expectations to his staff. When he stated that he hadn't and that he shouldn't have to anyway, Julie responded with a magnificent line, "Could I suggest that you don't have a staff problem? What you have is a management problem!"

As she left the store she was approached by staff members who thanked her for saying what she had—they had wanted to say such things for some time but felt they couldn't. She had not only earned her team's respect as a leader in the workplace, but she had also

earned the respect of the staff at her supermarket. The more our team learned about Julie, the more highly we regarded her.

Values Inspired Leaders know that they have a position to fill and a role to perform. They understand that the traits and behaviour they display as a person, i.e., their own characteristics, personality and integrity, are what will lead their team to respect them.

Importantly though, they understand the difference between being liked and being respected. Values Inspired Leaders are willing to be disliked for what they do. For them respect is more important than being liked.

Far too often managers will attempt to do only the things that they think will be popular with their staff and hope to gain respect that way. Their teams certainly like the easy life that such a leader brings to the workplace but in the end this management style does not earn respect, it earns the exact opposite. Their team members will pick this up as a sign of weakness in their leader and *lose* respect for them as a result.

Values Inspired Leaders don't expect respect. They understand that it is an honour they must earn and that it can never be forced from their team. They are often humbled when they do receive it—but are pleased to have earned it.

That's what makes the Values Inspired Leader so special *and* so successful!

Questions for Values Inspired Leaders:

- 1. Do I expect my team to respect me just because of the position I hold or because of what I do?*
- 2. What have I done or what do I do to earn the respect of my team?*
- 3. What do I need to do to earn the respect of my team?*

- A final word -

Values Inspired Leaders!

They don't expect respect, they earn it.

They show respect.

They trust.

They work with the very best people and give each of them the opportunity to be even better. They want their team members to succeed and celebrate their people's successes when they do.

They serve their team and show strength of character by being willing to stand alone against popular belief.

They are willing to listen and can take criticism without unleashing retribution.

They have the courage to fight for what they believe is right and protect those who need protection.

They are willing to work longer, harder and more consistently than their team. They are willing to be the first to arrive and the last to leave. They are willing to be a member of a team that is working as a whole.

They never lose sight of their humanity: to laugh some, encourage some, have fun some, smile some, cry some and share some.

They are willing to seek counsel and feedback. They are willing to be flexible, to learn and to change where change is needed.

They are willing to take responsibility—to openly declare, “It was my decision.” They accept that the buck stops with them.

And they have a vision. A vision to always be better, to strive for higher heights and to never accept mediocrity.

Values Inspired Leaders show us what we are capable of achieving and inspire us to get there. They understand that together *with* the team we can achieve anything.

A Values Inspired Leader has a responsibility to their business, their team and to themselves. Leading is never about managing. It is about showing *real* leadership.

“Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skilful leaders seize the opportunity to change things for the better.” Harry S. Truman (1884 – 1972).

“The signs of outstanding leadership appear primarily among the followers. Are the followers reaching their potential? Are they learning? Serving? Do they achieve the required results? Do they change with grace? Manage conflict?” Max de Pree (1924 -).

“Leadership is not magnetic personality--that can just as well be a glib tongue. It is not 'making friends and influencing people'--that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.” Peter F Drucker (1909 – 2005).

What an awesome responsibility.

No Leader takes any action in this world that doesn't affect others.

A Values Inspired Leader recognises that what they do, and the example they set, will touch everyone in their community.

The community, those around us in our workplace "community", or our family "community" or the greater "community" that surrounds us, are wanting to look up to their Leaders. People want to follow those with vision and drive and values.

The effects of the examples we set as Values Inspired Leaders will last longer than any of us will live. Like a pebble thrown into a pond, we will send out ripples upon the surface of society.

Recently I was talking with City Engineers from across my home state and I heard the most remarkable of stories.

Now, if there is one thing you would be expecting your City Engineers to be doing, I doubt if it would be chasing butterflies. Fixing roads and services, yes! But big, burly engineers in safety boots chasing butterflies across hilltops?!?

But that is exactly what one group of City Engineers is doing.

Not far from where I live there is a colony of butterfly, a very special butterfly, a highly endangered butterfly that these said same City Engineers are working to save.

These butterflies only live on and within 10 meters of one particular type of bush that exists only above a certain altitude on the side of a mountain. What the engineers are doing is planting clusters of those bushes within 20 meters of each other; allowing the

butterflies to live in their own domain and at the same time intermingle with other domains, strengthening the gene pool of all.

Here is where the situation gets really interesting. Before it becomes a beautiful butterfly, the butterfly starts life as a caterpillar. This caterpillar feeds on the bush, keeping it trimmed and preventing it from dying by becoming too large.

In the root system of the bush lives a colony of ants, a certain type of ant. Every night these ants collect the caterpillar and carry them into their nest where the caterpillar secretes a liquid that the ants then use to feed their young.

In the morning, those ants carry the caterpillar back onto the bushes, where the whole cycle begins anew.

Isn't that just amazing!?!

In one little corner of our world lives a perfect example of a complete symbiotic synthesis of relationships; all working together to create beautiful butterflies.

It is the Values Inspired Leader that has the capacity to bring that community together as no-one else can.

At times, as a Values Inspired Leader, we are just like the ant, carrying those around us to safety, nurturing and sheltering them until they can once again be placed out on to the branches and continue to grow into the amazing person they were always meant to be.

But more often than not, the Values Inspired Leader stops being the ant and becomes the butterfly itself.

The Butterfly Effect.

There is a theory that you may have heard of called, the Butterfly Effect.

This theory proposes that when a butterfly flutters its wings the air molecules around those wings are disturbed and because they are disturbed it affects the other molecules around them and as such, through the flow on effect, the whole world, by that single flutter of a butterfly's wings, is changed.

(The theory was derived from Professor Emeritus Edward Lorenz's (1917 – 2008) 1969 theoretical example of a hurricane's formation being contingent on whether or not a distant butterfly had fluttered its wings several weeks before.)

In other words, the smallest, gentlest action that could ever be taken has the power to change this world forever.

Imagine what effect we must have when we, as Values Inspired Leaders take our values and by our actions, just like the butterfly that flutters its wings ever so gently, share them with those around us; those from their own world, whom we touch in our lives– in our domain.

Just like the molecules around a butterfly's wings, those affected by us will also affect those around them.

Like the movement of the butterfly's wings, when we treat another with respect we change the world forever.

When we look for our shared values we change the world forever.

When we carry the weight of our neighbour to safety we change the world forever.

When we reward and feed others

When we let others believe in the possibility of themselves

When we lead by example

When we show our humanity

..... we change the world forever!

As leaders in your industry, the question you need to ask is what do you value most – the bottom line or holding yourself accountable to a set of values?

That is a choice only you can make.... and live by.

In a little world on the side of a mountain a beautiful butterfly is born. And with the flutter of its tiny wings, the world is changed.

Just like that butterfly, you as the Values Inspired Leader with the subtle and gentle flutter of *your* wings will also change the world forever!

If we face any challenge today I would say it is this, *to become better Leaders, who are Inspired by values, who can inspire others with our vision—and who can pass that vision and those values on to our youth.*

Have strength and let who you are as a Values Inspired Leader be the inspiration to those future generations.

About the Author

With over 30 years management, business, sales and customer service experience, Colin, the principal of **TODAY!** Seminars, is a specialist in helping people achieve excellence, personally and in business. Colin has been responsible for transforming the service standards in some of Australasia's largest companies.

He has delivered over 1000 seminar and training programs for leading businesses, training institutions and local governments and conducts speaker training workshops and on-going coaching services to other professional speakers and trainers and business leaders.

As a state manager for a major bank he led a high performing team that achieved the amazing growth of over \$1,000,000,000 within three years.

Colin is also author of 'How An Ant Ate An Elephant – Living The Valued Life©'. Based on the results of over 10 years research and hundreds of workshop hours and client successes, 'How An Ant Ate An Elephant' describes 'The Process Of Achievement' which gives a step—by—step approach that enables anyone to achieve the things in life that are of value to them. It gives people strategies that enable them to move day by day towards making changes in their lives and the results have been outstanding.

He believes that Values Inspired Leadership leads to outstanding results for business, for people, for community and in life itself.

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The Values Inspired Leader™

Lesson 1 – The two types of respect;

Lesson 2 – How leaders gain respect:



