Unleash Your Greatest Leadership Potential

BEST OF THE BEST MINDSETS, SKILLSETS, AND TOOLSETS FOR LEGENDARY LEADERSHIP

JD Meier
jdmeier.com

About Unleashing Your Greatest Leadership Potential

My goal with this guide is to inspire you to unleash your greatest leadership potential.

Everyone is a leader, and you can lead from wherever you are.

Start with yourself and expand your sphere of influence.

Examples of what we'll cover in this leadership mini-masterclass:

- How to lead from wherever you are
- A framework for changing the world
- A consistent way to amplify your influence and impact
- How to build your Emotional Intelligence (EQ)
- How to build your Executive Presence
- How to create inspiring visions
- How to empower people and bring out their best
- How to execute and lead change with skill

Master Your
Vision, Mission, Values

- **Vision**: A vision statement your aspirations for the future, serving as a guiding beacon for where you aim to be long-term.

- **Mission**: A mission statement describes your purpose and your primary objectives, clarifying what you do, who you server, and how you will differentiate yourself.

- **Values**: Values are the core principles and beliefs that drive your culture and decision-making, reflecting what you stand for and how you operate.

These are really the backbones of great leaders and great orgs.   When you get good at this, you can inspire people with the future, you can make work more meaningful through meaningful missions, and you can create a better culture by creating clarity around the value that count.

Everyone is
a Leader

If you see a problem, fix it.

If you see an opportunity take it.

Don't wait for somebody else to do it.

"We express that core identity, being the company that allows every individual to be more empowered and get more out of every moment of their lives as things get more digital.

I want each of us to give ourselves permission to be able to move things forward.

Each of us sometimes overestimate the power others have to do things vs. our own ability to make things happen.
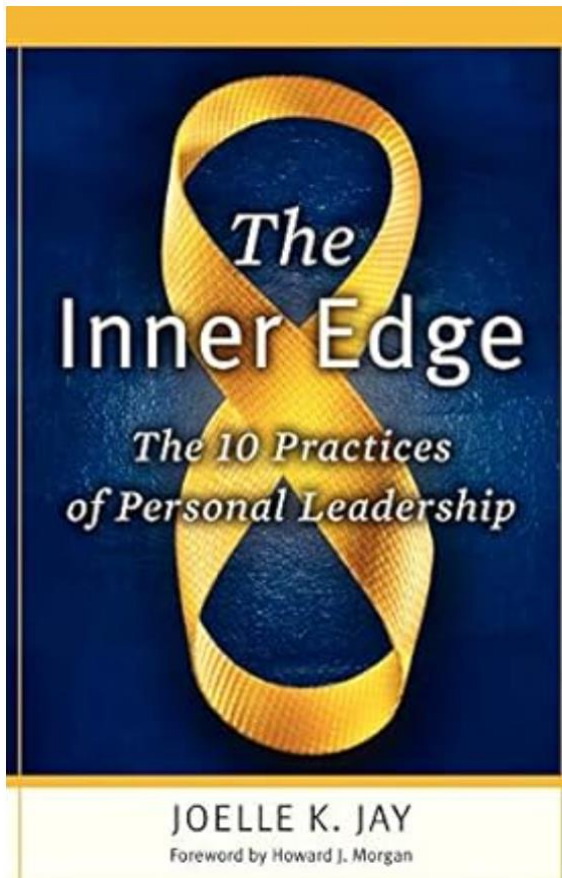
Everyone in the company has to be a leader."

-- Satya Nadella

10 Practices of Personal Leadership

1. Get Clarity
2. Find Focus
3. Take Action
4. Tap into Your Brilliance
5. Feel Fulfillment
6. Maximize Your Time
7. Build Your Team
8. Keep Learning
9. See Possibility
10. All...All at Once

The Inner Edge
The 10 Practices of Personal Leadership

JOELLE K. JAY
Foreword by Howard J. Morgan

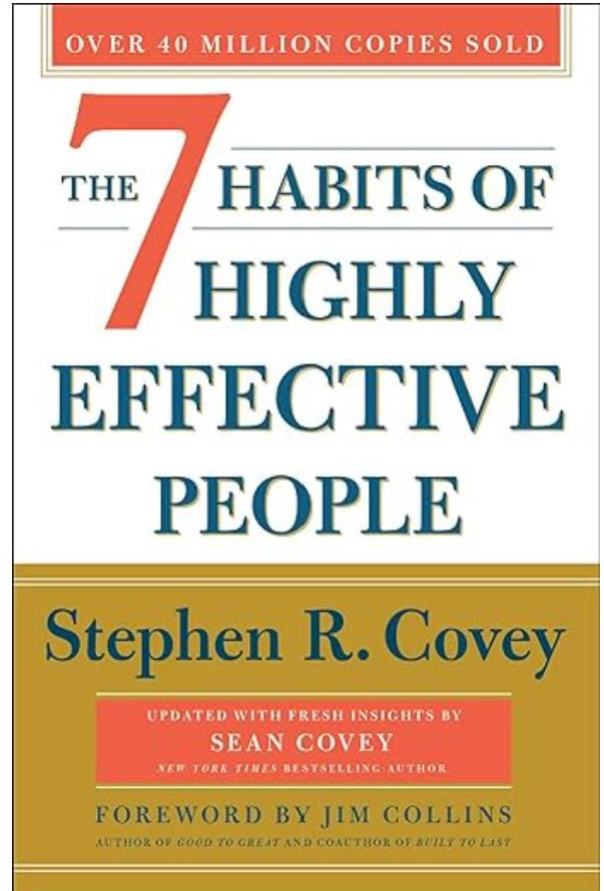# Start with WHY: Think, Act, and Communicate from the Inside Out

"People don't buy what you do; they buy why you do it."
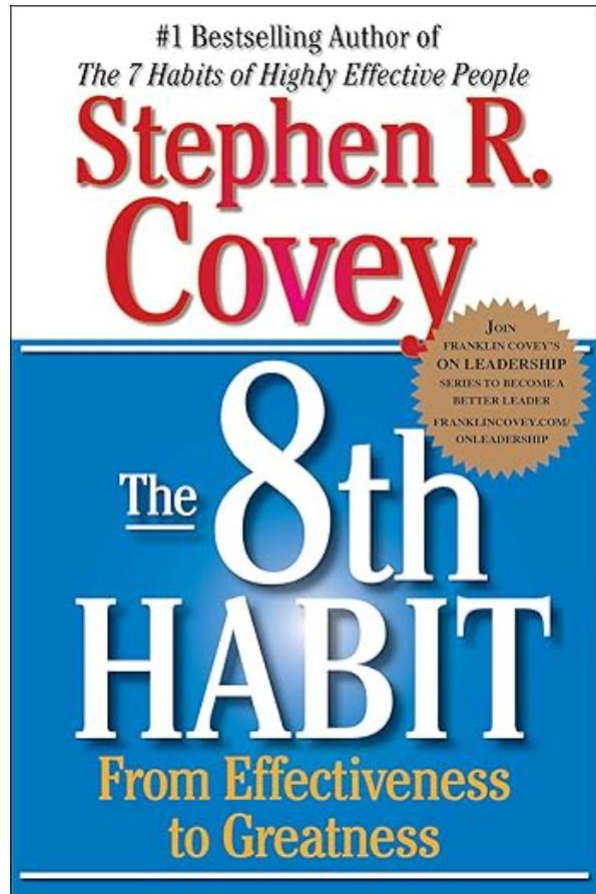-- **Simon Sinek**
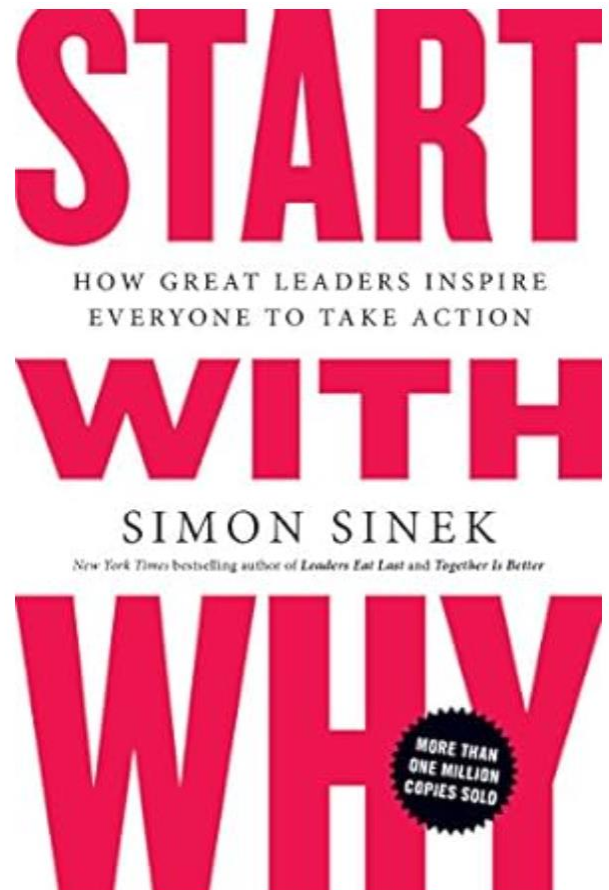
Master the 7 Habits of Highly Effective People

1. Be Proactive
2. Begin with the End in Mind
3. Put First Things First
4. Think Win-Win
5. Seek First to Understand, Then to Be Understood
6. Synergize
7. Sharpen the Saw

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THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Stephen R. Covey

UPDATED WITH FRESH INSIGHTS BY
SEAN COVEY
NEW YORK TIMES BESTSELLING AUTHOR

FOREWORD BY JIM COLLINS
AUTHOR OF *GOOD TO GREAT* AND COAUTHOR OF *BUILT TO LAST*

Find Your Voice, Help Others Find Theirs

1. Find Your Voice
2. Inspire Others to Find Their Voice
3. The Four Roles of Leadership
4. The Pain of the Modern Work Environment
5. Emotional Bank Account
6. Moving from Effectiveness to Greatness
7. The Whole Person Paradigm
8. The Role of Discipline
9. Leveraging the Age of Wisdom

#1 Bestselling Author of
The 7 Habits of Highly Effective People
Stephen R. Covey

Join FRANKLIN COVEY'S ON LEADERSHIP SERIES TO BECOME A BETTER LEADER FRANKLINCOVEY.COM/ONLEADERSHIP

The **8th HABIT**
From Effectiveness to Greatness

Master Your Executive Presence

1. **Gravitas:** Do you know your stuff cold? Do you give the impression that you're three questions deep in your field of expertise? Do you have intellectual horsepower? How do you signal that?

2. **Serious communication skills:** Can you get your ideas across?   Can you be heard?

3. **Presentation of self:** the way you dress, your body movement, the way you stand and walk.

THE MISSING LINK BETWEEN MERIT AND SUCCESS

E P

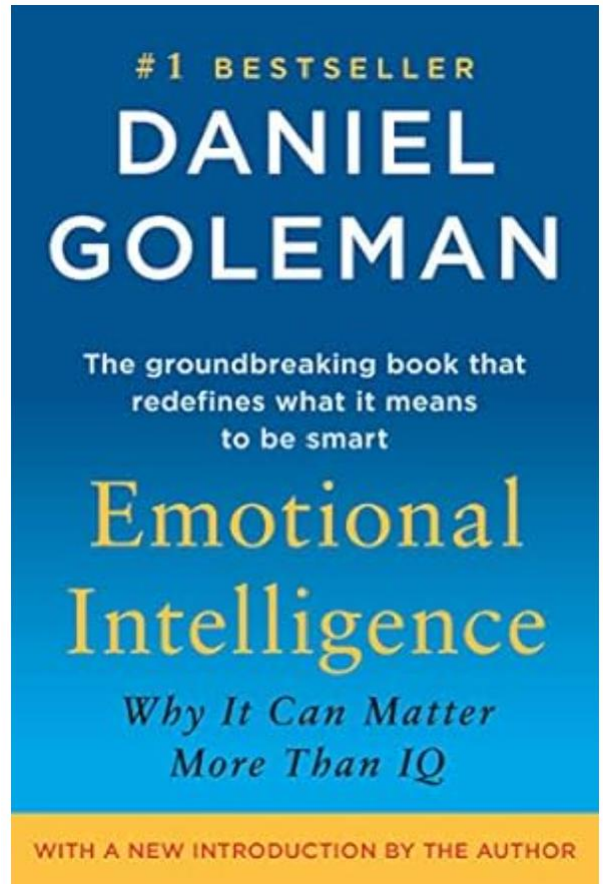## EXECUTIVE PRESENCE

SYLVIA ANN HEWLETT

The lack of executive presence is the difference for many people how far they go as a leader. So many potentially great leaders, just don't know to focus and invest in it.

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Master Your
Emotional Intelligence (EQ)

Learn and Master Your EQ

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social Skills

#1 BESTSELLER
DANIEL GOLEMAN

The groundbreaking book that redefines what it means to be smart

Emotional Intelligence

Why It Can Matter More Than IQ
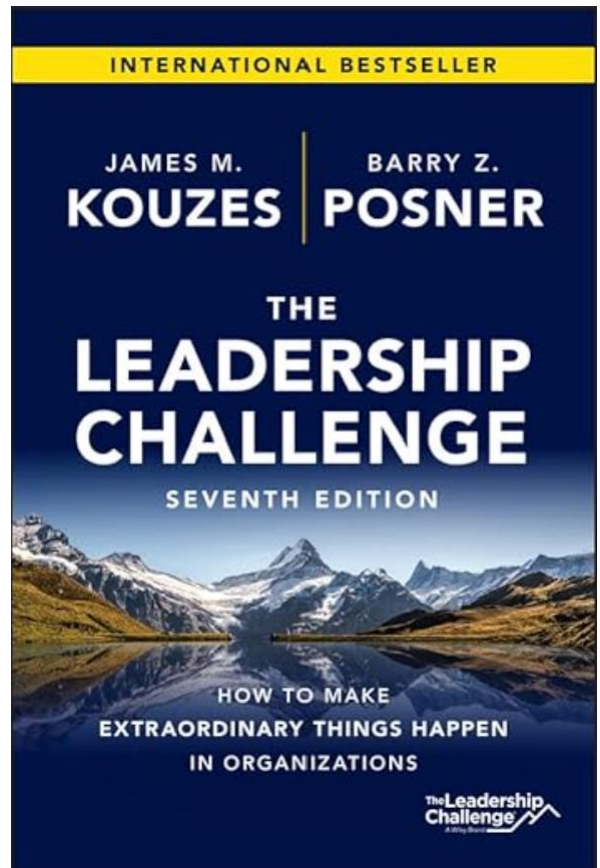
WITH A NEW INTRODUCTION BY THE AUTHOR

I learned that at Microsoft, mastering EQ is what separates the best from the rest. The lack of EQ is also what separates many people from being leadership material.

Master The Five Practices of Exemplary Leadership®

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
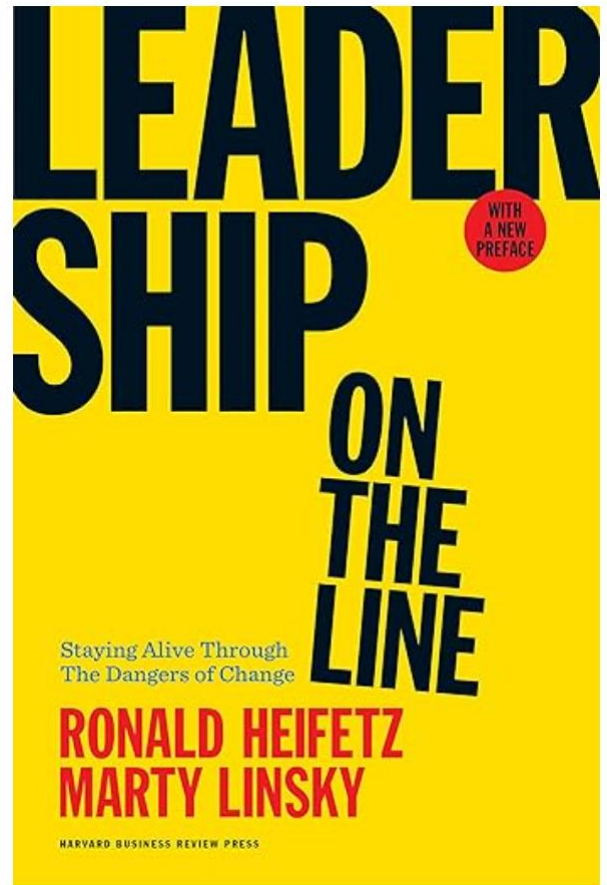4. Enable Others to Act
5. Encourage the Heart

INTERNATIONAL BESTSELLER

JAMES M. **KOUZES** | BARRY Z. **POSNER**

THE
**LEADERSHIP
CHALLENGE**

SEVENTH EDITION

HOW TO MAKE
EXTRAORDINARY THINGS HAPPEN
IN ORGANIZATIONS

The Leadership Challenge
A Wiley Brand

This is the book that helped me lead innovation, become a futurist and become head coach for Satya Nadella's innovation team.

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Learn to Recognize Adaptive Challenges

Why Leaders Fail

"Indeed, the single most common source of leadership failure we've been able to identify — in politics, community life, business, or the nonprofit sector — is that people, especially those in positions of authority, treat adaptive challenges like technical problems."

-- Heifetz and Linsky

LEADER SHIP ON THE LINE

WITH A NEW PREFACE

Staying Alive Through The Dangers of Change

RONALD HEIFETZ
MARTY LINSKY

HARVARD BUSINESS REVIEW PRESS

Learning to recognize adaptive challenges vs. technical challenges is one of the most important things I've learned and one of the most important things I've taught to the people I mentored at Microsoft and beyond.
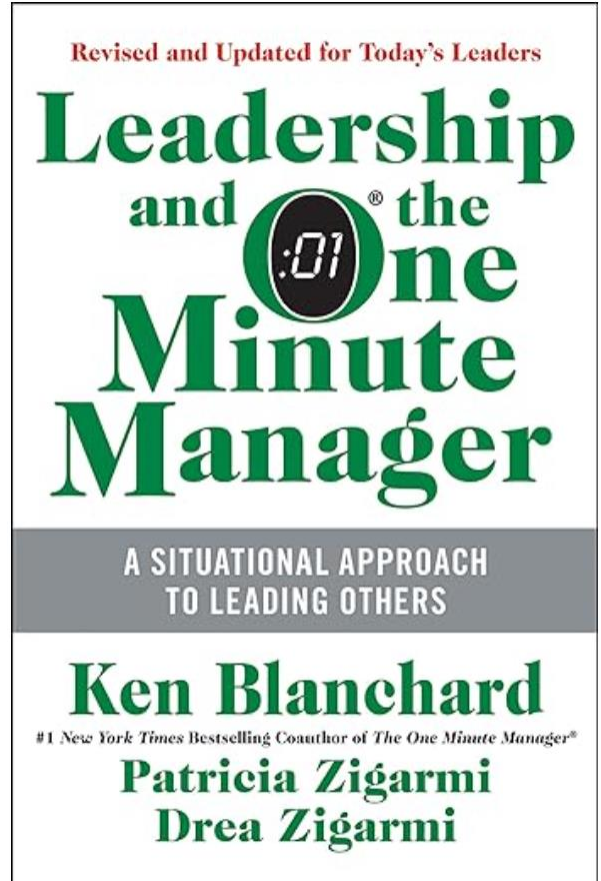
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Avoid Micromanagement
Master Situational Leadership

4 Leadership Styles

1. **Directing** (high directive behavior and low supportive behavior)

2. **Coaching** (high directive behavior and high supportive behavior)

3. **Supporting** (high supportive behavior and low directive behavior)

4. **Delegating** (low supportive behavior and low directive behavior)

Revised and Updated for Today's Leaders

Leadership and the One Minute Manager

A SITUATIONAL APPROACH TO LEADING OTHERS

Ken Blanchard

#1 *New York Times* Bestselling Coauthor of *The One Minute Manager*®

Patricia Zigarmi
Drea Zigarmi
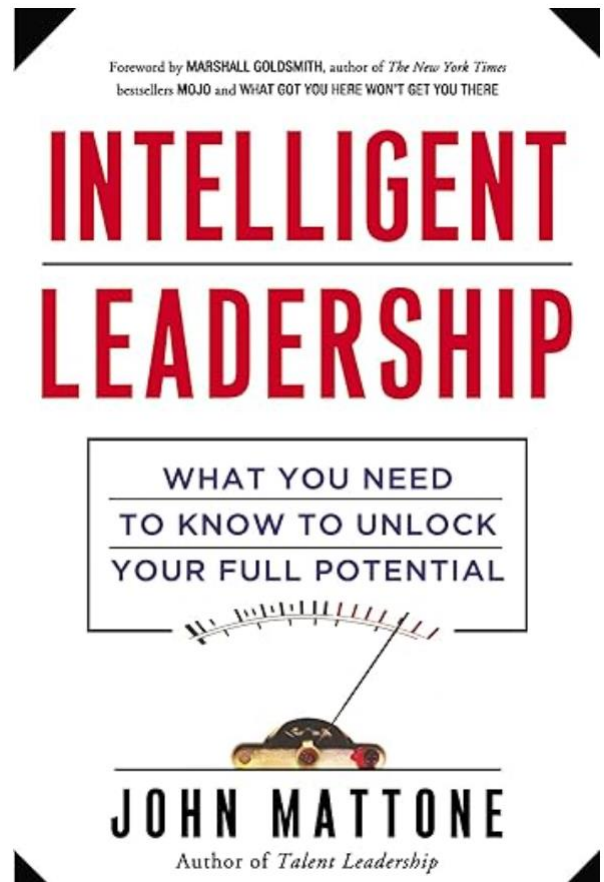
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Master Leadership Competencies

Wheel of Intelligent Leadership

Inner Core (Intrapersonal and Interpersonal Elements)

- Self-Concept and Character (Values, Beliefs, and References)
- Thoughts
- Emotions
- Behavioral Tendencies
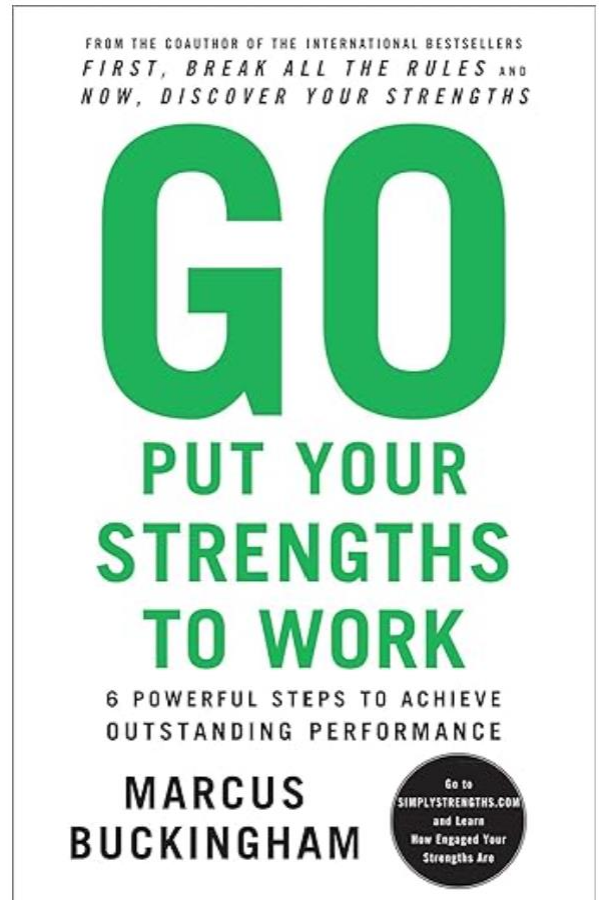
Outer-Core (9 Competencies)

1. Critical Thinking
2. Decision Making
3. Strategic Thinking
4. Emotional Leadership
5. Communication Skills
6. Talent Leadership
7. Team Leadership
8. Change Leadership
9. Drive for Results

Foreword by MARSHALL GOLDSMITH, author of *The New York Times* bestsellers MOJO and WHAT GOT YOU HERE WON'T GET YOU THERE

INTELLIGENT LEADERSHIP

WHAT YOU NEED TO KNOW TO UNLOCK YOUR FULL POTENTIAL

JOHN MATTONE

Author of *Talent Leadership*

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Focus on Strengths:
# Bring Out the Best in Everyone

6 Steps of Achieve Outstanding Performance

1. "Bust The Myths" by determining what is blocking your way

2. "Get Clear" by assessing your strengths

3. "Free Your Strengths" by using them the best way

4. "Stop Your Weaknesses" by learning how to eliminate them

5. "Speak Up" by building a solid team

6. "Build Strong Habits" by learning how to sustain your new approach

FROM THE COAUTHOR OF THE INTERNATIONAL BESTSELLERS
FIRST, BREAK ALL THE RULES AND
NOW, DISCOVER YOUR STRENGTHS

GO
PUT YOUR STRENGTHS TO WORK

6 POWERFUL STEPS TO ACHIEVE OUTSTANDING PERFORMANCE

MARCUS BUCKINGHAM

Go to
SIMPLYSTRENGTHS.COM
and Learn
How Engaged Your
Strengths Are

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Personalize Your Coaching to Help People Play Their Best Game

- Peace of mind is knowing you did your best.

- If you didn't play your best, but you won, then you didn't really win.

- If you played your best but lost, then you didn't really lose.
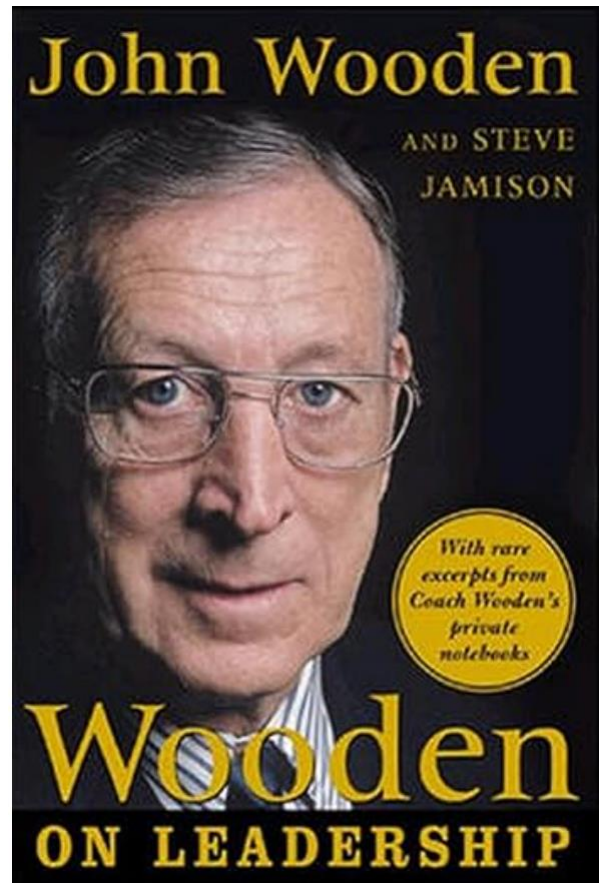
John Wooden inspired me that peace of mind is knowing that you did your best. He also inspired me that we can transform low performing teams into high performing teams through personalized coaching.
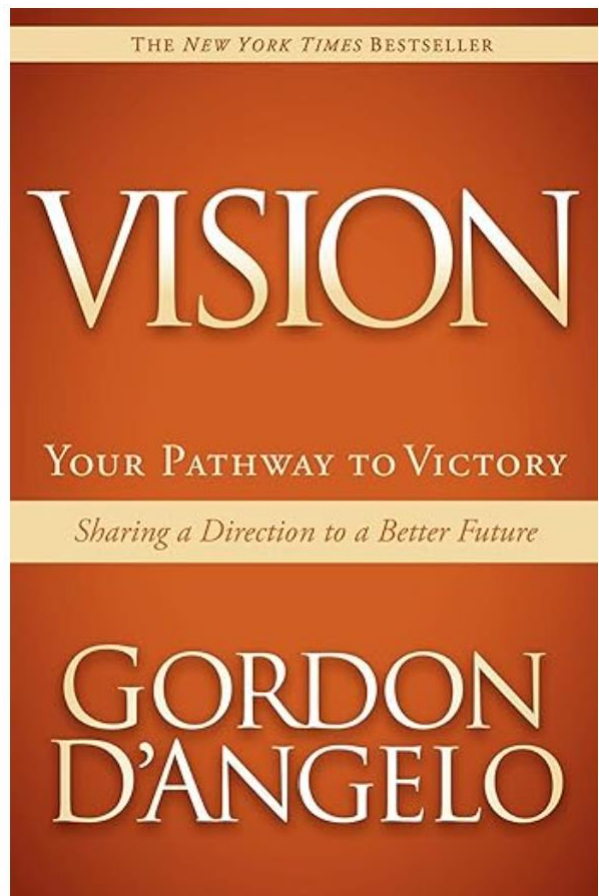
Vision

Chunk Your Vision Up into Meaningful Milestones

Key Takeaways

- You need to create a clear and compelling vision to serve as a roadmap.

- You need to create a strategic plan by breaking the vision down into actionable steps and milestones.

- You need to create a strong network of supporters, mentors, and team members to realize the vision.

THE *NEW YORK TIMES* BESTSELLER

VISION

YOUR PATHWAY TO VICTORY

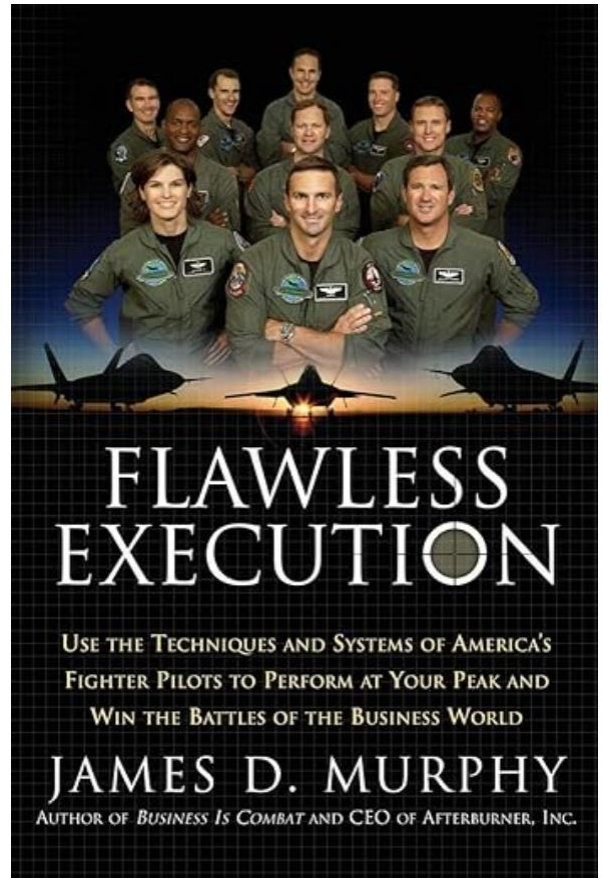*Sharing a Direction to a Better Future*

GORDON D'ANGELO

This is the book that really simplified the skill of vision for me. It was the first time I really saw someone give concrete examples and show how vision is the skill you need to light the way into the future, today.

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Master How a 12-Point Future Picture

12-Point Future Picture

1. Financial Position.
2. Market Position.
3. Business Areas.
4. Innovation.
5. Insider Perception.
6. Outsider Perception.
7. Workforce Characteristics.
8. Brand: Yes or No.
9. Corporate Culture.
10. Corporate citizenship.
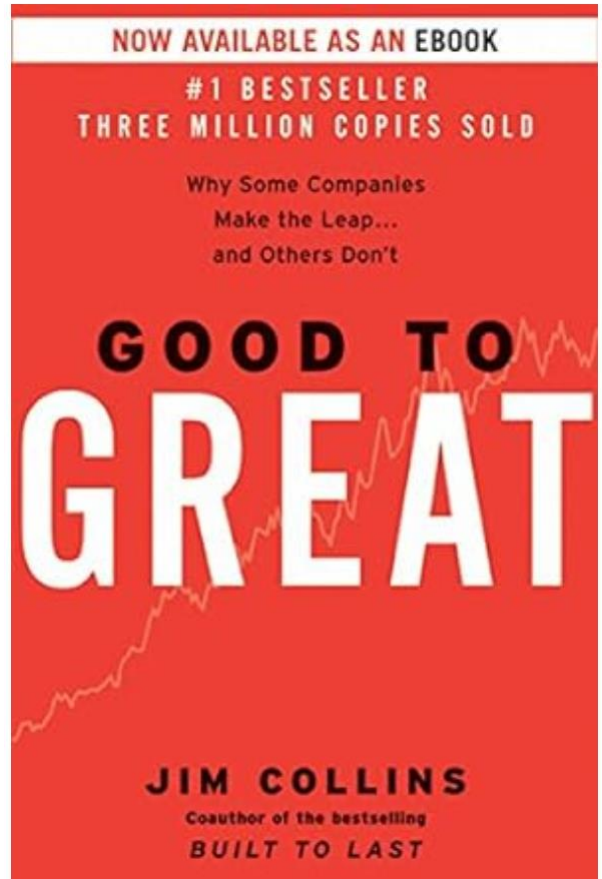11. Ownership.
12. Incentive Philosophy

FLAWLESS EXECUTION

USE THE TECHNIQUES AND SYSTEMS OF AMERICA'S FIGHTER PILOTS TO PERFORM AT YOUR PEAK AND WIN THE BATTLES OF THE BUSINESS WORLD

JAMES D. MURPHY

AUTHOR OF *BUSINESS IS COMBAT* AND CEO OF AFTERBURNER, INC.

This is the book that helped me create vivid visions at Microsoft for major projects, so that everyone could see and feel the future goals.

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Execution

Master Flywheels and the Hedgehog Concept

- Learn how to think, act, and operate in Flywheels
- Get smart people on the bus and figure out what you can be the best in the world at.

NOW AVAILABLE AS AN **EBOOK**

#1 BESTSELLER
THREE MILLION COPIES SOLD

Why Some Companies
Make the Leap...
and Others Don't

GOOD TO
GREAT

JIM COLLINS
Coauthor of the bestselling
BUILT TO LAST

When you master the ideas in this book, you get good at helping people do what they do best, and you setup systems to scale impact.

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Master End-to-End Execution Skills

Key Takeaways

- People over processes
- Adaptability and problem-solving
- Clear vision and prioritization

Revised edition of the best-selling project management book.

/THEORY/IN/PRACTICE

Making Things Happen
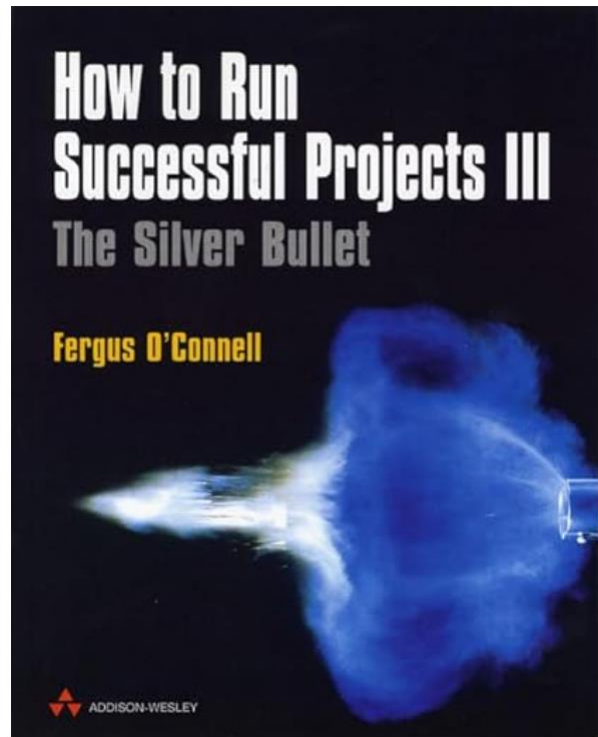
Mastering Project Management

O'REILLY

Scott Berkun

This is the early bible of execution at Microsoft. The day I read this is the day my confidence in what great execution looks like grew 10X. It's specific, it's detailed, it's full of examples from hardcore experience.

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Master the 10 Steps of Structured Project Management

10 Steps

1. Visualize the goal
2. Make a list of jobs to be done
3. There must be one leader
4. Assign people to jobs
5. Manage expectations
6. Use an appropriate leadership style
7. Know what's going on
8. Tell people what's going on
9. Repeat steps 1-8 until step 10
10. The prize

This is the book that helped me simplify project management and make it much more predictable and repeatable. It's also how I learned to do Accelerated Analysis Design sessions that derisk projects and set them up for better success every time.
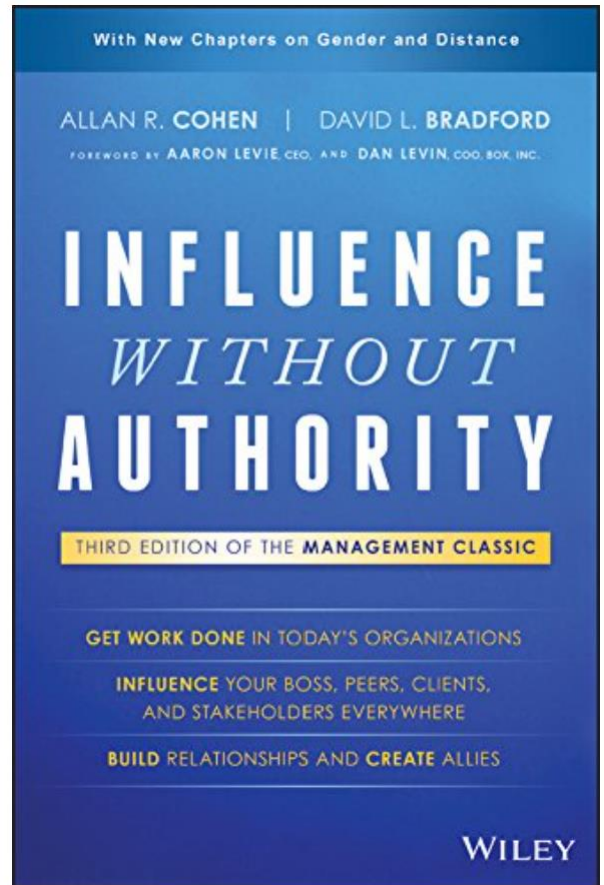
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Influence and Impact

Learn How to Influence without Authority

Key Insights and Actions

- The Currency of Exchange
- Building Reciprocal Relationships
- The Power of Empathy and Active Listening
- Developing Negotiation Skills
- Adapting to Organizational Dynamics

This is a comprehensive guide for effectively wielding influence without relying on formal power. It helped me lead virtual teams around the world and expand my sphere of influence and impact at Microsoft.

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Get People
on Your Side

One of the most pragmatic books that helped me understand how to build a coalition of the willing.
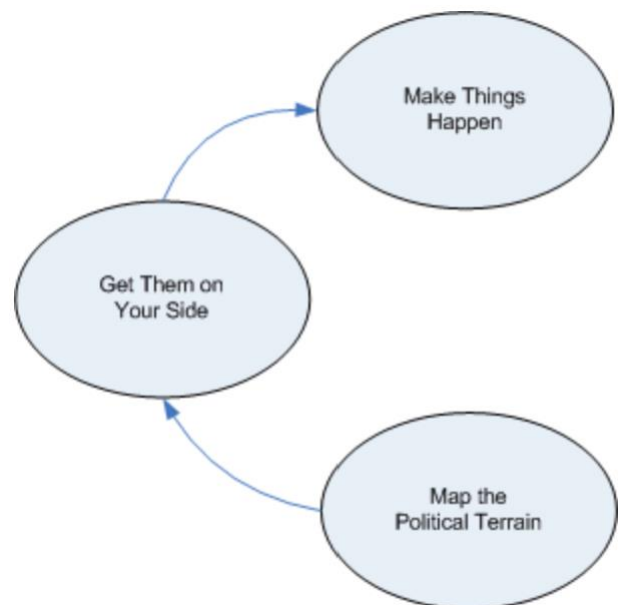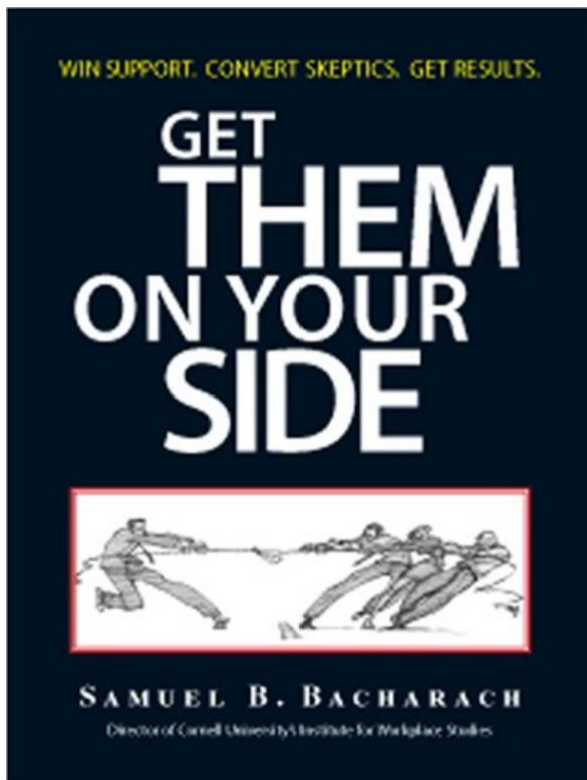
Learn How To Lead Change with Skill

The *New York Times* Bestseller

—— REVISED and UPDATED SECOND EDITION ——
NEW CASE STUDIES · APPLICATIONS · RESEARCH

Influencer

The New Science of Leading Change

Joseph Grenny · Kerry Patterson
David Maxfield · Ron McMillan · Al Switzler

From the bestselling authors of
crucial conversations

This is the book that helped me learn how to change the world with confidence, using a proven process that has actually changed the world.
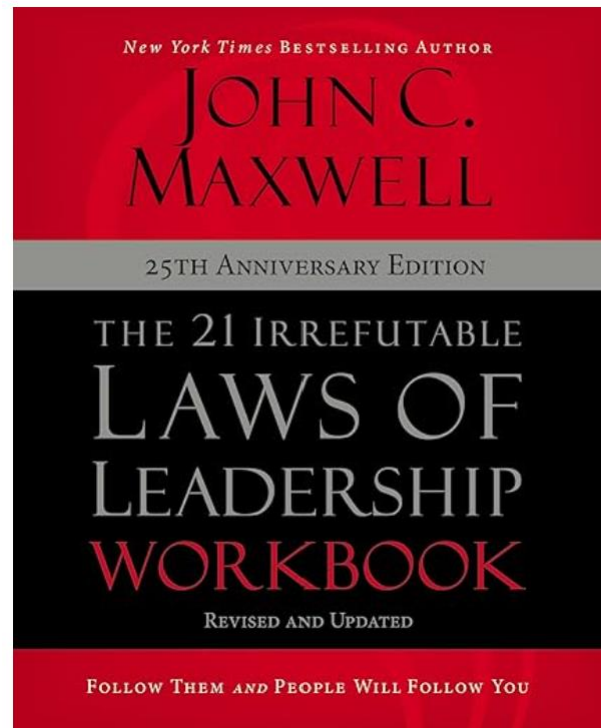
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Leadership Principles

21 Immutable Laws of Leadership

1. Law of the Lid
2. The Law of Influence
3. The Law of Process
4. The Law of Navigation
5. The Law of E.F. Hutton
6. The Law of Solid Ground
7. The Law of Respect
8. The Law of Intuition
9. The Law of Magnetism
10. The Law of Connection
11. The Law of the Inner Circle
12. The Law of the Inner Circle
13. The Law of Reproduction
14. The Law of Buy-In
15. The Law of Victory
16. The Law of the Big Mo
17. The Law of Priorities
18. The Law of Sacrifice
19. The Law of Timing
20. The Law of Explosive Growth
21. The Law of Legacy

New York Times BESTSELLING AUTHOR

JOHN C. MAXWELL

25TH ANNIVERSARY EDITION

THE 21 IRREFUTABLE
**LAWS OF
LEADERSHIP
WORKBOOK**
REVISED AND UPDATED

FOLLOW THEM AND PEOPLE WILL FOLLOW YOU

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Microsoft
Leadership Principles

1. Create clarity.
2. Generate energy.
3. Deliver success.

Where most companies' leadership models are exhaustive, Microsoft's leadership principles contain just six words, split into three phrases.

"Quite frankly, this has exploded like wildfire across the company."
-- Joe Whittinghill
Microsoft's General Manager of Talent, Learning, and Development.

Amazon Leadership Principles

1. Customer Obsession
2. Ownership
3. Invent and Simplify
4. Are Right, A Lot
5. Learn and Be Curious
6. Hire and Develop the Best
7. Insist on the Highest Standards
8. Think Big
9. Bias for Action
10. Frugality
11. Earn Trust
12. Dive Deep
13. Have Backbone; Disagree and Commit
14. Deliver Results
15. Strive to be Earth's Best Employer
16. Success and Scale Bring Broad Responsibility

Apple
Leadership Principles

1. **Great Products:** We believe that we're on the face of the Earth to make great products, and that's not changing.

2. **Simple, Not Complex:** We're constantly focusing on innovating. We believe in the simple, not the complex.

3. **Ecosystem:** We believe that we need to own and control the primary technology behind the products we make.

4. **Say No:** We believe in saying no to thousands of projects so that we can really focus on the few that are truly important and meaningful to us.

5. **Accept Mistakes:** We don't settle for anything less than excellence in every group in the company, and we have the self-honesty to admit when we're wrong and the courage to change.

6. **Excellence:** We participate only in markets where we can make a significant contribution.

7. **Collaboration:** We believe in deep collaboration and cross-pollination in our groups, which allow us to innovate in a way that others cannot.

Disney
10 Principles of Leadership

1. **Optimism:** *"Optimism in a leader, especially in challenging times, is so vital ...Optimism sets a different machine in motion. Especially in difficult moments, the people you lead need to feel confident in your ability to focus on what matters, and not to operate from a place of defensiveness and self-preservation...The tone you set as a leader has an enormous effect on the people around you. No one wants to follow a pessimist."*

2. **Courage:** *"I didn't wan't to be in the business of playing it safe. I wanted to be in the business of creating possibilities for greatness. Of all the lessons I learned in that first year running prime time, the need to be comfortable with failure was the most profound."*

3. **Focus:** Iger often returned to advice he received from his former boss and mentor Dan Burke: *"Avoid getting into the business of manufacturing trombone oil. You may become the greatest trombone-oil manufacturer in the world, but in the end, the world only consumes a few quarts of trombone oil a year!"*

4. **Decisiveness:** *"I've always instinctively felt...that long shots aren't usually as long as they seem."*

5. **Curiosity:** *"The path to innovation begins with curiosity...Innovate or die."*

6. **Fairness:** *"Strong leadership embodies the fair and decent treatment of people...Nothing is worse to an organization than a culture of fear."*

7. **Thoughtfulness**: *"It's simply about taking the time to develop informed opinions."*

8. **Authenticity:** *"Truth and authenticity breed respect and trust."*

9. **The Relentless Pursuit of Perfection:** *"This doesn't mean perfectionism at all costs, but it does mean a refusal to accept mediocrity or make excuses for something being 'good enough.'"*

10. **Integrity:** *"True integrity—a sense of knowing who you are and being guided by your own clear sense of right and wrong—is a kind of secret leadership weapon. If you trust your own instincts and treat people with respect, the company will come to represent the values you live by."*

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Google
Leadership Principles

1. Focus on the user and all else will follow.

2. It's best to do one thing really, really well.

3. Fast is better than slow.

4. Democracy on the web works.

5. You don't need to be at your desk to need an answer.

6. You can make money without doing evil.

7. There's always more information out there.

8. The need for information crosses all borders.

9. You can be serious without a suit.

10. Great just isn't good enough.

Culture

Job #1 of the CEO: Curate Your Culture

"I have come to understand that my primary job is to curate our culture so that one hundred thousand inspired minds—Microsoft's employees—can better shape our future."
-- Satya Nadella

Create a "Learn It All" Culture

"As a culture, we are moving from a group of people who know it all to a group of people who want to learn it all."

-- Satya Nadella
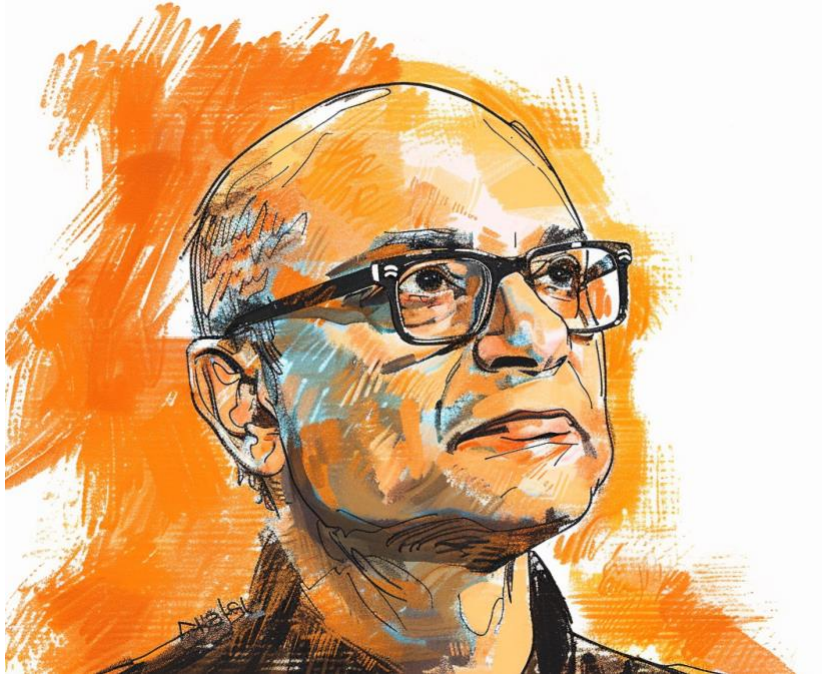
Create a Culture of Customer Obsession

*"We needed to build deeper empathy for our customers and their unarticulated and unmet needs.
It was time to hit refresh."*
— **Satya Nadella**

Create a Culture of Growth Mindset

"Be passionate and bold.
Always keep learning.
You stop doing useful things if you don't learn."

— **Satya Nadella**

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Create a Culture of Empowerment

"The key to the culture change was individual empowerment."
— **Satya Nadella**
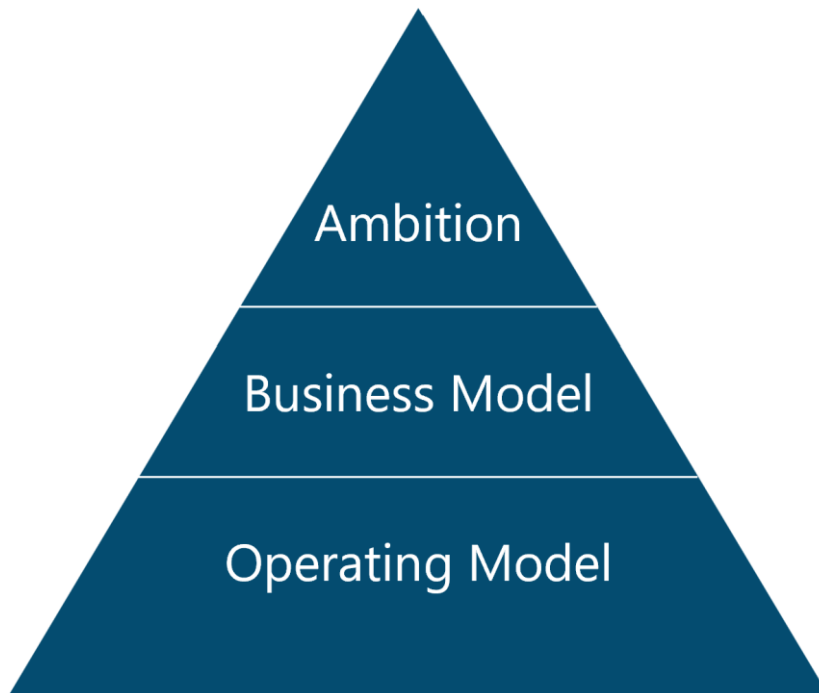
Create a Culture
of Innovation

"Longevity in this business is about being able to reinvent yourself or invent the future."
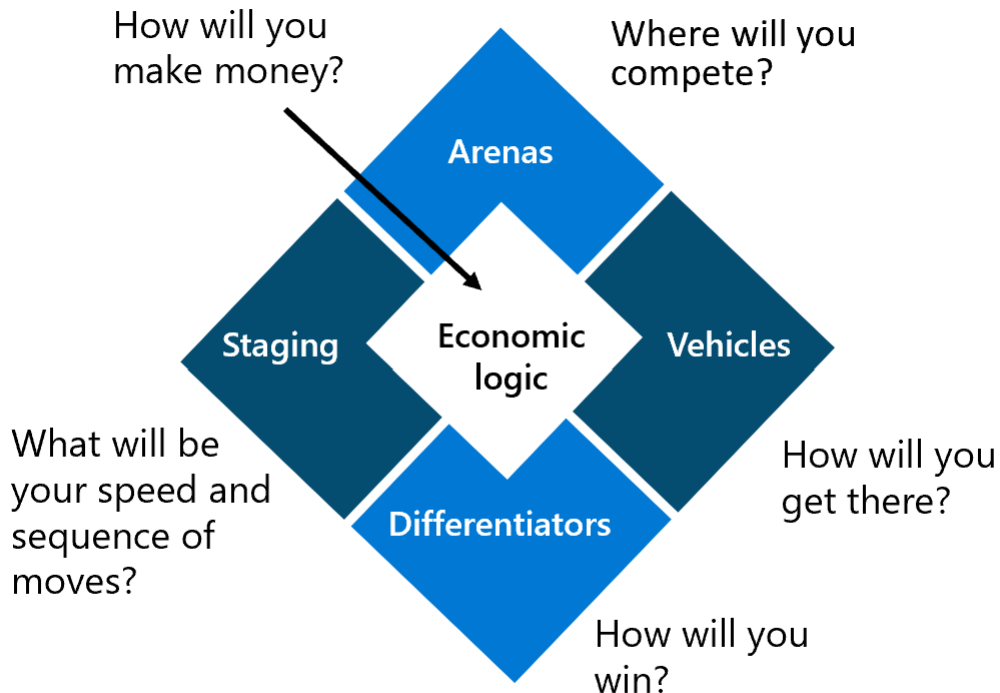— **Satya Nadella**

Frameworks

Business Strategy Pyramid

The Business Strategy Pyramid is simple but profound. I've used it to inspire digital business transformation and ground leaders in the backbone of their business.

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Strategy Diagram

How will you make money?

Where will you compete?

Arenas

Staging

Economic logic

Vehicles

What will be your speed and sequence of moves?

Differentiators

How will you get there?

How will you win?

I learned the Strategy Diamond early on from a master of strategy and execution, Mike Kropp. It helped me bring order and create clarity and transform to every group I went to at Microsoft and beyond.

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The Meta-Leadership Framework

The Meta-leadership framework has three dimensions to teach leadership skills:

1. The Person of the Meta-Leader: self-knowledge, awareness, and discipline;

2. The Situation: discerning the context for leadership, what is happening and what to do about it;

3. Connectivity: fostering positive, productive relationships. Connectivity includes four key directions:

   a) leading down the formal chain of command to subordinates - within one's chain of command - creating a cohesive high-performance team with a unified mission;

   b) leading up to superiors, inspiring confidence and delivering on expectations; enabling and supporting good decisions and priority setting;

   c) leading across to peers and intra-organizational units to foster collaboration and coordination within the same chain of command, which includes other departments, offices or professional groups within the same organization.

   d) leading beyond to engage external entities, including affected agencies, the general public and the media to create unity of purpose and effort in large-scale response to complex events.

The Meta-Leadership framework and practice method is core to the National Preparedness Leaders Initiative (NPLI).