



**JIM CLEMMER**

**Practical Leadership:**

*Inspiring Action, Achieving Results*

**Live Teleconference with  
Jim Clemmer**

**June 23, 2004**

**[www.clemmer.net](http://www.clemmer.net)**



**The CLEMMER Group**



I've been delighted by the response to *Growing the Distance* (on our web site you can read dozens of fascinating letters and comments on the book from readers). Like a good parent, an author probably shouldn't have favorites among his or her own books. But I especially enjoyed writing *Growing the Distance* because it so closely reflects my own values, aspirations, and continuous personal growth quest.

I again felt those deep attachments and excitement as I prepared this *Personal Implementation Guide* sprouting from *Growing the Distance*. The assessments and exercises found here are built around work I have been doing personally and/or within my workshops, coaching, and retreats over the last three decades. My key objective in designing the *Personal Implementation Guide* is to move from the inspiration of *Growing the Distance* to concrete action.

I designed this personal guide at the same time as the *Practical Application Planner* for management teams. That planner is built around the new companion book to *Growing the Distance*, *The Leader's Digest: Timeless Principles for Team and Organization Success* (visit our web site for details). Both this guide and that planner represent the next evolution in my work. It's what I am now calling "Practical Leadership."

There are thousands of books on leadership and just as many theories, speakers, training programs, workshops, etc. My focus on Practical Leadership is to help readers, participants, or Clients move from knowing to doing. As represented in this *Personal Implementation Guide*, this means I provide an increasing number of assessments, application exercises, how-to "best practices," and action planning. The CLEMMER Group logo represents a book opening backwards and transforming into an arrow leading to rising performance.

## Ways to Use This Guide

Most strong and centered leaders are reflective learners. They ensure they have enough R & R (reflection and renewal) time to keep themselves focused and balanced. The *Personal Implementation Guide* is designed to be a central part of your own R & R.

In the last chapter of *Growing the Distance*, on pages 171 – 173, I outline three basic questions that are key to answering the bigger question: "Am I growing the distance?" These basic questions are: Where do I want to go? Where am I now? and What do I need to change or improve to close the gap? The *Personal Implementation Guide* will provide a structure and process for you to more clearly answer those questions.

## What Are Your Personal Development Objectives?

Start with page 1 and record either your overall personal development objectives or specifically your objectives for using the *Personal Implementation Guide*.



Here are a few different ways for ways for you to use this *Personal Implementation Guide*:

## **From the Broad to the Specific**

This approach starts with the personal assessment of each of the Timeless Leadership Principles on page 7. Based on your “living this principle” ratings and “importance to improve” you can then rank order the principles from the one needing the most work done to the one needing the least immediate attention. You can then go through sections of the *Personal Implementation Guide* in that order.

## **Browsing and Grazing**

You may jump around in reading *Growing the Distance* to those sections that have the most appeal or interest for you. You could approach the *Personal Implementation Guide* in the same way. Flip through it and mark the pages or sections that you’d like to come back to. Then go back through and work in those sections.

Some exercises are for team leaders, supervisors, managers, or executives who lead others at work. You could skip or adapt those if that’s not your situation.

## **Benjamin Franklin’s “Method for Progressing”**

Benjamin Franklin identified thirteen “virtues” that he wanted to develop. Each week he worked on one of the virtues for a total of “four courses (cycles) in a year.” Each night before bed Franklin reflected on and recorded his progress on that week’s feature virtue.

You could use a similar approach. This could come from your personal development objectives or values if you’ve clarified them already. Or you could start at the centre of the Leadership Wheel with the Focus and Context section (pages 8 to 22). Once your vision, values, and purpose are clear, you can then move to those sections that strengthen the hub or your own leadership wheel. You can work at one value or vision component at a time like Benjamin Franklin.

## **Spousal/Life Partnering**

When our two oldest kids, Chris and Jenn, were still pre-schoolers, my wife, Heather, and I were starting to drift apart into separate lives. That’s when we began an annual process (around the first part of January) of visioning together. We’re convinced that it’s the key reason our marriage reversed that drift and strengthened considerably over the years. This has created a positive and loving family atmosphere that brings all five of us (Vanessa is our youngest) together – even through the turbulence of the teenage years (the babies didn’t come with warning labels about this)!



As Heather and I work together within The CLEMMER Group and live together within the Clemmer clan, we have applied many of the exercises in the *Personal Implementation Guide* to keep us centered and connected. There are no magic panaceas here, but many of the exercises (especially joint reflection and visioning) have made a big difference in enriching our personal, family, and business lives.

You might want to go through the *Personal Implementation Guide* with your spouse/life partner or just pick out the most relevant sections to complete together.

### **From Start to Finish**

You can start at page one of the *Personal Implementation Guide* and go through it page by page in the order it's laid out. Most of the Timeless Leadership Principles follow this process:

1. Assessment Exercise(s)
2. Application Exercise(s)
3. Review Personal Application Ideas
4. Choose 3 – 5 (or add your own) Ideas Most Useful Right Now
5. Action Planning

### **Use this Guide to Take Action**

If after reading an inspiring book (such as I hope you found *Growing the Distance* to be) we feel better but don't act differently, it won't be long before the good feelings are gone and we're back into our same old ways. I hope the *Personal Implementation Guide* lives up to its title and helps you to take concrete action for your personal, career, and family success!

Jim Clemmer



## Assessing My Emotional Intelligence

### Self-Awareness

	-----	-----	-----	-----	-----
	1	2	3	4	5
	Needs		OK		A Real
	Strengthening				Strength
Emotional self-awareness	-----	-----	-----	-----	-----
	1	2	3	4	5
Accurate self-assessment	-----	-----	-----	-----	-----
	1	2	3	4	5
Self-confidence	-----	-----	-----	-----	-----
	1	2	3	4	5

### Self-Management

Self-control	-----	-----	-----	-----	-----
	1	2	3	4	5
Trustworthiness	-----	-----	-----	-----	-----
	1	2	3	4	5
Conscientiousness	-----	-----	-----	-----	-----
	1	2	3	4	5
Adaptability	-----	-----	-----	-----	-----
	1	2	3	4	5
Achievement drive	-----	-----	-----	-----	-----
	1	2	3	4	5
Initiative	-----	-----	-----	-----	-----
	1	2	3	4	5

### Social Awareness

Empathy	-----	-----	-----	-----	-----
	1	2	3	4	5
Service orientation	-----	-----	-----	-----	-----
	1	2	3	4	5
Organizational awareness	-----	-----	-----	-----	-----
	1	2	3	4	5

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*Pages 18-20*

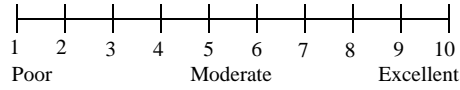




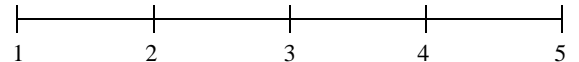
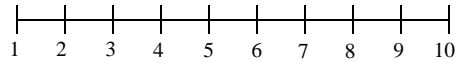
## Personal Assessment

**How Am I Doing at Living This Principle?**

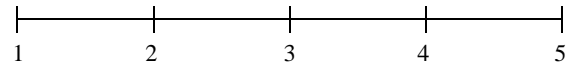
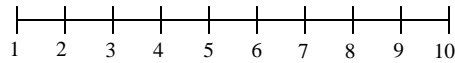
**How Important Should it Be for Me to Improve?**



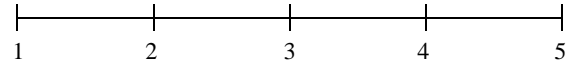
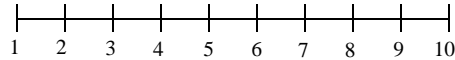
**Focus and Context**



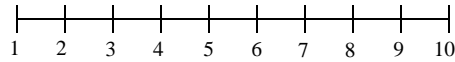
**Responsibility for Choices**



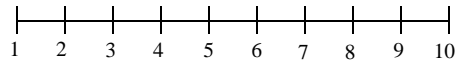
**Authenticity**



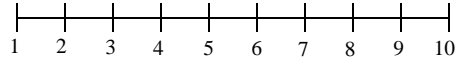
**Passion and Commitment**



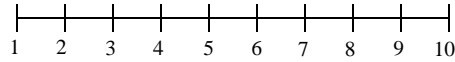
**Spirit and Meaning**



**Growing and Developing**



**Energizing and Mobilizing**



**Notes:**

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## Clarifying My Core Values

1. Review the list of core values.
2. Add any values that you feel are missing.
3. Put a check mark in front of the top 12 – 15 values that matter most to you.



Pages 31-34

- |  |   |
|--|---|
| <input type="checkbox"/> Adventure           | <input type="checkbox"/> Achievement                |
| <input type="checkbox"/> Artistic Expression | <input type="checkbox"/> Appearance                 |
| <input type="checkbox"/> Career              | <input type="checkbox"/> Autonomy                   |
| <input type="checkbox"/> Challenge           | <input type="checkbox"/> Community                  |
| <input type="checkbox"/> Competitiveness     | <input type="checkbox"/> Consensus                  |
| <input type="checkbox"/> Control             | <input type="checkbox"/> Creativity                 |
| <input type="checkbox"/> Cooperation         | <input type="checkbox"/> Expertise                  |
| <input type="checkbox"/> Courage             | <input type="checkbox"/> Emotional Health           |
| <input type="checkbox"/> Family              | <input type="checkbox"/> Environmental Issues       |
| <input type="checkbox"/> Forgiveness         | <input type="checkbox"/> Helping Others             |
| <input type="checkbox"/> Freedom             | <input type="checkbox"/> Honesty/Integrity          |
| <input type="checkbox"/> Friendships         | <input type="checkbox"/> Inner Harmony              |
| <input type="checkbox"/> Happiness           | <input type="checkbox"/> Intellectual Pursuits      |
| <input type="checkbox"/> Health              | <input type="checkbox"/> Knowledge                  |
| <input type="checkbox"/> Home                | <input type="checkbox"/> Love                       |
| <input type="checkbox"/> Innovation          | <input type="checkbox"/> Loyalty                    |
| <input type="checkbox"/> Learning            | <input type="checkbox"/> Music                      |
| <input type="checkbox"/> Leisure Time        | <input type="checkbox"/> Participation              |
| <input type="checkbox"/> Making a Difference | <input type="checkbox"/> Peace                      |
| <input type="checkbox"/> Meaningful Work     | <input type="checkbox"/> Personal Growth            |
| <input type="checkbox"/> Orderliness         | <input type="checkbox"/> Physical/Sensory Pleasures |
| <input type="checkbox"/> Peace of Mind       | <input type="checkbox"/> Power and Authority        |
| <input type="checkbox"/> Prestige            | <input type="checkbox"/> Pride                      |
| <input type="checkbox"/> Physical Fitness    | <input type="checkbox"/> Progress                   |
| <input type="checkbox"/> Security            | <input type="checkbox"/> Quality                    |
| <input type="checkbox"/> Service             | <input type="checkbox"/> Recognition                |
| <input type="checkbox"/> Socializing         | <input type="checkbox"/> Relationships              |
| <input type="checkbox"/> Sports              | <input type="checkbox"/> Respect                    |
| <input type="checkbox"/> Spirituality        | <input type="checkbox"/> Risk Taking                |
| <input type="checkbox"/> Status              | <input type="checkbox"/> Self-image                 |
| <input type="checkbox"/> Wealth              | <input type="checkbox"/> Traditions                 |
| <input type="checkbox"/> Wisdom              | <input type="checkbox"/> Teamwork                   |
| <input type="checkbox"/> _____               | <input type="checkbox"/> _____                      |
| <input type="checkbox"/> _____               | <input type="checkbox"/> _____                      |



- a) Use pictures and symbols to paint the pictures of your preferred future. Put together a collage of pictures from magazines, web sites, drawings, symbols, etc. that represent what you want to attain, the kind of person you want to be, your ideal role or position, your preferred family or social life, the kind of community you want to help build, your physical well being, etc. Keep it in a prominent place to keep you focused on where you're going.
- b) Counteract the "inner boo bird" feeding your mind a steady stream of negative, fear-filled images with a continual stream of positive images of your preferred outcomes. Use visualization or imagery to picture yourself successfully giving a presentation, confronting an issue, reaching an agreement, or mastering whatever you might be anxious about doing.
- c) Begin with the end in mind. As you start a big task, bring about a major personal change, or embark on a long project, continually visualize your success. Surround yourself with images, symbols, pictures, positive reinforcement, encouraging people, uplifting messages, and the like.
- d) Ensure that your day planner and calendar reflect your values. Schedule personal and professional activities that align to your values with equal weight. Don't allow today's urgencies to crowd out what's really important in your life.
- e) Develop a "dream list" to help find the core of your deepest and truest inner desires and vision. Brainstorm every dream, desire, or goal that pops into your mind. Once the list is fairly complete and exhaustive (you might want to keep it as a running list for a while) you can sift through it to look for patterns or clusters. These can be grouped and prioritized until they're narrowed down to a manageable number. The remaining clusters can help you set time management priorities and goals.
- f) Schedule regular reflection time. Review your vision, values, and purpose. Read inspirational material. Meditate. Focus on life's bigger issues and put today's concerns into a broader context.
- g) Wrap up your day just before going to bed by recounting your top five accomplishments or best things that happened that day. This is especially important when you've had a bad day. Fall asleep feeling good about yourself and your situation.





## Increasing My Influence

Particular situation I want to influence:

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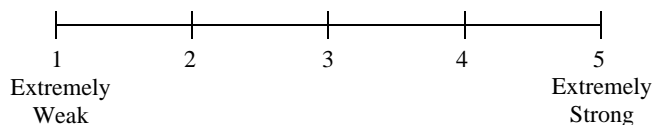
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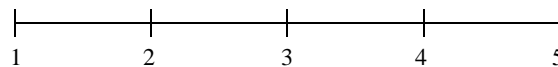


Pages 58-59

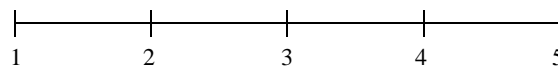
1. My clarity around what a successful outcome would look like



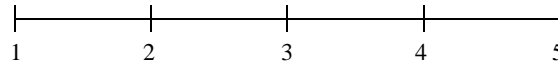
2. My understanding of their position and win (how they'll benefit)



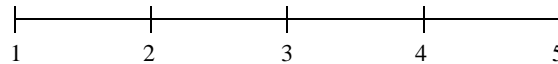
3. My persuasion and communication skills



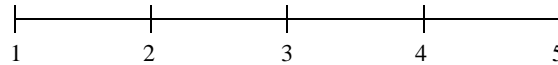
4. My timing and the fit of my proposed action with the situation



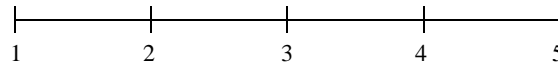
5. My tone and approach (will I increase or decrease defensiveness and conflict?)



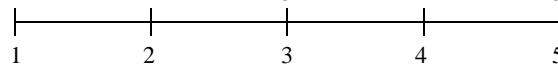
6. My genuine desire for a win/win outcome



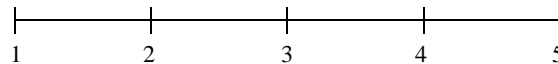
7. My credibility with this person or group



8. My passion and commitment (including persistence)



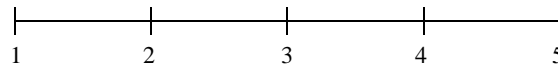
9. Our levels of mutual trust



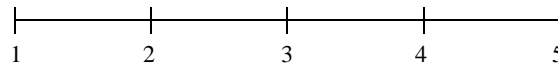
10. The strength of our relationship



11. How well I've covered the bases with other key influencers and built their support



12. My appointed role, position, and authority

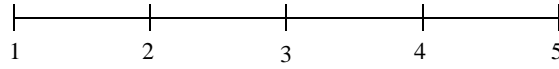
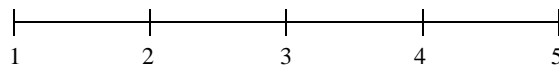
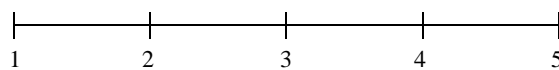
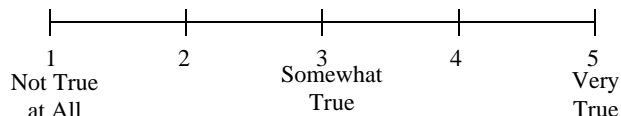




Pages 63-74

## The Real Me

1. I often resist peer pressure and take a stand for what I feel is right.
2. I usually recognize which emotions I am feeling and why.
3. I generally see the connections between what I am feeling and what I think, say, and do.
4. I have developed my own unique style and approach.
5. I tend to let my actions speak louder than my words.
6. I have strong beliefs and convictions that I act upon, regardless of what others think.
7. I spend time reflecting upon and assessing my likes/dislikes, strengths/weaknesses, and personal style.
8. People trust my word and consider me almost obsessive about my honesty and integrity.
9. I clearly know my core values and beliefs, and remain steadfastly true to them.
10. I pass up projects, promotions, or other opportunities that don't really fit me or my values.
11. My reputation, personality, and character are one and the same.
12. I am very comfortable with who I am.





Pages 78-81

## Being the Change I Want to See in Others

The Change I Want to See in Others	My Leadership Example	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>Weak</td> <td></td> <td>Moderate</td> <td></td> <td>Strong</td> </tr> </table>	1	2	3	4	5	Weak		Moderate		Strong
1	2	3	4	5								
Weak		Moderate		Strong								
1. Higher customer service	I serve the servers and other frontline people.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
2. More teamwork	My peers consider me a strong team player.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
3. Continuous improvement	I am continuously improving, growing, and learning.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
4. Clearer priority setting	I manage my time well.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
5. Increased health and safety	I live a healthy and safe lifestyle at work and home.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
6. Greater accountability	I regularly get feedback on my leadership behavior.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
7. Higher morale/ motivation	I visibly love my job and bring lots of energy to it.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
8. Take responsibility/ ownership	I am a Navigator and don't blame and point fingers.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
9. Less turfdom/ departmentalism	I share credit, resolve conflicts, and collaborate.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
10. Higher commitment/ engagement	I involve everyone in my organization in open and trusting partnerships.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
11. More process discipline	I am organized, consistent, and very dependable.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								
12. More innovation/ creativity	I am constantly trying new approaches, learning, and changing.	<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
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13.		<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
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14.		<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
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15.		<table border="1"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> </table>	1	2	3	4	5					
1	2	3	4	5								



## To Be or Not to Be

**Have:**

- Prestige and status
- Positions and titles
- Material possessions
- Security and certainty
- Perks and privileges
- Power and authority

**Do:**

“You shoulds” coming from:

- Family (spouse, parents, relatives)
- Society
- Organizational culture
- Peers/friends/neighbors
- Dogmas/traditions
- Institutions

**Be:**

- Aware and in-the-moment
- Aligned with my strengths/passions
- Loving and giving
- Living my values
- Following my inner voice
- Serving others
- Spiritual/philosophical

% of My Focus Now	% I Want to Focus Here

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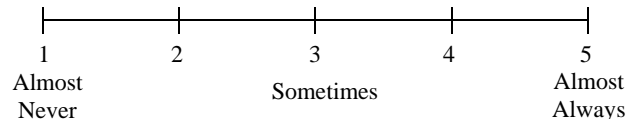
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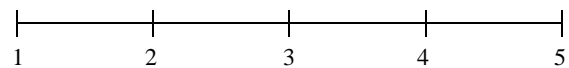
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## Taking My Passion Pulse

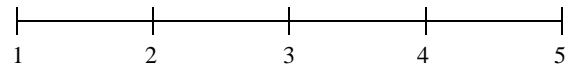
1. My life is exciting and very enjoyable.



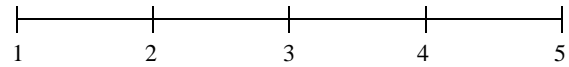
2. Most days I am “up” and full of enthusiasm.



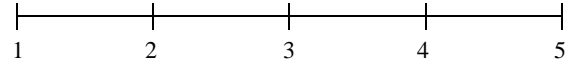
3. I love my work.



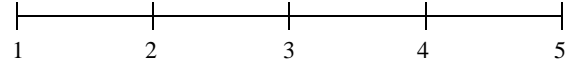
4. My laughter index is high.



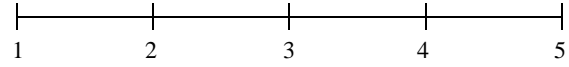
5. I persist until I find a way to get what I want.



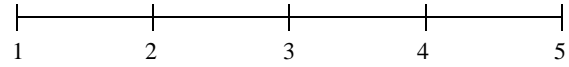
6. I feel grateful and blessed for all the good in my life.



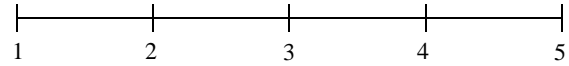
7. I curb my negative impulses and control my bad habits.



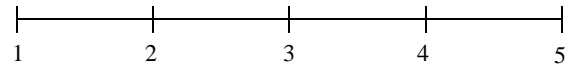
8. I am surrounded by loving relationships and caring friends.



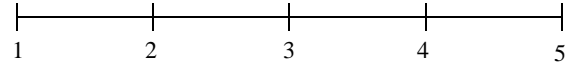
9. I have at least one good friend at work.



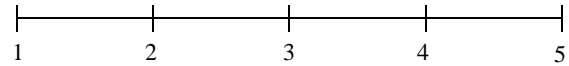
10. People find my passion infectious.



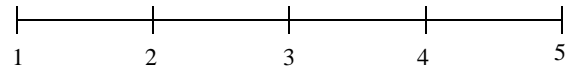
11. I have passionate hobbies or special interests.



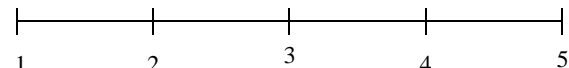
12. My work is aligned to my strengths and allows me to do what I do best every day.



13. Time often flies by because I am so caught up in what I am doing.



14. I look forward to continuing the key trends of my life over the next 5 years.





## Determining My Strengths

1. Review the list of strengths.
2. Add any strengths that you feel are missing.
3. Put a check mark in front of the top 12 – 15 strengths that you feel are most applicable to you.

- |   |  |
|---|--|
| <input type="checkbox"/> Caring                 | <input type="checkbox"/> Achieving             |
| <input type="checkbox"/> Compassion             | <input type="checkbox"/> Analysis              |
| <input type="checkbox"/> Competitiveness        | <input type="checkbox"/> Athletics             |
| <input type="checkbox"/> Conflict Resolution    | <input type="checkbox"/> Building Things       |
| <input type="checkbox"/> Courage                | <input type="checkbox"/> Coaching Others       |
| <input type="checkbox"/> Customer Focus         | <input type="checkbox"/> Creativity            |
| <input type="checkbox"/> Dependability          | <input type="checkbox"/> Empathy               |
| <input type="checkbox"/> Emotional Intelligence | <input type="checkbox"/> Easy Going            |
| <input type="checkbox"/> Facilitating           | <input type="checkbox"/> Friendliness          |
| <input type="checkbox"/> Fairness               | <input type="checkbox"/> Imagination           |
| <input type="checkbox"/> Forgiveness            | <input type="checkbox"/> Initiative            |
| <input type="checkbox"/> Generosity             | <input type="checkbox"/> Integrity             |
| <input type="checkbox"/> Gratitude              | <input type="checkbox"/> Innovation            |
| <input type="checkbox"/> High Energy            | <input type="checkbox"/> Inspiring People      |
| <input type="checkbox"/> Inclusiveness          | <input type="checkbox"/> Inquisitiveness       |
| <input type="checkbox"/> Judgment               | <input type="checkbox"/> Networking/Connecting |
| <input type="checkbox"/> Leveraging Diversity   | <input type="checkbox"/> Optimism              |
| <input type="checkbox"/> Love of Learning       | <input type="checkbox"/> Passionate            |
| <input type="checkbox"/> Music                  | <input type="checkbox"/> Persistence           |
| <input type="checkbox"/> Orderliness            | <input type="checkbox"/> Perspective           |
| <input type="checkbox"/> Planning               | <input type="checkbox"/> Performance Drive     |
| <input type="checkbox"/> Physical Labor         | <input type="checkbox"/> Persuasiveness        |
| <input type="checkbox"/> Socializing            | <input type="checkbox"/> Reading People        |
| <input type="checkbox"/> Self-Discipline        | <input type="checkbox"/> Research              |
| <input type="checkbox"/> Stewardship            | <input type="checkbox"/> Responsibility        |
| <input type="checkbox"/> Strategic Thinking     | <input type="checkbox"/> Sense of Humor        |
| <input type="checkbox"/> Trustworthy            | <input type="checkbox"/> Speaking/Presenting   |
| <input type="checkbox"/> Team Player            | <input type="checkbox"/> Spirituality          |
| <input type="checkbox"/> Team Leadership        | <input type="checkbox"/> Writing               |
| <input type="checkbox"/> Training/Teaching      | <input type="checkbox"/> Working with My Hands |
| <input type="checkbox"/> Visionary              | <input type="checkbox"/> _____                 |
| <input type="checkbox"/> _____                  | <input type="checkbox"/> _____                 |
| <input type="checkbox"/> _____                  |  |



## Checking My Work Alignment



Pages 90-91

**My work allows me to live my values and leverage my strengths:**

**Values (list each of my values):**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

1	2	3	4	5
Low		Moderate		High
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

**Strengths (list each of my strengths):**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

**Changes I need to make to better align my work with my values and strengths:**

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## Deepening Our Discipline and Commitment with Affirmations



Pages 60-61  
97-101

An affirmation is a positive statement that programs our subconscious to establish our personal magnetic field, attracting the habits, behaviors, thoughts, people, or circumstances that are moving us to the change we want to make.

### Examples:

#### Negative Affirmation

- I am so stupid.
- I never do this right.
- I am trying to lose weight.
- Life's a bitch and then you die.
- I am always tired, sick, etc.

#### Positive Affirmation

- I am getting better.
- I am mastering this skill.
- I am healthy and fit.
- I love life.
- I radiate energy and health.

### Developing and Using Affirmations

#### A. The characteristics/habits I would like to change most:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

#### B. Develop a positive affirmation for each characteristic/habit as if it's already happening.

i.e. I am... I love... I can...

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**Energize each affirmation by visualizing yourself in the state you desire.**





## The Meaning of My Work

### Job

- A means to some other end
- Providing financial support
- I don't expect much else from my work
- Often little loyalty or emotional commitment ("work is a four letter word")
- Move on if a better job (usually more money/benefits) comes along

### Career

- Mark achievements through income, advancements, power, or prestige
- Usually involves ongoing training and development
- Focus on a particular profession/trade/skill set
- Often certified, licensed, or credentialed
- "Topping out" (little further advancement) can cause mid-life crisis or big career changes
- A big source of personal identity

### Calling

- Fulfilling my sense of purpose and making a meaningful difference
- Contributing to a greater good that's bigger than me – a sense of service
- Aligned with my values and strengths
- Being (the real me) is more important than 'doing' or 'having'
- Following my inner voice or what I feel called to do
- Income and advancement is secondary
- Time often flies by

Any job can become a career or calling and any career or calling can be become a job. A scientist, physician or pastor may have initially felt called. But if he or she finds their work has become drudgery, it's then a job. A production worker or hospitality server may have started in a job and progressed to feeling a calling to make better products, happier people, or the world a little better place.



## Diamonds in My Own Backyard?

Before you go looking elsewhere for more meaningful work, make sure you have thoroughly explored your current situation. As this excerpt from my third book, *Pathways to Performance* illustrates, you could be overlooking diamonds in your own backyard.

*By 1910, Russell Conwell had delivered his speech, "Acres of Diamonds," over five thousand times to eight million listeners. The fees from his talks raised millions of dollars to found Temple University in Philadelphia and two important hospitals. The speech centered on Ali Hafed, an ancient Persian farmer. When an old Buddhist priest told him about the fabulous wealth diamonds could bring, Ali sold his farm to look for them. Ali spent years wandering through most of the known world searching for those elusive diamonds. After endless disappointments and futile searching, he became completely discouraged. On the shore of the bay in Barcelona, he threw himself into the tide and drowned.*

*Meanwhile back at the farm, the man who bought the farm from Ali had found a large, glittering stone and put it on his mantle as a curio. One day, the Buddhist priest returned to the farm, saw the flash of light from the stone and exclaimed, "Here is a diamond! Has Ali Hafed returned?" "No," the farmer replied, "this is just a stone I found down by the river." They went down and found many more like it. And so the diamond mine of Golconda, "the most magnificent diamond mine in the history of mankind," was first discovered.*

**What elements of my current work are very meaningful?**

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**Can I expand on those elements?**

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**Who can I work with further in my workplace to make our work more meaningful (peers, team members, mentor, boss, network, etc.)?**

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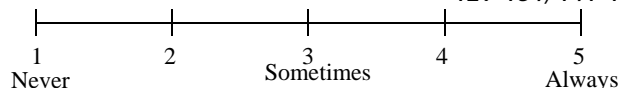


## Measuring My Growth

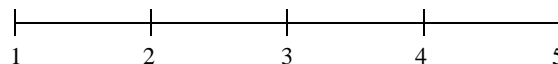


Pages 13-15, 123-125  
129-134, 141-143

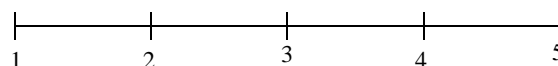
1. I look for the growth opportunities in all changes.



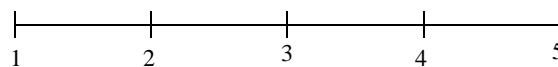
2. Continuous personal learning and development is how I deal with change.



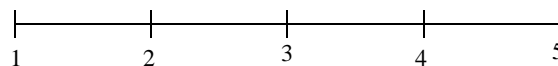
3. I recognize and work to overcome my own signs of resistance to change.



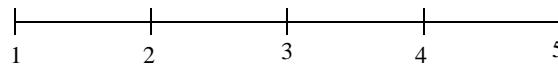
4. My rate of internal or personal change exceeds the rate of external change.



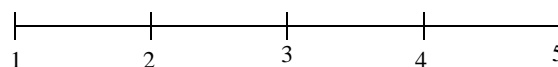
5. I invest at least 10% of my time in personal growth and development.



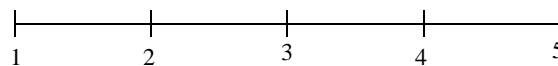
6. People who know me well would attest that learning is a way of life for me.



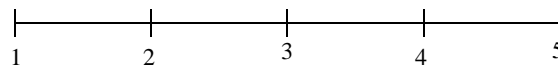
7. I am a role model for continuous personal growth to the people I lead.



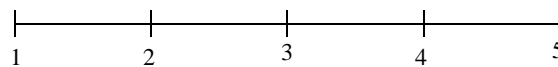
8. I am constantly experimenting, piloting, and trying new approaches, skills, and methods.



9. I am a strong coach and developer of people on my team.



10. I regularly take time for personal reflection and renewal.



### Scoring:

- 40 - 50 points – You're clearly a leader on the grow.
- 26 - 39 points – Watch for signs of stagnation.
- 10 - 25 points – You're stagnating and in great danger of becoming a victim of change.



## My Learning Style

### Visual Learners prefer:

- Diagrams, charts, or pictures — “I see what you’re saying.”
- Personal meetings
- Written language — reading or writing
- Demonstrations
- Using words like “see,” “picture,” and “imagine”
- Visualize or see a word

### Auditory Learners prefer:

- Verbal explanations — “I hear what you’re saying.”
- Telephone conversations
- Discussions
- Verbal instructions
- Using words like “hear,” “sounds like,” and “think”
- Sound out a word or use phonetics

### Kinesthetic/Tactile Learners prefer:

- Hands-on experience — “I’ve got a feel for what you’re saying.”
- Talking while participating in an activity or walking
- Touching and moving
- Experiencing and trying it out
- Using words like “feel,” “touch,” and “hold”
- Write out a word

**What’s your preferred learning style? What makes you see/think/feel that’s it?**

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Pages 151-154

## Checking for Energy Leaks

**1. I spend a lot of time in Victim mode.**

1	2	3	4	5
Not True		Somewhat True		Very True

**2. I am sick of constant change.**

1	2	3	4	5
---	---	---	---	---

**3. I haven't reached my definition of success.**

1	2	3	4	5
---	---	---	---	---

**4. My magnetic field attracts mostly bad luck.**

1	2	3	4	5
---	---	---	---	---

**5. I usually picture negative outcomes.**

1	2	3	4	5
---	---	---	---	---

**6. I don't have a set of core values.**

1	2	3	4	5
---	---	---	---	---

**7. I don't have a personal purpose.**

1	2	3	4	5
---	---	---	---	---

**8. I am angry about, and resent, the unfair things that have happened to me.**

1	2	3	4	5
---	---	---	---	---

**9. The world is more bad than good.**

1	2	3	4	5
---	---	---	---	---

**10. When something bad happens, I usually feel it's my fault, never-ending, and just one more example of my many problems.**

1	2	3	4	5
---	---	---	---	---

**11. People seldom listen to me or take my advice.**

1	2	3	4	5
---	---	---	---	---

**12. I often go along with the majority opinion.**

1	2	3	4	5
---	---	---	---	---

**13. I rarely feel I can be the real me.**

1	2	3	4	5
---	---	---	---	---

**14. Not many people consider me a role model.**

1	2	3	4	5
---	---	---	---	---

**15. My life is boring and dull.**

1	2	3	4	5
---	---	---	---	---

**16. I hate my work.**

1	2	3	4	5
---	---	---	---	---



## My Leadership Environment

**Following are many of the approaches most often used by strong leaders who build highly energizing and inspiring environments:**

- a) Pulls or draws out the best in people rather than pushing or bossing them
- b) Provides lots of sincere recognition, celebration, and appreciation
- c) Uses compensation, incentives, and recognition to support and reward people rather than manipulate or coerce them
- d) Relies more on persuasion than position power
- e) Treats people like responsible adults who want to do good work and take pride in what they do
- f) Provides ongoing coaching and development that builds on individual strengths
- g) Brings hope and possibilities to what appears to be hopeless situations
- h) Operates mostly in Navigator mode and keeps the tone positive and optimistic
- i) Addresses Moose-on-the-Table issues quickly and openly
- j) Strives to serve the servers and other frontline staff so they can serve internal/external customers
- k) Asks what de-energizes and frustrates team/organization members and fixes the problems, influences others to deal with the issues, and helps everyone ignore what can't be changed and move on
- l) Brings a sense of deeper meaning and purpose to what the team/organization does
- m) Builds on the organization's pride, heritage, and strengths
- n) Doesn't publicly ridicule, embarrass, or berate individuals or groups
- o) Separates the issue, behavior, or problem from the person
- p) Treats people fairly
- q) Is passionate and clearly loves his or her work and the organization/team
- r) Sets clear goals/expectations and provides timely and well balanced feedback on progress
- s) Always probes deeper for trends and root causes to get below quick fixes
- t) Has strong verbal communication skills and uses many stories, metaphors, images, and analogies
- u) Engages and involves people through strong team leadership that builds partnerships
- v) Paints a powerful and compelling vision of the organization/team's future
- w) Lives by a clear set of core values and holds others accountable to them
- x) Will stand tough and steadfast against the majority opinion
- y) Demonstrates high emotional intelligence



*Pages 146-150  
155-159*





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Exploit Jim's expertise in change, customer service, and high performance culture

### **Get Practical Management Team Development**

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The CLEMMER Group has highly experienced consultants, trainers, and facilitators available to:

- Customize materials from the *Growing the Distance: Personal Implementation Guide*, *The Leader's Digest: Practical Application Planner* or Jim's other work. This can be focused on increasing customer service/focus, improving health and safety, defining and changing/reinforcing organizational culture, supervisory/management development, team building, and other specific applications.
- Develop a customized Facilitator's Guide aligned with your own tailored program.
- Train trainers/facilitators to facilitate retreats/workshops using our standard programs or your own customized materials.
- Use our on-line *Leader's Digest: Practical Application Planner* surveys or customize your own by adding questions, modifying existing questions to make them more organization-specific, or selecting specific questions for frontline staff or those reporting to the management team to complete.
- Provide consulting support for implementing action plans flowing from Jim's books, guides, and planners. This could include further diagnosis/assessment, designing an accountability and follow-up process, customized training programs, executive coaching, process mapping and management, and the like.

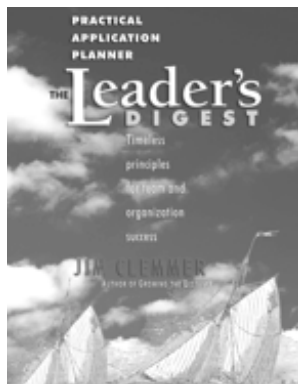
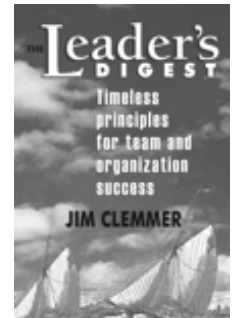
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## Get Everyone a Copy of *The Leader's Digest* and *Practical Application Planner*

Inspiring and jam packed with practical application ideas, *The Leader's Digest* is a cost-effective way to enrich leadership development initiatives with a medley of “edutaining” summaries for leaders on the go. It can help:

- Reinforce new or existing development programs.
- Shift organizational culture toward stronger people leadership.
- Bond management teams with a common set of principles.
- Provide compelling evidence that hard results come from “soft skills.”
- Bolster emotional intelligence throughout leadership staff.



The *Practical Application Planner* moves management teams from being inspired by *The Leader's Digest* to applying its timeless leadership principles. To maximize effectiveness, this needs to be an ongoing process, not just a “sheep dip” event. Successful team development and organizational leadership comes from many small steps over a long period of time.

A key element of following through and following up of the *Practical Application Planner* process is to repeat all or part of this process throughout the rest of the organization:

- Each member of the management team originally participating in this process, cascades it by taking their own team through the *Practical Application Planner* process. Each member of that team would then do the same with their team members down through the whole organization.
- Frontline staff go through the entire process or modified exercises that are especially relevant to the management team improvement plans that are unfolding and/or provide input back to management.

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