

# Personal Leadership

Work Smarter, Lead by Example &  
Let the Sunshine In!



**Presenter:**

**Steve McClatchy**

**Alleer Training & Consulting**

**Phone 610-407-4092 • Cell 610-505-2007**

**Steve@Alleer.com**

**www.Alleer.com**



Personal Leadership

**Two Forms of Human Motivation:** Gain Benefits or Prevent Consequences

Attributes of **Gain** Tasks:

- ◆ Easily Pushed Off
- ◆ Don't "Have To" Do Them
- ◆ Produce Significant Results
- ◆ They Keep You Balanced
- ◆ You Can't Delegate "Gain" Tasks

Attributes of **Prevent Pain** Tasks:

- ◆ Not Easily Pushed Off
- ◆ "Have To" Do Them
- ◆ Keep You Where You Are
- ◆ They Can Burn You Out
- ◆ You Can Delegate Them

**Prevent Pain**

Prevent pain tasks only produce significant results when you don't do them. Prevent pain tasks help you to maintain your life not make your life better.

**Move Toward Gain**

Gain tasks pertain to your goals and move your life in the direction you want your life to go. Gain tasks improve your life and make your life better. Gain tasks prevent burnout, ruts and the feeling of being out of balance. They also give you the energy necessary to execute all the prevent pain tasks in less time.

<b>Motivation?</b>
Gain = Don't Have To
Prevent Pain = Have To

- Definition of Leadership: Improvement
- Definition of Management: Maintenance
- Key Leadership Characteristic: You Don't "Have To" Do It

**Definition of "Have To":** Any task or activity that, if neglected would eventually find you.

**Principle:** Being proactive puts you in control and releases endorphins. Being reactive puts the task in control and releases adrenaline.

**Types of Gain Benefit Tasks:**

- Pursuing personal, interpersonal & business goals.
- Improving relationships and creating memories.
- Giving back / volunteering.

**"Making Time" for Your Priorities:**

Gain tasks should be placed on your calendar not your to-do list.

- You naturally treat appointments on your calendar with a higher priority than you treat tasks on a task list. Goals and improvement are more likely to happen when they are on your calendar not your task list.
- Making time for goals and improvement is a three step process. If you fail at steps 1,2 or 3 hire a coach or someone to hold you accountable for "make time" for improvement. It will be worth the investment.
  1. Schedule.
  2. Defend.
  3. Play catch-up on the maintenance tasks you fell behind on while you were working on improving your life, your relationships and/or your business.

## Personal Leadership: Leading Your Life Forward

Self-Identity: Making your work and your life unique and valuable.

- We judge ourselves by our intentions but others judge us by our actions. To intend to do something and never do it would be considered a waste of time. If it's a priority it needs to be scheduled.
- Your prevent pain tasks only shape your identity if you don't do them.
- Tasks with benefits are where you get your self-identity, self-worth and self-esteem.
- Tasks where you gain benefits get you excited about the future and give you a credible claim to the word "balance."
- Leading your life means moving your life toward your goals. When you are working on and achieving goals your life continues to get better. Your goals are your path to increased results, reduced stress, the feeling of balance and greater happiness. Get tasks that pertain to your goals scheduled on your calendar.
- Burnout affects relationships and it has nothing to do with the relationship. When we get out of balance it shows up in everything that we do.



## Steve McClatchy Profile



Steve McClatchy is a keynote speaker and author of the award winning New York Times Bestseller *Decide: Work Smarter, Reduce Your Stress & Lead by Example*. *Decide* has enjoyed global success and has been translated into 11 languages including Chinese, Russian, Japanese, and Spanish. In every speech Steve weaves insight, interaction, and actionable content with humor, inspiration, and motivation. Over the past 20 years Steve has worked with the most prominent organizations in the world including Google, Under Armour, Disney, John Deere, Microsoft, NBC Universal, Accenture, HP, Tiffany's, Wells Fargo, Campbell's Soup, and many teams in the NFL, NBA, NHL, and MLB. He speaks frequently at Harvard, Wharton, and Chicago Booth. He has appeared on CNBC, ABC, CBS, Fox News, WSJ TV, and NBC's The Today Show and has been quoted in The Wall Street Journal, Fast Company, WebMD, Oprah Magazine, Entrepreneur, and Investor's Business Daily. Steve's passion is for continuous improvement and believes that when we stop growing, learning, gaining experience, and achieving goals we stop living.

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610-407-4092 (Office), 610-505-2007 (Cell)  
Steve@Alleer.com, www.Alleer.com

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# Fearless Leadership

Lead with Desire, Manage with Fear  
By Steve McClatchy, President, Alleer Training & Consulting

Being a manager is not easy. Being a leader is even more difficult. Being one of the best in the world at what you do is a monstrous undertaking. It's not for everyone, nor should it be.

To be the best at something you can't just "show up." One of the most important questions you will ever ask yourself professionally is why do you have the job you have? Your answer to that simple question will determine so much of your success. The motive behind your decisions is no small matter. Needing a job and wanting a job are worlds apart. Needing a job is driven by *fear*. Wanting to be the *best* at your job is driven by *desire*.

Fear is an emotion and like every emotion it has a specific purpose which is to keep you alive. Fear's job is to keep you safe, secure, free from danger, and protected from harm. Fear will keep you out of trouble, steer you away from threatening situations, and help you avoid making mistakes, messing up, falling on your face, and dealing with the consequences and repercussions of failure.

In addition to its clear purpose fear has predictable outcomes. It will prevent you from taking risks, meeting new people, trying new things, experimenting, asking questions, being vulnerable, growing, learning, exploring, and challenging yourself to do and become more. The problem is that these are the very behaviors you need to thrive and achieve excellence. Excellence requires a commitment to never-ending, ongoing, continuous growth and improvement. These are benefits that can only be pursued with *desire*. Fear does not inspire improvement; it settles for compliance and it motivates you only far enough to prevent the consequences you fear, not to pursue the benefits you desire.

To be fearless doesn't mean nothing will scare you or challenge you along the way; it means to lead with desire *in spite of* the challenges. Like fear, desire serves a very specific purpose; it helps you to thrive. It helps you to go after what you want. It helps you to take risks, be vulnerable, dream, ask "what if?", brainstorm, trust, change, turn your visions into reality, and make the impossible possible. These are the risky behaviors required to achieve excellence.

So why did you take your job? Is it because your company or someone that works for your company asked you to come and work for them, is it because you needed a job to provide for your family, is it because a head hunter contacted you, is it because you just needed a change, or is it because you really wanted it? If your answer is a mix of all of the above I would ask you which reason is the strongest. The only reason to create anything outstanding is because you desire it. There are no consequences to fear for *not* becoming the best at what you do. Improving is not something you do out of fear. You do it because you desire and envision a workplace high in trust where people are not afraid to fail but excited to grow, develop, mature, gain new experiences, acquire new skills, and set goals and achieve them. You desire a workplace where customers get their questions answered, problems solved, and get excited about what your products and services can do for them. You see a workplace where your work and the work of your employees is fun, has meaning, and makes a difference.

We have all worked with or for someone who was motivated by fear instead of desire. They go through the motions, take shortcuts, do the minimum, look at their watch, put on a fake smile, roll their eyes, talk behind your

back, see what they can get away with, play passive aggressive games, complain, blame, and avoid taking responsibility. This actually takes as much time and energy as doing their job well but they don't see it that way. They do enough to meet expectations, keep their jobs, and not get fired. They are motivated by fear, they lack desire. How does this mindset affect their employees? *A manager cannot lead their employees past where they are themselves.*

Have you ever been truly engaged in the work you were doing? What drove your engagement? Was it your relationship with your manager, your mastery of a task, the meaning of your work, the way you were valued and respected, or all of the above? Are your employees experiencing that? How is their experience affected by *your* level of engagement and desire for continuous improvement? Driving employee and customer engagement is not about asking a few questions, checking off a box, and trying to be interested. It's about igniting desire in them by creating an authentic relationship that comes from valuing and respecting their unique talents, skills and abilities and finding out what they want to accomplish. It's about guiding, coaching, advising, giving feedback, and challenging others to perform at their personal best. If you want to recruit and retain employees who are willing to go the extra mile, work with passion, solve problems, innovate, grow your business, and feel a profound connection to the company they represent then it's time to lead without fear. It's time to lead with *desire*. How would their experience be enhanced if you did that? What results could be achieved?

We need each other. Reaching peak performance and consistently producing excellence is difficult to do all alone. Willpower, discipline, and motivation can burn out without the systems and structures that support teamwork, collaboration, innovation, creativity, and a consistent high-energy work environment. This is where your focus needs to be if you want to create an engaged workplace that consistently produces excellence.

So, if you could select any job in the world would you pick the one you have? If you would then it makes sense to continually get better at it. The better you get the more you enjoy it, the more you enjoy it the more time you will spend getting better at it. If you would not select your job over any other job then you are going to be less likely to invest the time, effort and energy needed to get better at it. Yet, not getting better at it could be the very reason you wouldn't select it. If you were the best in the world at your job would you want to keep it?

I encourage you to commit today to leading with desire and to commit to continual, ongoing, never ending improvement for both you and the systems that run your business. We need more leaders that lead by example and walk their talk when it comes to goals, growth and improvement. Improvement is exciting and leaders that make things exciting find themselves with lots of followers. The excitement that comes from improvement creates a work environment where morale and productivity are high, new ideas are ignited, success is accelerated, employees are engaged and retention and loyalty are high. Pull out your calendar right now and schedule time to make something in your life or in your business better than it is today. When you get to that time on your calendar follow through and don't push it off. That's it. That is what you need to do to continuously lead you and your business forward. We need more people in charge to be leaders. Your business needs you to do it, your employees need you to do it and your customers need you to do it. So go do it!

You, your team and your organization deserve the excitement that comes from improvement.



# BURNOUT!

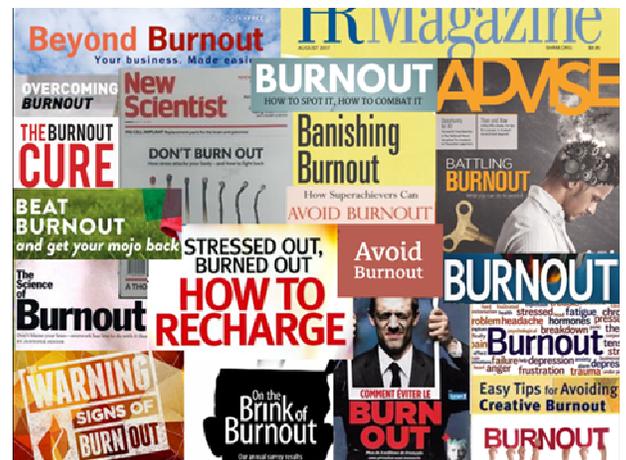
## Not a Great Feeling, But Does It Have Benefits?

By Steve McClatchy, CEO, Alleer Training & Consulting

Have you ever had a day that looked exactly like yesterday? Have you ever had a week? How about a few years? Sometimes it's nice when you know today is going to look exactly like yesterday. You know what is expected of you, you've done it before and you're good at it. But when you stay like that for too long, a word that starts creeping into our vocabulary is *burnout*. Have you ever used that word to describe how you were feeling personally or professionally? What is burnout? Burnout is a feeling you get when you've been working so hard for so long but nothing seems to be getting any better. It's when there's a lack of improvement in your life and without improvement there's a lack of excitement.

No one wants to feel like that, but can there be benefits to the feeling of burnout? Yes! Burnout is your mind and your body's way of telling you it's time for growth. It's time to get better and faster at your job, learn something new, gain a new experience, acquire a new skill, or set a goal and achieve it. It's time to feel progress, advancement, momentum, and the excitement that comes with improvement. It's time for today to be different and better than yesterday.

I am not recommending that you wait for the feeling of burnout to act on improving your life, your relationships, and your business. You can make things better without having to wait for such a desperate feeling. However, if you're already there, don't despair. Once you reach burnout you still have a choice to make. You can do nothing about it, stay in the rut, and give in to depression or even a mid-life crisis... *or* you can attack the problem and let it inspire you to do great things. This is one of the benefits of burnout. Without reaching this level of dissatisfaction you may have continued at a level of mediocre comfort and never challenged yourself to do what you are capable of doing.



## The Four Benefits of Burnout

**Inspiration** - Burnout makes us wonder, ask, experiment, read, ponder, dream, think, brainstorm, and look at the big picture of our lives. If we're going to make tomorrow better than today we're going to need ideas. Burnout inspires us to start looking. A lot of personal bucket lists have been created in times of burnout.

**Introspection** - The true feeling of burnout touches us in a profound way. It calls us to assess our lives and take personal inventory. We start listing our strengths and weaknesses, our assets and liabilities, our likes and dislikes, our allies and foes, and it puts us in touch with reality. The last thing we want to do if we are going to change things is to end up in the same situation we are in now. Getting in touch with reality and assessing what we are truly capable of is important if we want things to get better. There is no other feeling that calls us to take a look at the true reality of our lives the way burnout does.

**Motivation** – Burnout not only inspires us with new ideas it provides us with the motivation and energy we will need to act on those ideas. It takes a lot of time, energy, and effort to make your life better and burnout is often the impetus behind all of that work. The feeling of burnout has motivated people to get MBAs and PHDs, start new companies, disrupt industries, pivot their careers, launch new products, write books, read books, run marathons, learn new languages, lose weight and pull all-nighters to get things done. Some of the greatest personal achievements ever accomplished started with the feeling of burnout.

**Courage** – Burnout challenges us to get out of our comfort zones, try new things, do something we have never done before, face our fears, be courageous, take risks, and become vulnerable. Stepping away from what you know, what is safe, and what you have done in the past is scary. The fear of failure prevents a lot of people from pursuing their dreams and the feeling of burnout has given a lot of people the courage to face that fear. Fortunes have been risked, bullies have been confronted, causes have been fought for, marriages have been saved, cures have been found and movements that changed the course of human history were started, because of the courage found in times of burnout when brave people have decided to act instead of surrender to it.



# Delegation

## The Key to Getting Better & Faster

By Steve McClatchy, President, Alleer Training & Consulting

The job of every leader is to continuously make the business better and faster in order to secure its place in the market. A stagnant business leaves room for competition to catch up to your speed and quality, and even surpass you, which would eventually cause you to lose customers. This is why my definition of leadership is never-ending continuous improvement. The challenge every leader faces is how and where to find the time to do it. Though it may seem simple, effective delegation at the right time is the answer.

You may not realize how much of life and business you already delegate to others. Delegation makes the economy go around. The economy works when everyone does what they do best, and pays others to do what they do best. When you purchase clothes instead of making them yourself, eat at a restaurant instead of cooking at home, or take a flight instead of driving across the country, you are delegating something to someone else because they are better or faster at it than you would be, and those are the main reasons we delegate: to save time or get better quality on a specific task.

Delegation in small to mid-size businesses is similar and it works in a couple of ways. The first is outsourcing. Hiring a reputable website company to create and maintain your website should result in getting a better website faster than it would take for you to learn how to design and build one yourself. Delegating the coordination of your annual meeting to a meeting planner who will get it done better and faster than you is another example. Any task that is not your company's core business should be considered for delegation to an expert resource in order to get it done better and faster.

The second is delegating tasks within the business. Is someone else in your business more available than you to do it? Is someone better at it than you are? Does someone need to learn the task in order to grow, learn something

new, or feel more engaged in their work? What is the economic cost to the company of your time versus someone else's time?

Whether your decision is to outsource or assign the task to someone within the business, delegation requires money. You will have to pay someone else to do a task or project rather than doing it yourself. That can make delegation a difficult decision. Let's make it easier. When is delegation a good investment in your business? The number one criterion to consider when deciding to delegate a task or project is: What else could you accomplish with your time if you were not doing this task or project? Delegation is the best answer if you will spend that time working on systems and processes, and figuring out things like: Where are the bottlenecks in your distribution line? Where are you holding things up in the sales cycle? What are the inefficiencies of your packaging process? What is the next addition to your product line? What additional service can you provide for your current clients without incurring additional overhead? How are you reaching your next target market? What can make you better and faster? Delegation is how leaders "make" time to improve the business and move it forward so that the world keeps coming to you for your services. Your business needs you to ensure that it stays relevant and competitive by being committed to continuous improvement. These are tasks that only leaders can do. You can't delegate leadership. This pursuit of improvement and moving the business forward can't be outsourced or handed down the ladder. Working on what only you can do, and delegating the rest, is how you will become better and faster at your core business.

It's easy to fall into the trap of "if you want something done right you have to do it yourself." This is not always true. With the right research, communication, training, and follow up, the right people can learn to do it as well, and maybe even better, than you can. It's a process of letting go and growing the business from the inside out, cultivating competencies which can result in becoming better and faster in the long run. When you delegate within your business, let people know that you will be using your time to build and improve the business. Then, when you implement changes, explain why and how they will benefit the business and improve the bottom line. This will minimize resistance to the changes.

Improving the business is what leadership is all about. If a leader isn't improving and leading the business forward because they are wrapped up in the day-to-day details, then they are really just managers maintaining the business and keeping it where it is. If a business stays where it is for too long it will eventually be left behind by an ever-moving market. Your business needs you to make sure there is always work to do, make sure the phone continues to ring, make sure the business stays relevant, and make sure you are able to provide job security as well as growth.

Staying focused on the goal of becoming better and faster at your core business is essential to continued growth. Effectively using delegation can allow you to do this by giving you more of your most precious and scarce resource: your time and attention. What could be more beneficial to a business?

Steve McClatchy is the president of Alleer Training & Consulting and the author of the award winning, New York Times Bestseller **Decide: *Work Smarter, Reduce Your Stress and Lead by Example***. Steve provides keynotes and workshops on the topics of Leadership, Time Management, Consultative Selling and New Business Development. If you would like to learn more about the ways Alleer can be a resource to your organization visit [www.Alleer.com](http://www.Alleer.com), email [Steve@Alleer.com](mailto:Steve@Alleer.com) or call 610-407-4092.

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