



**The best selling or service strategies are like the best databases; or the best cakes. They're only as good as the integrity of the ingredients.**

If leaders aren't cultivating culture (**consider the grammar there as a hint as to its importance**) they're wasting time and resources. Discipline, integrity, accountability and consequences.

Cultures are fundamental to the unified vision for the future that any group should have. We're quick to sing the praises of diversity but without a commonly held vision of the future, diversity quickly gives way to division. It should be articulated clearly regardless of the group.

- **Nationally** - **it's the constitution**
- **Corporately** - **it's the mission statement and the brand**
- **Individually** - **it's your standards based on your conscience**

For teams, families and clubs it's the slogan, mantra, team song, circle of trust or the cheer.

**The best ones are those created by the members of the group because it creates ownership.**

#### **INITIATIVE TO INITIATE (THOUGHT TO DEED)**

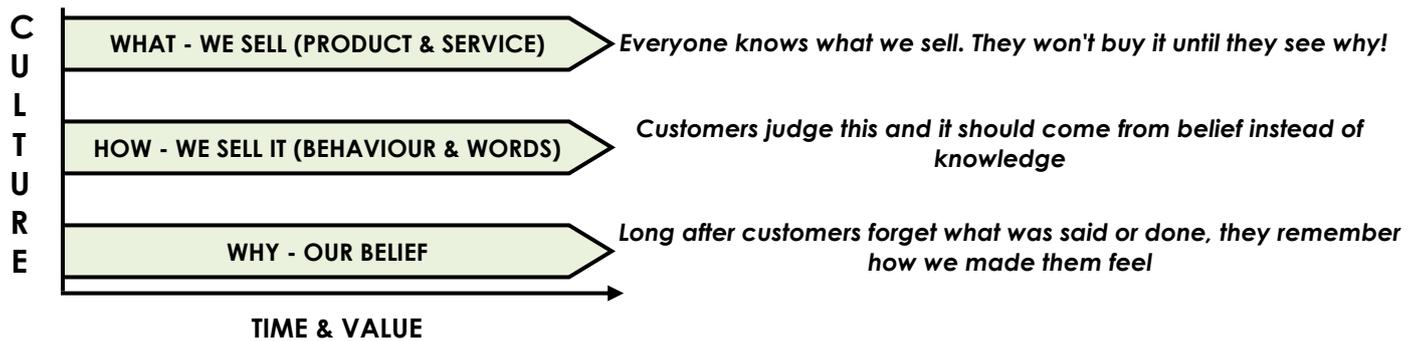
Evolving a concept or an idea into an action is simple but seldom easy.

Start by training your leaders to focus on becoming Culture-Driven. Points to consider include;

- **Discriminate when hiring.** Hiring should be **Exclusive**. Discriminate isn't a bad word. It's misused these days to imply bigotry but discriminate merely means to understand, choose and maintain a preference based on not compromising standards merely to add.
- **You're better understaffed than wrongly staffed.**
- Remember that the **personality** is what you're seeing at the job interview. What you get stuck with if you hire the applicant is the **character**.
- Be flexible with people but be rigid with standards and don't forget that setting an example is preferable to pontificating.
- Your mission statement should reflect mutually held beliefs rather than aspirations. Remember Simon Sinek's words; "no one buys what you do until they buy why you do it." Your mission statement is your 'why' and should be articulated along those lines. Now it's simple - but not easy. Ensure that the daily behaviours reflect on the core values of the mission statement.
- Understand that you are only as strong as what you tolerate. So, do the daily behaviours of the agents you entrust, reflect the notions expressed in your mission statement? If they conflict in any way, it will cause a log jam between the perception you want to create for your brand and the perception your customers formulate. Customers' impressions are caused by the things they see, the things they hear and the way this makes them feel. Everything they perceive is filtered through the subconscious by their previous experiences. This is why jargon, slang, familiarity and acronyms need to be eliminated. What you tolerate today, you endorse tomorrow.
- **Lead!** Don't manage. Set an example. Go first and remember to look in the mirror for the blame and out the window for the credit.

**"Discipline equals freedom"**  
**Jocko Willink**

## THE IMPACT OF THE MISSION STATEMENT



## VITAL WORDS & THEIR IMPLICATIONS

**BENCHMARK** - Try not to obsess over benchmarks. They're created by others - often your rivals. They aren't doing all they could or should to set them so concentrate on what you are capable of.

**DISCIPLINE** - Can you or can't you? Either way, you'll be proven right. Never compromise your standards. Be tough but be consistently and transparently tough. Show gratitude. Your skills got you the job but it's your team's skills that will keep it for you. So, what's your focus or your priority?

**INTEGRITY** - Don't mistake integrity for honesty. Honesty is one of its components. Think of the term 'structural integrity' as to its real meaning. Reliability, long lasting and consistent regardless of external pressures. Be a shock absorber for your team. Absorb the pressure from above and relay the smooth ride when it happens.

**ACCOUNTABILITY** - The hardest thing managers have to do is hold people accountable. It's easier when the ground rules are clear **AND AGREED UPON prior** to exposing them to the likelihood of failure. Is there a plan A? Is it understood? Is it agreed upon? Is there a plan B just in case? Can you call for help if you need it? Good. Accountability is simple now.

**CONSEQUENCES** - There's no point in having rules if there aren't consequences for when they're broken. There's no point in offering incentives if you have no clue as to what makes the INDIVIDUAL motivated to work? I recall being given a bottle of scotch for being 'salesman of the month'. I hate scotch. Again, clearly articulated, agreed upon and consistent.

## SUMMARY

Leadership is not an exact science because human nature is such a variable. Management is an exact science because processes are linear. So which one is the most important? A blend is ideal but without leadership, management becomes stodgy, generic and predictable.

***The manager has authority***

***The leader is authentic***

***The root word is author which means 'creator'.***

***What's the best way to handle change?***

***See how all roads lead to Rome?***

*A leader is one who knows the way, goes the way, and shows the way.*

John C. Maxwell

