

# Leaders are not Born. They are Built!

**Randy Disharoon**  
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# Rules of Engagement



**“The most dangerous leadership myth is that leaders are born - that there is a genetic factor to leadership.**

**That’s nonsense; in fact, the opposite is true. Leaders are made rather than born.”**

**— Warren Bennis**

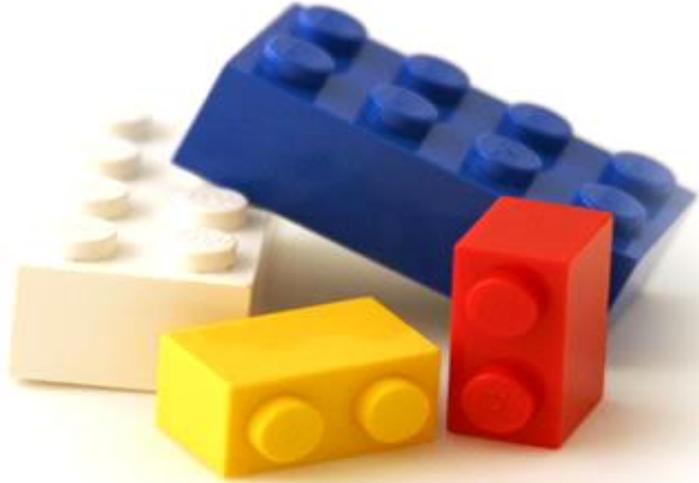
# 4 Phases of Leadership Development

**Build  
Within**

**Build  
Around**

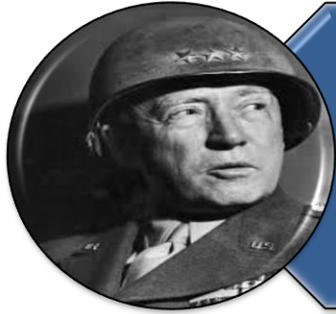
**Build  
Up**

**Build  
Out**



## **PHASE 1: BUILD WITHIN**

*Developing the leader within...*



**“Lead me, follow me, or get out of my way.”  
— General George Patton**



**“Never doubt that a small group of thoughtful,  
concerned citizens can change world. Indeed it is  
the only thing that ever has.”  
— Margaret Mead**



**“Before you are a leader, success is all about  
growing yourself. When you become a leader,  
success is all about growing others.”  
—Jack Welch**

# Step #1: Believe

And it starts by memorizing this number...

14201550070417761307110550661225

**14**201550070417761307110550661225

**Last year was '14...**

14 **2015** 50070417761307110550661225

**This year is 2015...**

142015**50**070417761307110550661225

**There are 50 states in our Union...**

14201550**07041776**1307110550661225

**America's birthday...**

1420155007041776 **13** 07110550661225

**Back then, there were 13 colonies...**

142015500704177613**0711**0550661225

**And there were zero 7-Eleven stores...**

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**And zero 55-mph speed limits...**

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**And zero Phillips 66 gas stations...**

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**But you could get 12 donuts for 25 cents!**

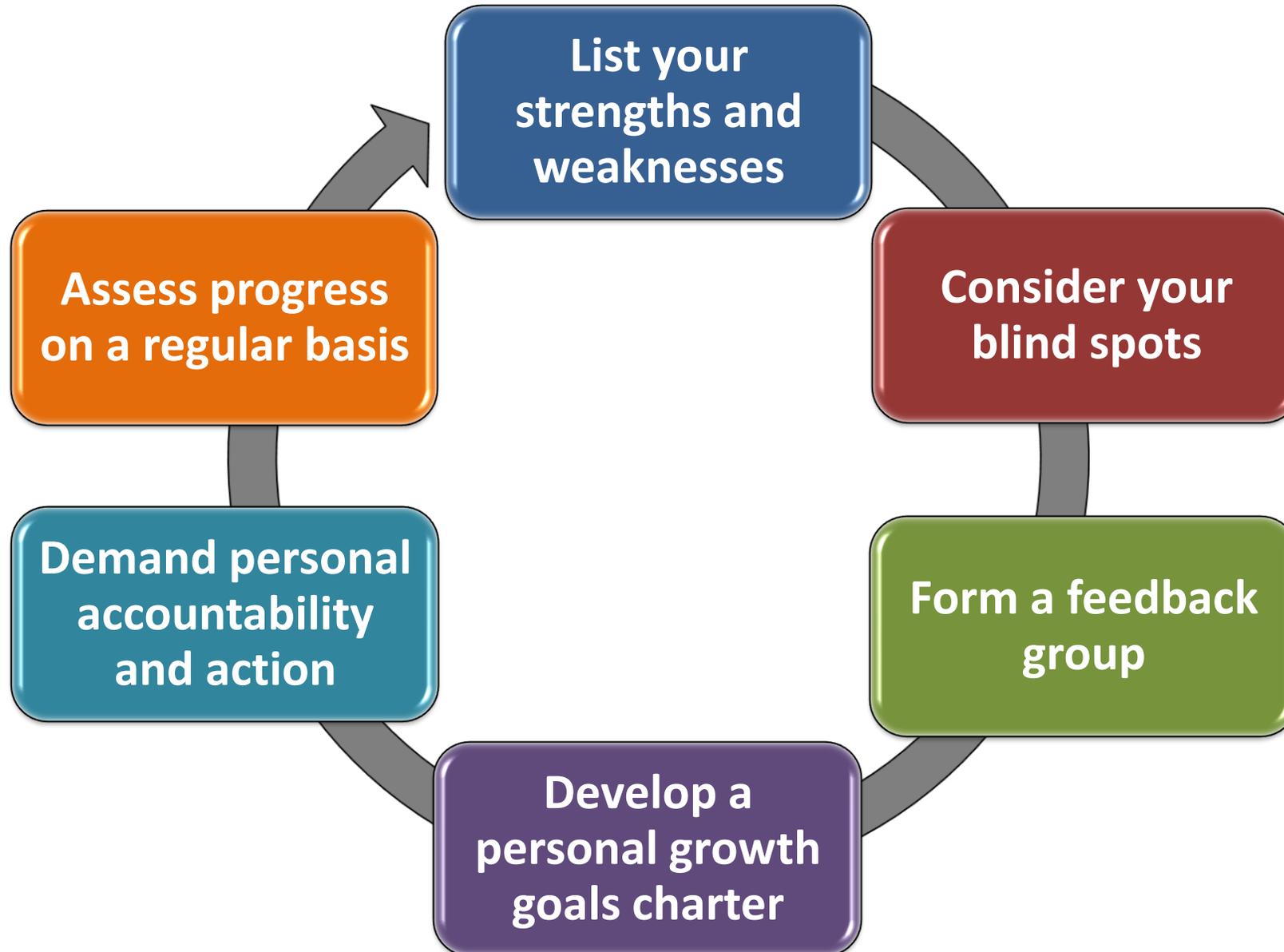
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**Leadership Axiom:  
Build yourself one step at a time.**

# Step #2: Become



# Step #3: Behave

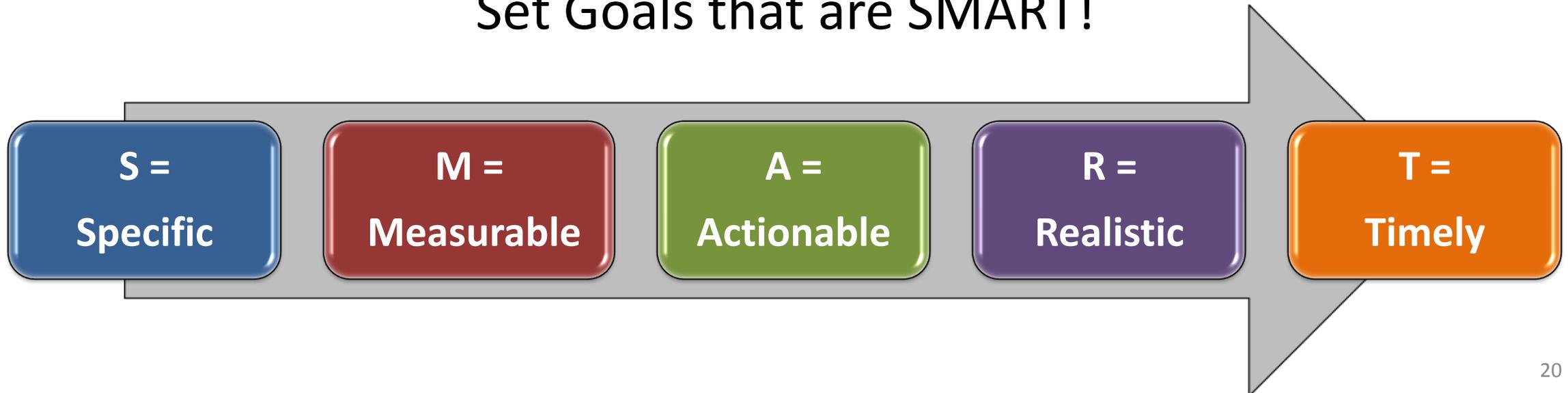


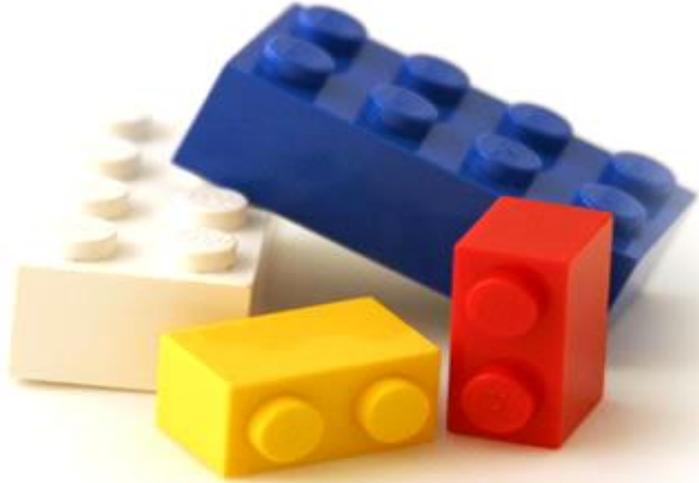
# Step #3: Behave

In 1953, researchers surveyed Yale's graduating seniors to determine how many of them had specific, written goals for their future. The answer: 3%.

Twenty years later, researchers polled the surviving members of the Class of 1953 and found that the 3% with goals had accumulated more personal financial wealth than the other 97% of the class combined!

Set Goals that are SMART!





## **PHASE 2: BUILD AROUND**

***Recruiting and Retaining the Best  
Talent***

# 5 Keys to Landing Top Recruits

Only 33% of the US workforce is fully engaged in their current position.

**Good talent  
begets good  
talent**

**Recruit for  
the  
company,  
not the job**

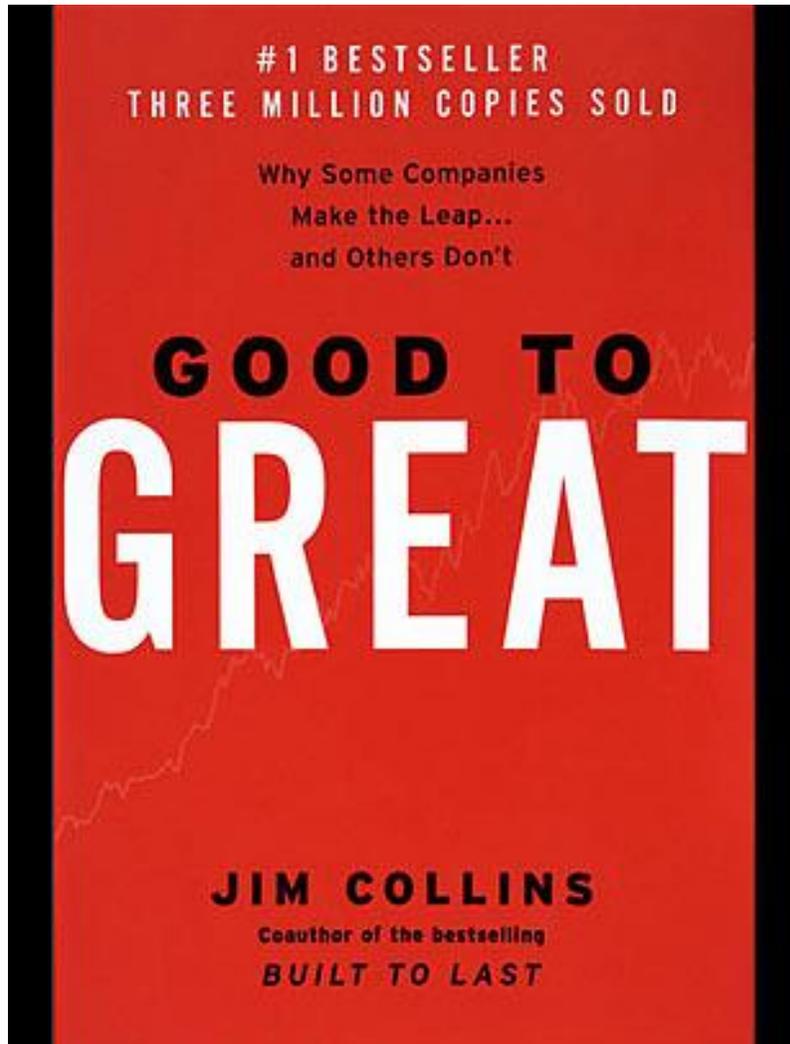
**Vision and  
purpose  
attract  
prospects**

**Look for the  
cultural fit**

**Don't settle  
for less than  
the best**

Engaged Employees have 51% lower turnover and 18% higher productivity.

# Right People...Right Positions



“Leaders of companies that go from good to great start not with “where” but with “who.” They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

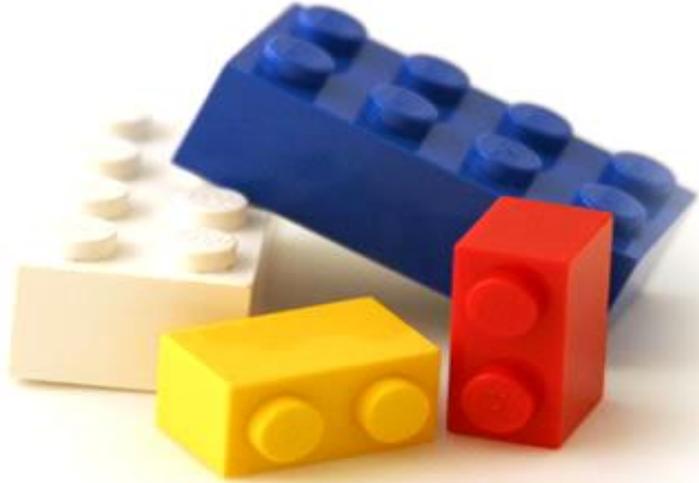
- Jim Collins  
*Good to Great*

# 4 Questions that will Transform your Business

1. **What are we currently doing that we would like to continue doing or do more of? (DEVELOP)**
2. **What are we not currently doing that we would like to do? (CREATE)**
3. **What are we currently doing that we wish we weren't doing? (ELIMINATE)**
4. **What are we not currently doing that we want to continue not to do? (AVOID)**

# Retention's Key: Communication...

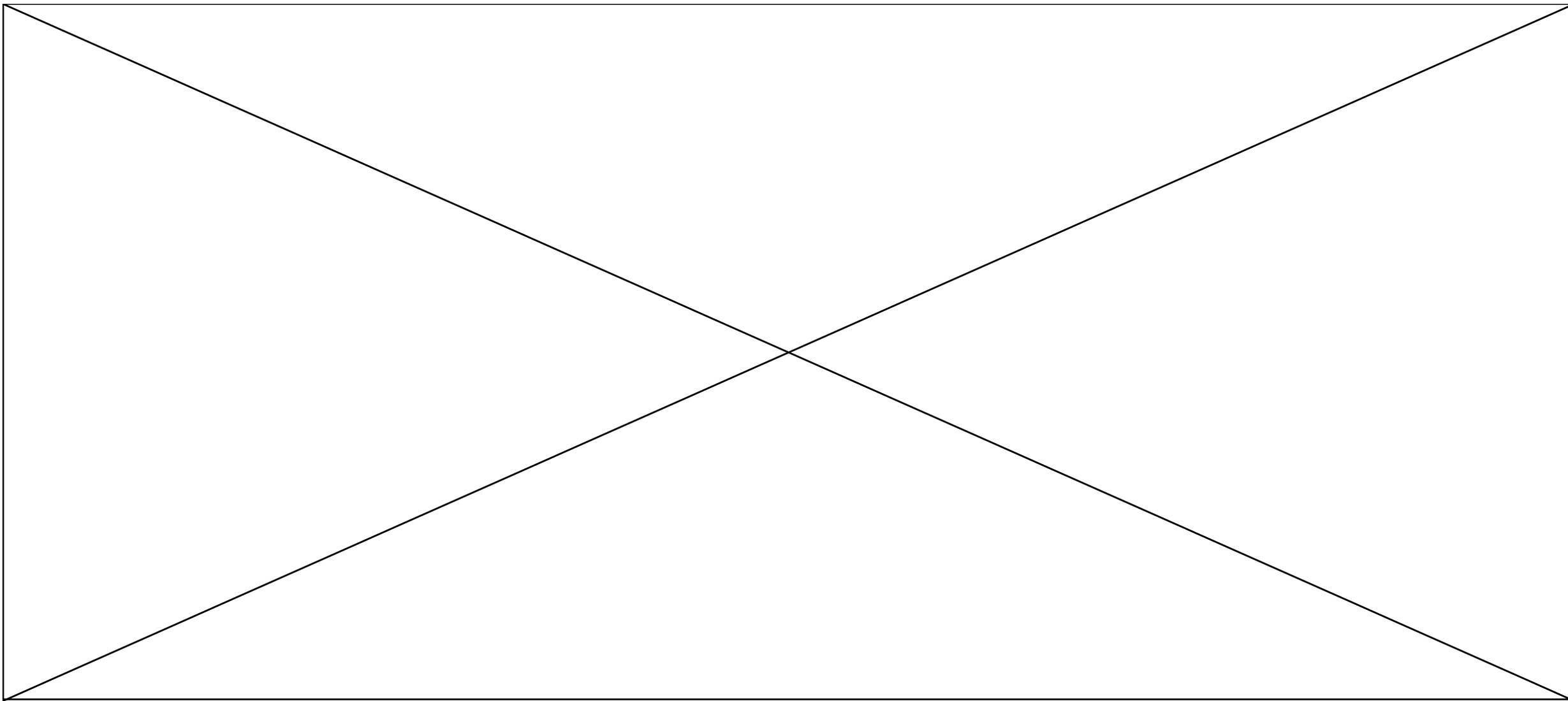




## **PHASE 3: BUILD UP**

***Building the “Dream Team”***

# Miracle on Ice...



# The 7 Phases of People Development

**1. Set the example**

**2. Teach the power of being a lifetime learner**

**3. Reinforce that they are part of something bigger than themselves**

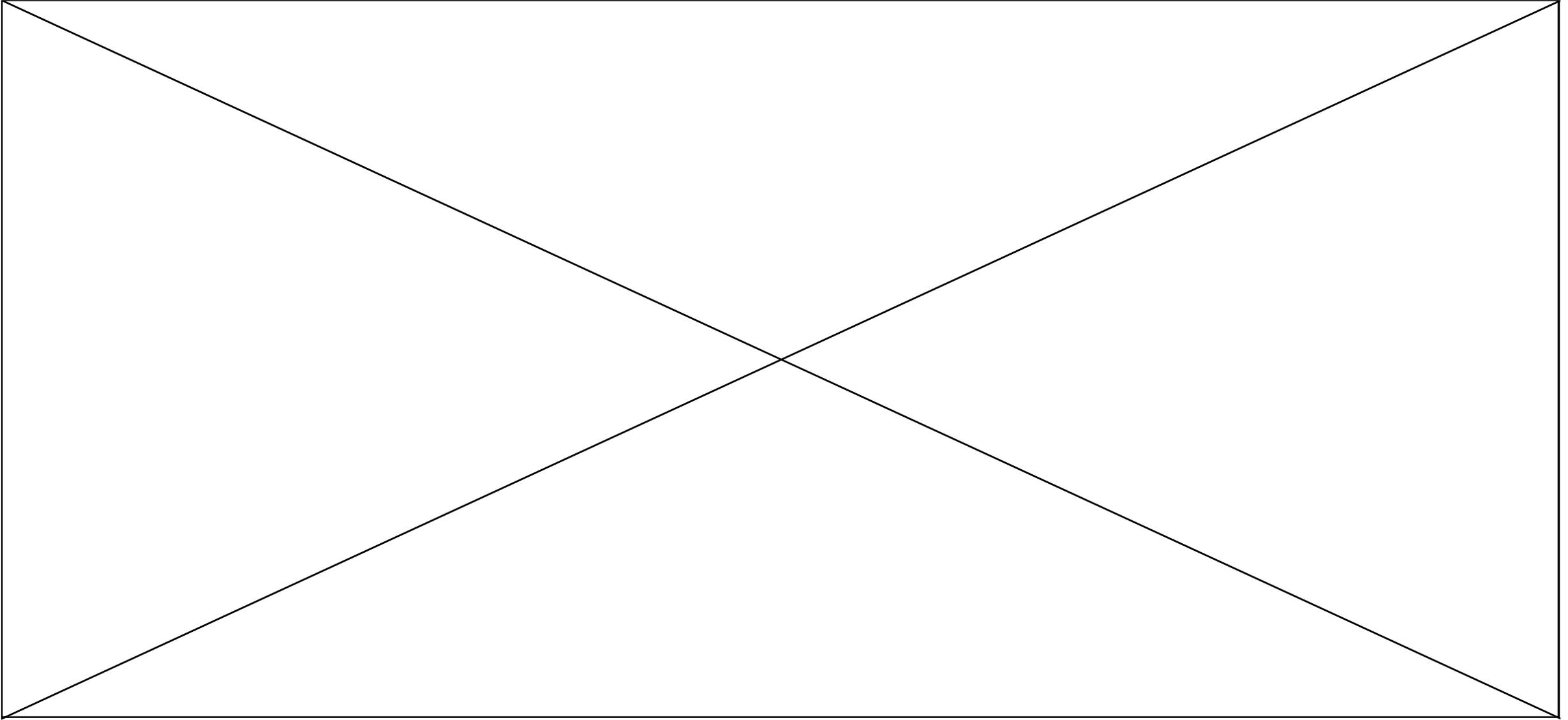
**4. Help them develop a career roadmap**

**5. Affirm outstanding work**

**6. Take advantage of “teachable moments”**

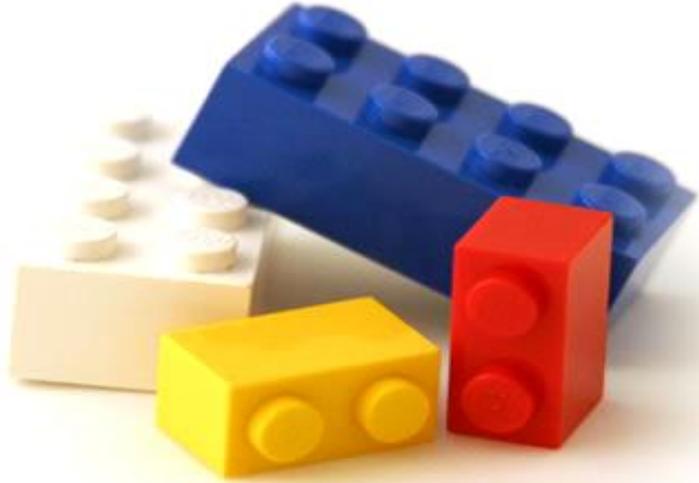
**7. Review progress and reset goals**

# Video: Dream team USA



# 3 Elements of a Winning Team





## **PHASE 4: BUILD OUT**

*Preparing the Next Generation*

# The Millennial Generation

- *“Millennials (those roughly 18-34 years old) make up the largest share of the U.S. workforce, about 34%, outnumbering Generation Xers and baby boomers, who account for about 32% and 31%, respectively, according to the Bureau of Labor Statistics.” – Wall Street Journal, Page B1, May 6, 2015*
- *“...the median job tenure for workers aged 20-24 was shorter than 16 months. For those aged 25-34, it was three years, according to BLS, still far short of the 5.5 year median tenure for all workers aged 25 and older.” – Wall Street Journal, Page B1, May 6, 2015*
- Many companies, such as IBM, Coca-Cola and Visa and are changing their office environments to allow greater assimilation for millennials as they transition from the college culture to the work culture. Some use “base camps” (Greg Global Group) for first-year employees to work in an open area, with café-style settings and recreational outlets, such as foosball tables

# Your Replacement

## Identify

- Have you been slated for the next position?
- What is your timeframe?
- What skill set is needed?
- Who on your team possesses that skill set?
- If lacking, can skills be developed?
- If not, who can you recruit to your team?
- Inside or outside the organization?

## Develop

- What skills are lacking?
- How can skills be developed?
- What are the obstacles?
- What assignments will hone his/her skills?
- What are the ramp-up time and means?
- How will he/she be measured?
- What is the process for transition?

# Sustain the Winning Pace

**1. Ownership mindsets**



**2. Stretch targets**



**3. Big picture connection**



**4. Employee engagement**



**5. Shared successes**



**6. Team accountability**



**7. Milestone celebrations**

# What did YOU learn today?

Think of one “building block” that you can take back to your company and make an immediate and lasting impact!

**Build  
Within**

**Build  
Around**

**Build  
Up**

**Build  
Out**

Remember...

**Leaders are not Born.  
They are Built!**

**Thank You**

**Randy Disharoon**  
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