

PHONE LOGIC, INC.

Stuff That Works!

**It's Our Disposition
Not Our Position
That Leads to Success**

By: D.J. Harrington
800.352.5252

The MYTHS of Leading from the middle of a club

99% of all leadership occurs not from the top but from the middle of a club.

MYTH #1

THE POSITION MYTH:

“I can’t lead if I am not at the top.”

DJ’s Note:

People who think this don’t understand how effective leadership develops.

1. People follow because of who you are and what you represent.
2. People follow because of what you have done for them.
3. People follow because of what you have done for the club.
4. People follow because they want to.
5. People follow because they have to.

DJ’s Note:

Build relationships with the people you desire to lead. You treat them with dignity and respect because you care about them. Mentor them—help them develop their skills.

LEADERSHIP IS A CHOICE you make, not a place you sit.

If you are in the middle and do nothing, you become dead weight for the leader. Leaders in the middle have a **Profound** effect on a club.

MYTH #2

THE DESTINATION MYTH:

“When I get to the top, then I’ll learn to lead.”

DJ’s Note:

“Good leadership is learned in the TRENCHES.”

John Wooden

Hall of Fame Basketball Coach:

“When opportunity comes, it’s too late to prepare.”

If you want to be a successful leader, learn to lead before you have a leadership position.

MYTH #3

THE INFLUENCE MYTH:

“Influence must be earned.”

A position gives you an opportunity to try out your leadership.

“You may be able to grant someone a position, but you cannot grant them real leadership. Influence must be earned.”

Please remember, a position doesn’t make a leader ... but leaders can make the position.

MYTH #4

THE INEXPERIENCE MYTH:

“When I get to the top, I’ll be in control.”

You know the person who says, *“If I were in charge, we wouldn’t have done this and would not have done that.” Or “If I was the boss.....”*

Some GOOD news here:

The desire to improve a club and the belief that you are capable of doing just that
ARE OFTEN THE SIGN OR MARKS OF A LEADER.

The desire to innovate, to improve, to create, and to find better ways are all leadership characteristics.

Some BAD news here:

Your position does not give you total control—OR protect you either.

DJ’s Note:

To think that life *“at the top”* is easier is to think the grass is greener on the other side of the fence. Being at the top has its own set of problems and challenges.

In leadership—no matter where you are in the club—the bottom line is **always influence.**

MYTH #5

THE FREEDOM MYTH:

“When I get to the top, I’ll no longer be limited.”

Being the top leader doesn’t mean you have no limits.

DJ’s note:

“Good leaders go to their people, connect, find common ground, and empower them to succeed. So in some ways, leaders have less freedom as they move up...
... .. not more.

In many clubs as you move up the ladder, you may even find that the amount of responsibility you take on increases faster than the amount of authority you receive.

MYTH #6

THE POTENTIAL MYTH:

“I can’t reach my potential if I am not the leader.”

DJ’s note:

I believe that people should strive for the top of their game, not the top of the club.

Sometimes you can make the greatest impact from somewhere other than first place.

How about this?

“You plug him in, and he or she can work anywhere. They just have a really good way of fitting in and working his or her environment.

MYTH #7

THE ALL—OR—NOTHING MYTH:

“If I can’t get to the top, then I won’t try to lead.”

Some people think this because they define success as being “on top”. *“If I can’t be the captain of the team, then I’ll take my ball and go home.”*

The V.P. of Marriott Bud Ward:

“You do the marching and the raising hell and what not, but you have got to have somebody on the INSIDE to INTERPRET that to the individuals that you are trying to reach.

Being a leader stuck in the middle brings many challenges. Learn to navigate the people above besides those below you.

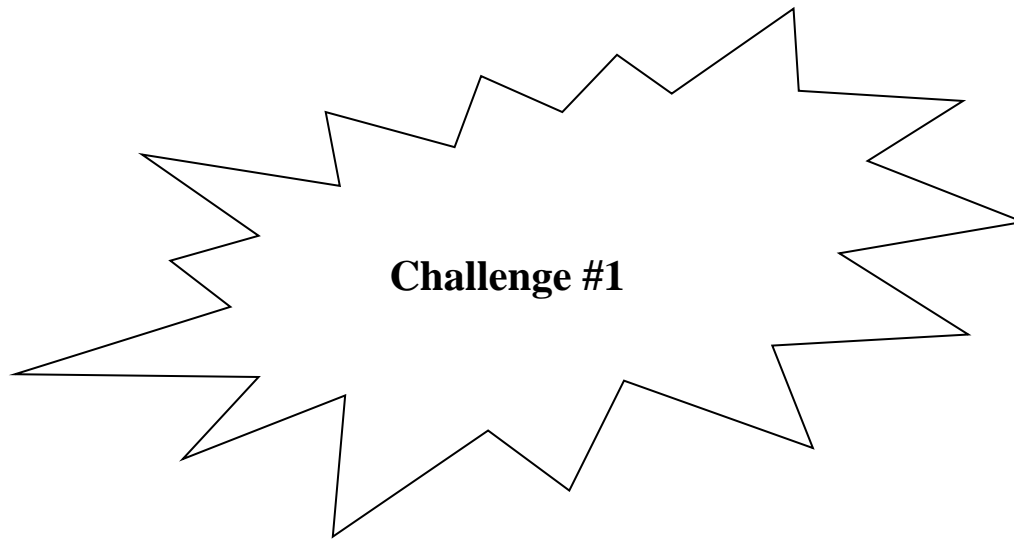
DJ’s note:

The power you have is on loan from someone with higher authority. That person has the power to take that authority away from you by firing you, demoting you or moving you to another area of the club.
(If that does not create tension...nothing will!)

The Key

Learn to lead despite the restrictions others

have placed on you.



The TENSION CHALLENGE:

You are not running the show, but you may be responsible for it.

Good leaders rarely think in terms of boundaries; instead, they think in terms of opportunities.

How much authority and responsibility does the person above give you?

AND

How clear are the lines????

How do you balance initiating and not overstepping your boundaries?

The number one characteristic of a good leader is the ability to “*make things happen*”.

If you continually push the limits, it’s likely you will rub others the wrong way.

STRING demo

How well do you know the DNA of the Leader?
How well do you know the job and how to do it?
Can you live without the credit?

The greater your desire to receive credit and recognition, the more frustrated you are likely to become working in the middle of a club.

Chicago—CMAA Leadership Class:

“Do you like to give gifts OR do you like to receive gifts.”

***Being in the middle can be
a great place--as long as
you have bought into the vision
and believe in the leader.***

Club Manager, Union League Club of Chicago—Johnny McCabe

Being in the middle can be a great place—as long as you have **bought into** the vision and **believe in the leader**.

Doing what you said you would do, when you said you would do it and how you said you would do it...makes a leader to follow.

Find quiet access to answers when caught in the middle.
Never violate your position or the trust of the Leader.

“Trust is built one block at a time, but when it is violated the entire wall comes crashing down.”

Find a way to relieve stress.

For DJ—personal note:

The red can at the Motor Club—this I would never do to others when I'm at the top!

OR

Hit gold balls, take a walk, jog, kickboxing, do aerobics, get a massage—or any good **healthy outlet**.

THIS JOB IS STRESSFUL YES

No matter what our circumstances, our greatest limitation isn't the leader above us; it's the spirit within us.

DJ's NOTE to ALL:

Start a lending library—*“I just finished this book, I thought you might want to read it.”*

Leaders in the middle usually experience the multi-hat challenge on a daily basis. **Please** remain flexible.

WOW! What a great job—I want to do what you do!!

“Yes, but do you want to do what I did to be able to do what I do?”—John Maxwell

Self-Promotion:

“If you don’t toot your own horn, no one will toot it for you!

Selfless-Promotion:

“I just want to help the team make beautiful music.

(Finding the second fiddle), there are plenty of 1st violinists.

I want you to influence others from wherever you are.

If you’re not the lead dog, your view always stays the same and that view is not exactly what one would call “scenic”.

The dog in front is NOT the leader. The person driving the sled is. That individual is actually in the BACK.

DJ’s Note:

The person who keeps busy helping the one who is below him won’t have time to envy the person above him.

It’s more important to get along with people than to get ahead of them.—John Maxwell

Success should never go to your head!

OR

Failure to your heart.

One Leader, no matter how good does not make a team.

John Wooden

Remember, the more you invest in the vision, the more it becomes your own.

You have to act like a third grade teacher. You have to repeat the vision over and over and over again until the people get it.

Bring out Bill Brooks
Page 3 Statements

You are the conduits for the vision connecting the top and bottom of the club.

“Strive to take the vision from ME to WE.”

“Lead by Example, Judge by results.”

Don’t tell me about the birth pains... .. Show me the baby!

Change Your Thinking

“I want to become a person whom people will want to follow.”

Unless you are consistent, people will not depend on you, and they will not trust you.

If you act like an ass, don’t get insulted if people ride you. (Yiddish proverb)

Become a person of

INFLUENCE

Spell it out

I ntegrity ~~ builds relationships on trust

N urturing ~~ cares about people as individuals

F aith ~~ believes in people

L istening ~~ values what others have to say

U nderstanding ~~ sees from their point of view

E nlarging ~~ helps others become bigger

N avigating ~~ assists others through difficulties

C onnecting ~~ initiates positive relationships

E mpowering ~~ gives them the power to lead

John Maxwell

Successful people make right decisions early and manage those decisions daily.

Good leaders know when to display emotions and when to delay them.

If you have people working for you, try to give them the things you are not good at but they are.

Trade duties with your colleagues so that each of you is playing to your strength.

Manage your thinking.

“Your mind will give back to you, exactly what you put into it.”

A minute of thinking is often more valuable than an hour of talk, or unplanned work.

Manage your words!!!

Show me what you can do: don't tell me what you can do.

Leaders value ACTION

If I can't lead, others won't follow me.

If I can't respect myself, others won't respect me.

If I can't lead myself, others won't partner with me.

The Cocoon Story:

You learn resiliency and tenacity during tough assignments, not easy ones. When tough choices have to be made and results are difficult to achieve I believe leaders are forged.

Today is the first day of the rest of your life.

THE POWER OF MOTIVATIONAL MANAGEMENT

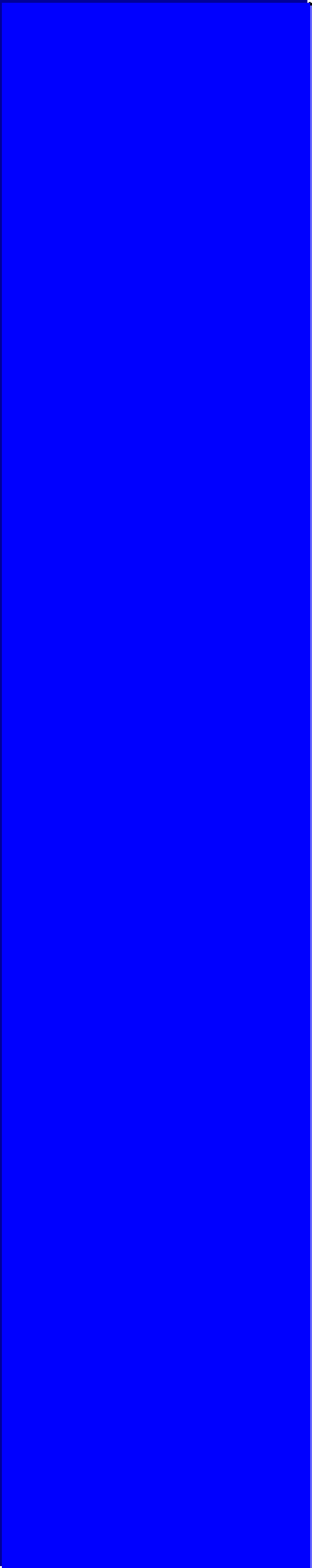


"THE CAR-DIOLOGIST"

BY D.J. HARRINGTON, CSP

Prescriptions That Work

1.800.352.5252



Believe in Yourself
Create Your Own Future
Focus on What You Want
Keep Your Priorities Straight
Take Responsibility for Yourself
Learn to Visualize the Outcome of Yourself
Never Let Anyone Control Your Destiny for You
Be Creative
Control Stress
Think Positively
Chart Your Own Course
Be Aggressive and Assertive
Set Specific Goals and Review Them Often
Spend Some Time Each Day Improving Your Mind
Review Your Results and Re-adjust As Necessary
Be Tolerant
Have Courage
Recognize That Most of What We Believe About Life Is an Illusion
Be Honest
Work Hard
Believe Money is Good and It will Come to You
If You Agree to Do It, Enjoy It
Be Strong
Show Affection
Manage Your Time
Dress Right
Learn to Sell Yourself
Take Time Off
Believe in a "Higher Self"
Eat Right
Live Prudently
Give Assistance to Others
Keep Motivated
Mediate
Be Optimistic
Trust Others and Be Worthy of Trust
Recognize That Success Is More Than Money
Be Kind
See the "Big Picture"
Take Care of the Details
Get Organized
Don't Procrastinate
Stay In Control
Keep Fit
See Problems as "Opportunities"
Learn Everything You Can About Your Job
Don't be Afraid of Success
Be Generous to Others
Reach a Little Higher Than You Thought You Could
Set Your Sights
Take Action
Never Give Up

**WHEN YOU IMPROVE THE PERSON,
THE PERFORMANCE IMPROVES**

**WHEN YOU IMPROVE THE PERFORMANCE,
THE BUSINESS IMPROVES.**

**WHEN YOU THINK THAT TRAINING A
PERSON AND THEN HAVING THEM LEAVE IS
EXPENSIVE,**

**TRY NOT TRAINING THE PERSON
AND HAVING THEM STAY!**

Example of Negative Self-talk

I can't remember names.
It's going to be another one of those days!
It's just no use!
I just know it won't work!
Nothing ever goes right for me.
That's just my luck.
I'm so clumsy!
I don't have the talent.
I'm just not creative.
I can't seem to get organized.
Today just isn't my day!
I already know I won't like it.
I never have enough time.
I just don't have the patience for that.
That really makes me mad!
Another blue Monday.
When will I ever learn?
I get sick just thinking about it.
Sometimes I just hate myself.
I never know what to say.
With my luck, I don't stand a chance!
Things just aren't working out right for me.
I don't have the energy I used to.
I never have any money left over at the end of the month.

Why should I try, it's not going to work anyway.
I've never been any good at that.
My desk is always a mess!
I never win anything!
I feel like I'm over the hill.
Someone always beats me to it.
Everything I touch turns to #*&%\$!
I'm just not good at math.
I just can't seem to get anything done!
That's impossible!
There's just no way!
I always freeze up in front of a group.
I'm nothing without my first cup of coffee in the morning.
I just can't get with it today.
I'll never get it right.
I get a cold this time every year.
You can't trust anyone anymore!
I never seem to get anyplace on time.
I've always been bad with words.
If only I were smarter.
If only I were taller.
If only I had more money.
If only I had more time.

And, on, and on, and on.....

TWO ESSENTIAL TRUTHS:

- *Today we are where our thoughts have taken us***
- *We are architects—for better or worse—futures***



“The Car-Diologis D.J. Harrington, C.S.P.

The Car—Diologist’s Prescription for Success

1. Believe in ones self; keep positive
2. Talk “responsibility”—my own ability to respond
3. Ability to laugh
4. Always look for the good in everything.
5. Set goals; write down goals.
6. Work hard. The only time success comes before work is in a dictionary
7. Be a good listener.
8. Dream dreams and make them come true.
9. Watch your health. Take care of your body; don’t over do anything.
10. Take time to relax and have time for yourself.
11. Be sympathetic and understanding to others.
12. Learn to visualize.
13. Watch your self-talk
14. Dress, walk, and stand for success.
15. P.P.P. (prayer, providence, and perseverance)
16. Save 10% to 15% of what you make.
17. Be a good example to your children and neighbors.
18. Be a learner. Learn everything you can about your job.
19. Treat others as you would like them to treat you.
20. Carry a library card.

D.J. Harrington, C.S.P

GARDEN FOR SUCCESS

by D.J. Harrington, CSP
“Car-Diologist”

First Plan 7 Rows of Peas

Presence
Promptness
Preparation
Patience
Perseverance
Positive Action
Prayer

Then Plant 8 Rows of Squash

Squash Gossip
Indifference
Squash Indecision
Squash Negativity
Squash Worry
Squash Envy
Squash Greed
Squash Fear

Next Plant 9 Rows of Turnips

Turn Up for Training
Turn UP On Time
Turn Up With a Smile
Turn Up with Good Thoughts
Turn Up New Goals
Turn Up With New Prospects
Turn Up with Excitement
Turn Up with a Positive Attitude
Turn Up with Determination to Make Everything Count
For Good and Worthwhile

No Garden is Complete without Lettuce

Let Us Be Faithful in Our Duty
Let Us Be Honest with Ourselves
Let Us Be Unselfish and Loyal
Let Us Be True To Our Obligations
Let Us Obey the Rules and Regulations
Let Us Love and Help One Another

And Last, but Not least, Let's ask for God's Help

