



**Jump Start Your
Leadership
a
Matrix for Success**

By Richard M. Kopplin

Manager or Leader?

Manage = Process

Lead = People


According to Webster . . .

LEAD: to guide on a way especially
by going in advance

“You can never become a leader without doing more than you are paid for - and you cannot become successful without developing leadership in your chosen occupation.”

Napoleon Hill

The Law of Success 1928



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“Explication”

Dr. Helen Sampson

Explication of Leadership =

**Peeling back the layers of the
Leadership Onion**



**LEADERSHIP BEGINS
WHEN YOU SET THE
STANDARDS**

“If you don’t set the standards,
and develop the mores and the
resulting culture in your
organization – someone else
will.”

My List of Standards

1. Tell the Truth

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1. Tell the Truth
2. Be here on time / no exceptions

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1. Tell the Truth
2. Be here on time / no exceptions
3. No alcohol / drugs in the club

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1. Tell the Truth
2. Be here on time / no exceptions
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4. Professional appearance

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2. Be here on time / no exceptions
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4. Professional appearance
5. No socializing with members

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5. No socializing with members
6. Return all phone calls the same day

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7. No off color humor or comments

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8. Respectful of all employees, members, guests, vendors and service providers

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8. Respectful of all employees, members, guests, vendors and service providers
9. Clear and literate communication

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9. Clear and literate communication
10. Have Fun!

The best thing about
being the leader is that
you set the standards

Standards reflect a person's
values = they are synonymous

Micro-management is often
a result of no standards or
poor standards

Standards can also be set for
the Board

Norms and expectations

When you set the standards
you reinforce your role as the
leader

You Gain Moral Authority

Formal Authority

Adolf Hitler

Moral Authority

Mahatma Gandhi

A Good Leader has both
Formal and **Moral** Authority
(Winston Churchill)

The Club GM/COO/leader
has both formal and moral
authority.

The background features a complex composition of overlapping shapes and gradients. On the left, there are three distinct colored regions: a dark green triangle at the top, a brown triangle below it, and a yellowish-brown triangle at the bottom. These shapes overlap with a large, semi-transparent orange and yellow gradient that curves across the right side of the image. The overall effect is a modern, abstract design.

BUILD THE TRUST

“Trust: to have
confidence in someone”

“There is one thing that is common to every individual, relationship, team, family organization, nation, economy, and civilization through-out the world --- one thing which if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.

Cont.

On the other hand, if developed and leveraged, that one thing has the potential to create unparalleled success and prosperity in every dimension of life. Yet, it is the least understood, most neglected, and most underestimated possibility of our time.

That one thing is trust.”

Stephen Covey
The Speed of Trust

“Trust is a combination of two things; character and competence ---and both are vital.”

Character = Setting the standards

Competence = Developing your
Team

Trust Builders

1. Share your Standards

Trust Builders

1. Share your Standards
2. Help your board define Norms and Expectations

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3. Professional Visibility

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4. Financial Ability

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5. Communicate

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5. Communicate
6. Educate
7. Office Visit

“The ability to establish, grow, extend, and restore trust with all employees, customers and business partners is *the* key leadership competency of the new global economy.”

Stephen Covey
The Speed of Trust

“You can’t have success without trust. The word trust embodies almost everything you can strive for that will help you to succeed. You tell me any human relationship that works without trust, whether it is a marriage or a friendship or a business.”

Jim Burke
Former CEO
Johnson and Johnson

“Good leaders know where they are going. Followers trust it’s the right direction. Without trust, you get nowhere.”

Jack Trout
Trout on Strategy



TEAM BUILDING

“Get the Right People on the
Bus.”

Jim Collins

Thomas Edison

1,000 patents and inventions

*“My greatest invention was
the use of my laboratory
team.”*

A Team Building Exercise

Set the Top Goal



COACHING AND COUNSELING

5 Coaching Steps to Changing Behavior

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- 1. Identify and focus on the problem behavior (not on the person)**

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5 Coaching Steps to Changing Behavior

1. Identify and focus on the problem behavior (not on the person)
2. Discuss the effects of the behavior
3. Describe the change in behavior that is necessary
4. Discuss what the consequences will be for no change
5. Provide suggestions for changing behavior (I have found this works for me)

The background features a complex composition of overlapping shapes and gradients. On the left, there are solid-colored sections in dark green, brown, and olive. The right side is dominated by a large, curved gradient that transitions from a light, hazy yellow at the top to a deep, dark brown at the bottom. The word "PRAXIS" is centered in the lower half of the image, set against the dark brown portion of the gradient.

PRAXIS

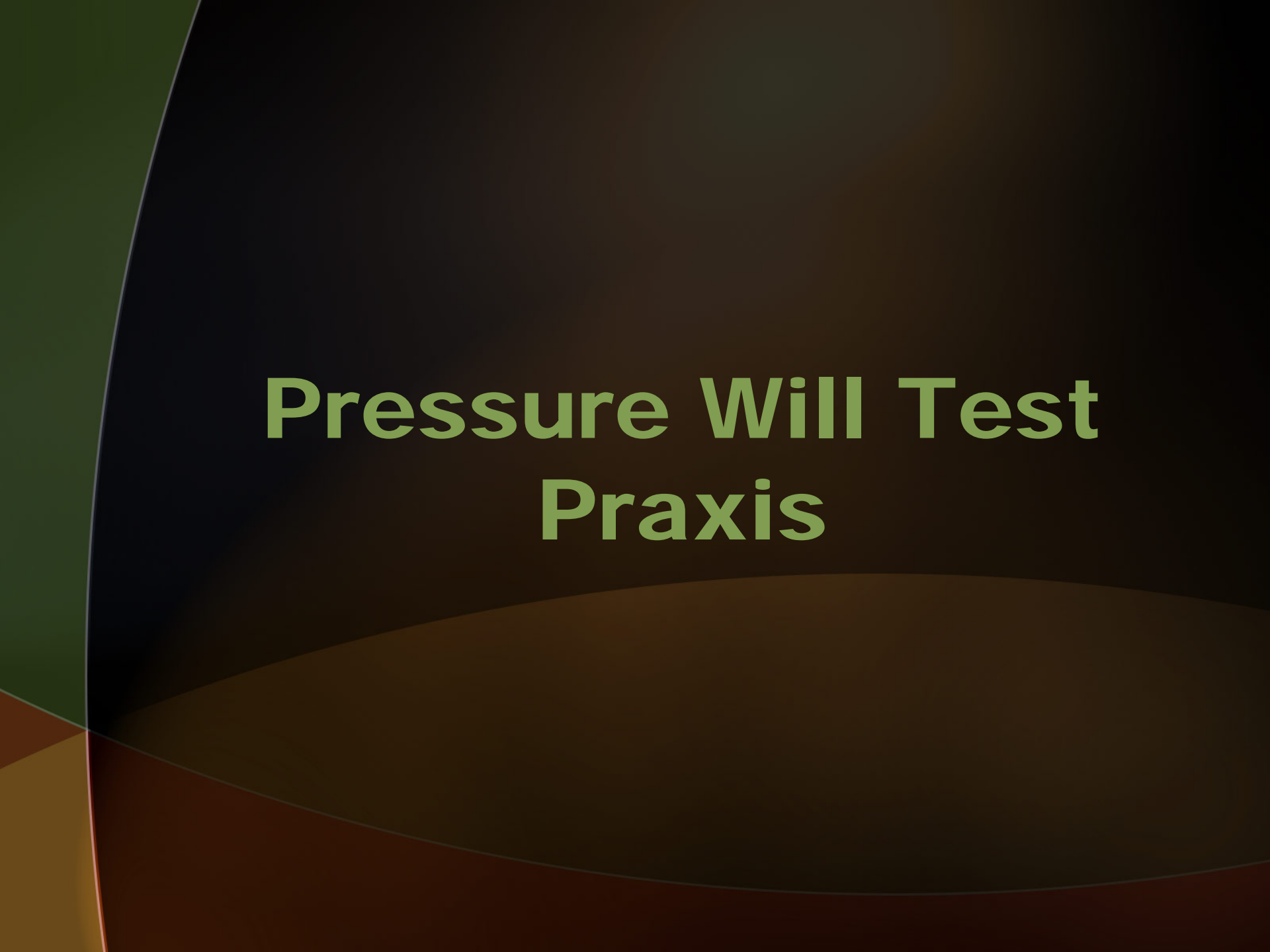
“PRAXIS = an alignment
of behaviors with beliefs”

Bob Procter

When the pressure is on
the leader's true beliefs
come into focus

Squeeze an Orange

True Essence = Orange Juice



Pressure Will Test Praxis

If you are not committed to
your beliefs when you have a
difficult situation / crisis . . .

When would you be
committed to them?

Club Examples

- Take the Club to the next level
- We want a GM / COO
- Best Golf Course in the area

Personal Examples

- Speeding laws
- The Movies
- The 6th Commandment

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ATTITUDE

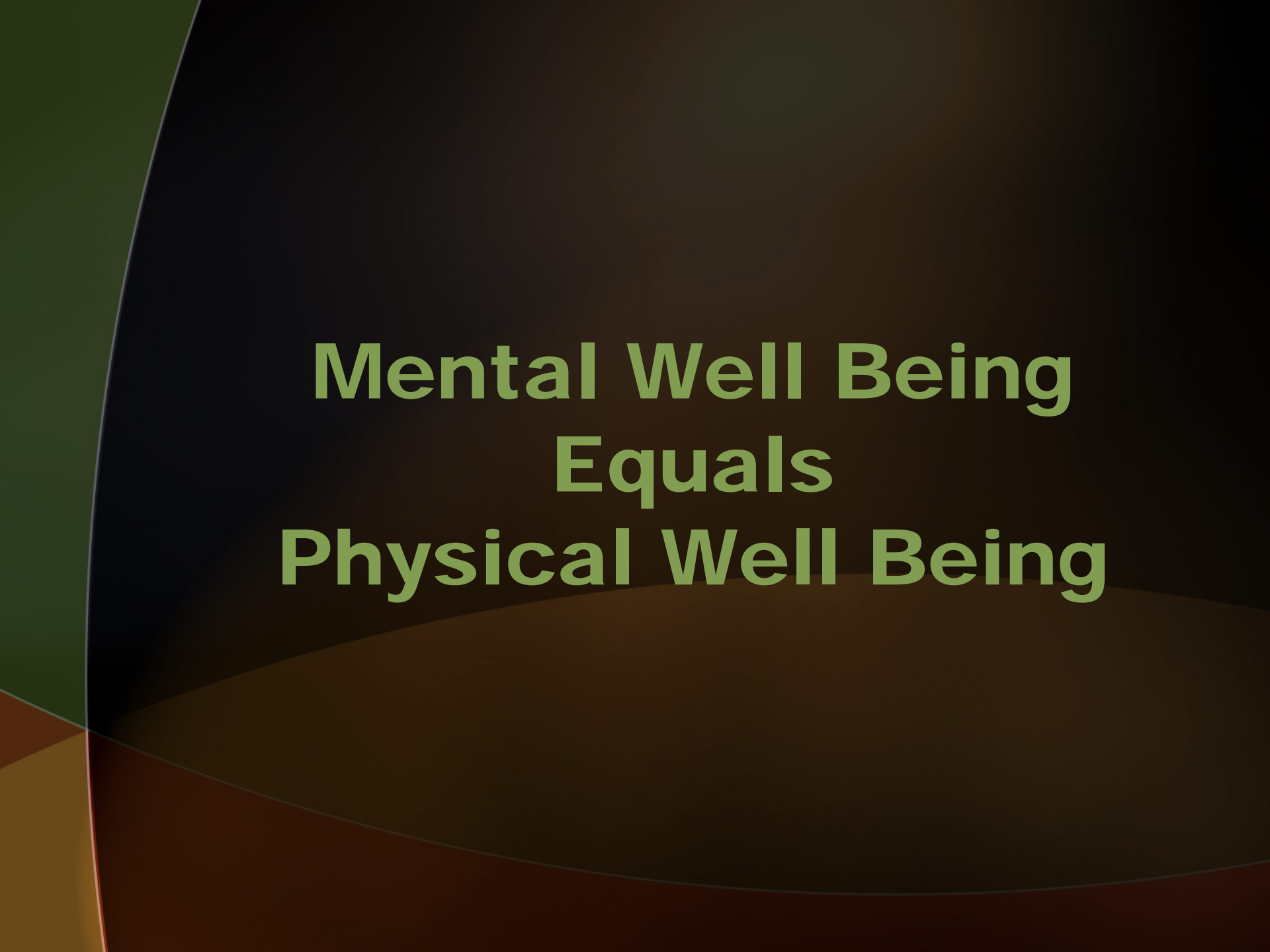
Leaders need to outgrow
their present space

Don't Wish for Smaller
Problems . . .
Wish for Better Skills

Stress = Strength

“Pressure is a Privilege”

Billie Jean King



Mental Well Being
Equals
Physical Well Being

. . . But can you prove a
Positive Attitude makes
a Difference?



COMMUNICATION

**WITHOUT
CONFUSION**

**COMMUNICATION =
UNDERSTANDING**

“The Most Important
Person in the World is the
one you are talking to.”

Harvey Mackay

The Leader's Communication Toolbox

1. Speaking and Presentations

The Leader's Communication Toolbox

1. Speaking and Presentations
2. Writing

The Leader's Communication Toolbox

1. Speaking and Presentations
2. Writing
3. Listening

The Leader's Communication Toolbox

1. Speaking and Presentations
2. Writing
3. Listening
4. Non verbal / Physical

The Leader's Communication Toolbox

1. Speaking and Presentations
2. Writing
3. Listening
4. Non verbal / Physical
5. Return Phone calls (Pick up the pencil)

The Leader's Communication Toolbox

1. Speaking and Presentations
2. Writing
3. Listening
4. Non verbal / Physical
5. Return Phone calls (Pick up the pencil)
6. E-mails



GOAL SETTING / DISCIPLINE

3 Keys to Discipline

3 Keys to Discipline

1. It never gets easier

3 Keys to Discipline

1. It never gets easier
2. There are no exceptions

3 Keys to Discipline

1. It never gets easier
2. There are no exceptions
3. Every discipline has multiple rewards

**You Don't Reap
What You Sow . . .**


**You always reap more
than you sow!**

The Power of Goal Setting

Princeton Class of 1976

Do You have a Strategic
Plan for Your Club?

For Your Career?



Have You Set Your
Compass?

Which Way is North?



LEADERS:

- Begin with a plan
- Set their goals
- Lead by objective

Set and achieve a goal for what it will make of you in the process.

“You can make a living or
you can design a life . . .
it’s your choice.

Jim Rohn

Leadership Tip:

Performance
Descriptions



THE BUSINESS OF THE CLUB BUSINESS

The True Value of Your Business

Would you like more
money? . . .

Then make yourself more
valuable.

Leaders are Paid for
the Value they bring
to the Organization



KNOW WHEN TO
FOCUS

(The Red **X**)

INVOICE

\$100.00 = One hour service call to find defective valve

\$900.00 = Knowing which valve to fix

\$1,000.00 Total

It's All About Golf

by Mitchell Stump, C.P.A.



KAIZEN / RAPID RECOGNITION

A leader is best
When people barely know that he exists,
Not go good when people obey and
acclaim him,
Worst when they despise him.

Fail to honor people,
But of a good leader, who talks little
When his work is done, his aim fulfilled,
They will all say, 'We did this ourselves.'

Lao Tzu

“The deepest principle in human nature is the craving to be appreciated.”

William James
Professor of Psychology
Harvard University

Rapid Recognition

by Michael Le Boeuf

Tim the dishwasher

Kaizen = Daily Incremental
Improvements



Kaizen Techniques: Improve Your Memory



Leaders are Readers

A Couple of Observations:

1. First Class Passengers
2. Home Libraries

"You will be the same person a year from now that you are today - except for the people you meet and the books you read."

Charlie "Terrific" Jones

SYNTOPICAL READING

THE LIBRARY CARD

“Exceptional leaders have gotten where they are not just because they are flat out smart, but because they always know that they have more to learn.”

Jeffrey Christian
The Headhunter's Edge

1 in 3



MOMENTS OF TRUTH

Moments of Truth

Anytime an employee interacts
with a member it is:

positive
negative
or
neutral

A Six Star Resort



Matt's Moment of Truth



THE PILOT'S PAUSE

P.P. = Wait 24 hours before
responding to any
emotionally charged
problem



TIME MANAGEMENT


John Paul Getty

The Pick Six

In Summary



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Leadership begins
when You
set the Standards

Formal and Moral Authority

Build The Trust

Trust Builders

Team Building

5 Coaching Steps to Changing Behavior



The Leader's Communication Toolbox

Goal Setting and Discipline



Leaders are Readers

Knowing Where to focus

Kaizen

Rapid Recognition

Moments of Truth

The Pilot's Pause

Time Management

The Pick Six

“God’s gift to you is more talent and ability than you could possibly use in your lifetime. Your gift to God is to develop as much of that talent and ability as you can in this lifetime.”

Steve Bow