BEING A PROGRESSIVE LEADER

VICTORY RESOURCES
BEING A PROGRESSIVE LEADER

A VICTORY Guide

VICTORY RESOURCE
This book was developed by James H. Saylor

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This book is part of the VICTORY series. For over 30 years, the pursuit of a simple, easy-to-use, proven, inexpensive management system for any organization has been my focus. MANAGING FOR VICTORY is this system. MANAGING FOR VICTORY system includes:

**V**isioning creates a common focus

**I**nvolving everyone establishes a superior organization

**C**ontinuously improving achieves excellence

**T**raining, educating, coaching, facilitating, mentoring develops a learning culture

**O**wning the work fosters empowerment

**R**ecognizing and rewarding builds high performance

**Y**earning ensures success

Customers drive VICTORY

Progressive Leaders guide VICTORY
ABOUT THE AUTHOR

James H. Saylor is the founder of The Business Coach, an organization focusing on helping other organizations achieve their specific VICTORY. He has assisted many organizations in discovering, designing, developing and doing successful management systems. In addition, he has led, managed, coached, trained and facilitated many individuals and organizations in achieving their specific VICTORY. Jim has over 30 years experience in operations, organizational development, sales, marketing, training, project management, quality and logistics. He has prepared and presented many highly proclaimed training seminars and workshops globally. Jim is a widely recognized leading champion of Total Quality Management in the 1980s and 1990s. Jim is the author of the *TQM Simplified*, and co-author of *Customer-Driven Project Management* published by McGraw-Hill. For further information about Jim’s books, guides and workshops see websites: www.managingforvictory.com or www.thebusinesscoach.org

Note from the author

For the last 30 plus years, I have been dedicated to helping organizations achieve their specific VICTORY. Over these years, there is one constant, the need for leadership. Many would say, there is crisis in leadership today. To meet this need for leadership, most would agree we need to develop leaders for the future. It is my experience; the best people to develop tomorrow’s leaders are today’s leaders through a systematic leadership development process.
WHAT IS A PROGRESSIVE LEADER

A progressive leader is a leader that is able to move the organization forward. The progressive leader constantly changes to adapt to the many challenges in today's environment with a vision toward the future.

WHY PROGRESSIVE LEADERSHIP?

Progressive leadership provides a leadership model for success in today’s world of rapid change, rising complexity, and rabid competition. In addition, progressive leaders can overcome the critical leadership crisis by developing other qualified leaders.

WHAT DOES A PROGRESSIVE LEADER DO?

L ead by example
E stablish a common purpose
A ct to develop a superior organization
D rive excellence
E nhance others
R einforce progress
WHAT ARE THE FUNDAMENTAL QUESTIONS EVERY PROGRESSIVE LEADER MUST ASK EVERY DAY?

What can I do today to set the example for others in my organization?

What can I do today to communicate our common purpose?

What can I do today to develop a superior organization?

What can I do today to drive excellence in the organization?

What can I do today to enhance others’ performance?

What can I do today to ensure progress toward organizational goals?
HOW DOES A PROGRESSIVE LEADER LEAD BY EXAMPLE

**LEAD BY EXAMPLE**

**I**nfluence others

**N**urture trust

**S**how high standards

**P**ursue constructive relationships

**I**nvite open and honest communication

**R** espect others' points of view

**E**ncourage change
HOW DOES A PROGRESSIVE LEADER ESTABLISH A COMMON PURPOSE

ESTABLISH A COMMON PURPOSE

Pursue a common purpose
Unite the organization to the common purpose
Reinforce through communication
Pursue with mind, heart and resources
Orient toward the customer
Share purpose with everyone
Establish a forward thinking process
HOW DOES A PROGRESSIVE LEADER DEVELOP A SUPERIOR ORGANIZATION

ACT TO DEVELOP A SUPERIOR ORGANIZATION

O - Orient toward a participative organization
R - Recognize individual contributions
G - Guide the organization’s development
A - Adapt teams
N - Nurture team differences
I - Institutionalize teamwork
Z - Zealously communicate success
E - Establish support system
HOW DOES A PROGRESSIVE LEADER DRIVE EXCELLENCE

DRIVE EXCELLENCE

Pursue perfection
Recognize the value of people in the system
Orient toward system
Clarify expected results
Establish a continuous improvement system
Strengthen relationships
Support the system
HOW DOES A PROGRESSIVE LEADER ENHANCE OTHERS

ENHANCE OTHERS

Pursue the best in everyone
Empower others
Remove boundaries
Formulate performance objectives
Orient people toward competence
Require continuous learning
Monitor results
HOW DOES A PROGRESSIVE LEADER REINFORCE PROGRESS

REINFORCE PROGRESS

R each for superior performance
E ncourage positives
S core performance
U se visuals
L earn from people’s concerns
T reat everyone as key to progress
S ystematize recognition and rewards
HOW CAN A LEADER BECOME A PROGRESSIVE LEADER

BECOMING A PROGRESSIVE LEADER

Believe you are leader
Establish yourself in leadership position
Complete progressive leader assessment
Outline a leadership improvement plan
Maximize your learning opportunities
Emphasize leadership progress
1. Believe you are leader. Do you believe leaders are: made or born? Why?

Leaders are: __________________________

2. Establish yourself in leadership position. Can you become a leader at work, community or church?

My leadership position is

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

3. Complete progressive leader assessment. The purpose of this questionnaire is for you to perform a self-assessment of your actions as a progressive leader. Please be open and honest in all answers. This assessment is for your development use. Its objective is to form a foundation for self-development. Rate yourself on a scale of 1 to 5 as follows:

1  =  Never
2  =  Seldom
3  =  Sometimes
4  =  Usually
5  =  Always
If you score 300 for the entire assessment or 50 in any one area, you do not require any development. However, any score less than perfect requires you to explore opportunities for improvement.

**Leading by Example**

1. You set the example for others in your organization.
2. You influence others.
3. You nurture trust.
4. You display the highest standards of ethics, integrity and trustworthiness.
5. You pursue constructive relationships.
6. You invite open and honest communication.
7. You respect others' points of view, especially people in your organization.
8. You encourage change.
9. You are aware of your example’s influence on others in the organization.
10. You develop your leadership qualities.

SCORE: __________________

AREAS FOR IMPROVEMENT:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Establishing a Common Purpose

1. You have a clear vision of common purpose for the organization.
2. You pursue the common purpose of the organization.
3. You unite the organization to the common purpose.
4. You reinforce the common purpose through communication.
5. You pursue the common purpose with mind, heart, resources (action).
6. You orient the common purpose toward the customer.
7. You share the common purpose with everyone you meet. People in the organization can explain the common purpose to others.
8. You use a strategic thinking process.
9. You formalize the strategic thinking process in planning documents.
10. You establish objectives and goal to achieve the common purpose.

SCORE: __________________

AREAS FOR IMPROVEMENT:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Acting to Build Superior Organization

1. You orient your organization toward team-based organization.
2. You recognize individual contributions in your organization.
3. You guide the development of organization’s structure.
4. You adapt teams to needs of your organization.
5. You nurture team differences.
7. You communicate team success in your organization.
8. You use a support system to help teams work.
9. You evaluate teamwork in your organization.
10. You use a team development plan to monitor and improve the effectiveness of teams in your organization.

SCORE: ________________

AREAS FOR IMPROVEMENT:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Driving Excellence

1. You pursue perfection.
2. You recognize the value of people in the pursuit of perfection.
3. You orient people toward a system view.
4. You clarify expected results.
5. You use a continuous improvement system.
6. You encourage positive relationships within your organization, toward suppliers, and with your customers.
7. You provide support for continuous improvement system.
8. You use an improvement methodology to make improvements and solve problems.
9. You provide people in the organization the power to pursue perfection in your organization.
10. You use a plan to monitor and improve your organization.

SCORE: _______________

AREAS FOR IMPROVEMENT:

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Enhancing Others

1. You bring out the best in others.
2. You give power others in your organization.
3. You remove boundaries from people in the organization.
4. You formulate performance objectives.
5. You help people develop competence in your organization.
6. You promote your people’s pursuit of learning opportunities.
7. You monitor the people performance results.
8. You see people in organization taking ownership for their work.
9. You see the people in the organization taking pride in their work.
10. You use a plan to enhance others in your organization.

SCORE: _______________

AREAS FOR IMPROVEMENT:

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
1. You promote superior performance.
2. You encourage performance with positives.
4. You use visuals to display performance (score).
5. You know people’s performance concerns.
6. You treat people as key to progress.
7. You provide recognition or reward for positive progress.
8. You celebrate success.
9. You use a system to recognize and reward progress.
10. You use a plan to stimulate progress in your organization.

SCORE: ________________

AREAS FOR IMPROVEMENT:

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
Scorecard

Score

Lead by example
Establish a common purpose
Act to develop a superior organization
Drive excellence
Enhance others
Reinforce progress
Total

AREAS FOR IMPROVEMENT:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
4. **Outline a leadership improvement plan**

Upon completion of Progression Leader Assessment, take time to reflect on your view of leadership and write a one sentence statement describing what leadership is to you.

**Leadership is ______________________________.**

Based on the assessment and your view of leadership, you can develop an Individual Leadership Improvement Plan.

I will improve (what) __________________________ by (how) __________________________ no later than (when) __________________________.

I will improve (what) __________________________ by (how) __________________________ no later than (when) __________________________.

I will improve (what) __________________________ by (how) __________________________ no later than (when) __________________________.

I will improve (what) __________________________ by (how) __________________________ no later than (when) __________________________.
5. **Maximize your learning opportunities. I can become a better leader by**

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

6. **Emphasize leadership progress. I am a better leader today because:**

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________

_________________________________________________________________
This is an introduction to Being a Progressive Leader. Specifically, progressive leaders:

- Lead by example
- Establish a common purpose
- Act to develop a superior organization
- Drive excellence
- Enhance others
- Reinforce progress

This VICTORY Guide provides:

- Definition of progressive leadership
- Why progressive leadership
- 6 key elements for progressive leaders
- 6 fundamental questions leaders must ask everyday
- 7 guidelines to lead by example
- 7 actions to establish a common purpose
- 8 considerations to develop a superior organization
- 7 actions to drive excellence
- 7 methods to enhance others
- 7 guidelines to reinforce progress
- 6 step action process to become a progressive leader
- A progressive leader assessment
- And much more!