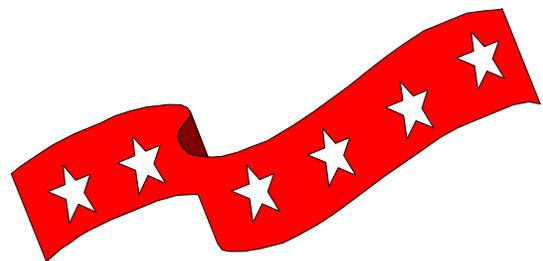
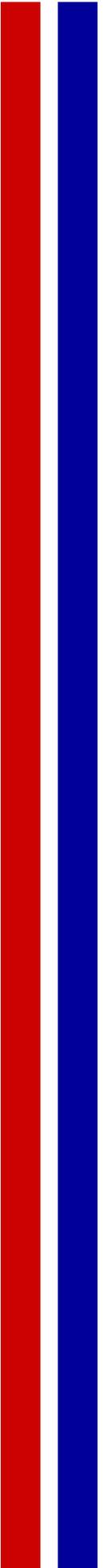


# BEING A PROGRESSIVE LEADER



VICTORY RESOURCES



# **BEING A PROGRESSIVE LEADER**

**A VICTORY Guide**

**VICTORY RESOURCE**

This book was developed by James H. Saylor

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# FORWARD

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

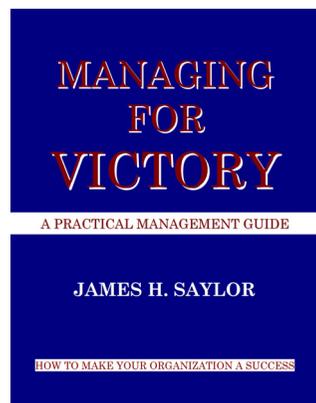
**O**wning the work fosters empowerment

**R**ecognizing and rewarding builds high performance

**Y**earning ensures success

Customers drive VICTORY

Progressive Leaders guide VICTORY



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# 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](http://www.managingforvictory.com) or [www.thebusinesscoach.org](http://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 PROGRSSIVE 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**nvoke 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**

**P**ursue a common purpose

**U**nite the organization to the common purpose

**R**einforce through communication

**P**ursue with mind, heart and resources

**O**rient toward the customer

**S**hare purpose with everyone

**E**stablish a forward thinking process

## HOW DOES A PROGRESSIVE LEADER DEVELOP A SUPERIOR ORGANIZATION

### ACT TO DEVELOP A SUPERIOR ORGANIZATION

**O**rient toward a participative organization

**R**ecognize individual contributions

**G**uide the organization's development

**A**dapt teams

**N**urture team differences

**I**nstitutionalize teamwork

**Z**ealously communicate success

**E**stablish support system

## HOW DOES A PROGRESSIVE LEADER DRIVE EXCELLENCE

### DRIVE EXCELLENCE

**P**ursue perfection

**R**ecognize the value of people in the system

**O**rient toward system

**C**larify expected results

**E**stablish a continuous improvement system

**S**trengthen relationships

**S**upport the system

## HOW DOES A PROGRESSIVE LEADER ENHANCE OTHERS

### ENHANCE OTHERS

**P**ursue the best in everyone

**E**mpower others

**R**emove boundaries

**F**ormulate performance objectives

**O**rient people toward competence

**R**equire continuous learning

**M**onitor 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**

**B**elieve you are leader

**E**stablish yourself in leadership position

**C**omplete progressive leader assessment

**O**utline a leadership improvement plan

**M**aximize your learning opportunities

**E**mphasize leadership progress

## ***ACTION PROCESS***

1. **B**elieve you are leader. Do you believe leaders are: made or born? Why?

Leaders are: \_\_\_\_\_

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

My leadership position is

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3. **C**omplete 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:

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## 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:

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## 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.
6. You promote teamwork.
7. You communication 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:

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## 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:

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## 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:

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## Reinforcing Progress

1. You promote superior performance.
2. You encourage performance with positives.
3. You score performance.
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:

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4. **O**utline 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 you view of leadership you san 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. **M**aximize your learning opportunities. I can become a better leader by

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

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# BEING A PROGRESSIVE LEADER

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

**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

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!

