

THE



BY

MARTY CELAYA

YOU ARE A

LEADER

IN PROGRESS

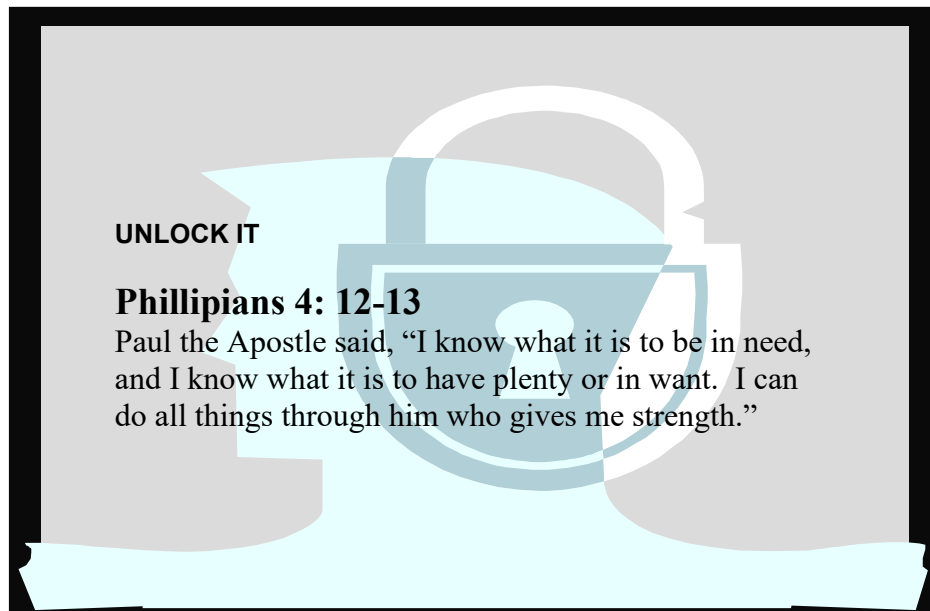
You Are A Leader In Progress

Everything rises and falls on leadership. Your success begins when you realize that you possess what it takes to be a leader.

- *How do you see yourself?*
- *Do you see yourself as a leader?*
- *How do people see you?*
- *If you could see today what would be written on your tombstone tomorrow, what would it say?*

Leaders are not, quote UN quote, Born With It! You have the ability inside of you to become the leader God's called you to be. The raw traits of leadership can be acquired. All of you lead right now at a certain skill level, yet it is important to know that you can develop in becoming a stronger leader. Leadership can be learned, it is not inherited.

Do you know the SECRET?



UNLOCK IT

Phillipians 4: 12-13
Paul the Apostle said, "I know what it is to be in need, and I know what it is to have plenty or in want. I can do all things through him who gives me strength."

WHAT IS
A

LEADER?

What Is A Leader?

One of the biggest questions asked is, “How do you spot a leader?” If you look in any group setting, ask yourself these questions.

- *Who is the one leading the conversation?*
- *Who is the one people are looking to for answers.*
- *Who is the one making key decisions?*
- *Who is the one people are following?*
- *Who is the one that is not just saying things, but has something to say!*
- *Who is the one influencing others?*

A leader is a person of influence. The question is really not whether you are a leader or not, the real question is WHAT KIND OF A LEADER ARE YOU, OR WILL YOU BE?

A leader does more than manage people. Here are some things about a leader.

1. Leaders have **VISION**
2. Leaders are **MOTIVATORS** and **ENCOURAGERS**
3. Leaders have **FOLLOWERS**
4. Leaders create a **LEGACY**

VISION... Leaders look at the big picture. Leaders see from a different perspective.

MOTIVATION AND ENCOURAGEMENT...Leaders bring people along!

FOLLOWERS...If you think your leading and have no followers, you’re only taking a walk!

LEGACY... Leaders continue to influence after they’re dead and gone.

When I see a **LEADER**, I think of the word...

L E A D E R

LEADERSHIP

Myths of Leadership

1. Leaders are **BORN**, not **MADE**
2. Leadership is a **RARE SKILL**
3. Leadership exists only at the **TOP** of an organization.
Leadership is **INFLUENCE**, not position.
4. That all leaders are **CHARASMATIC** in personality.
CHARISMA will get you inside the door.
CREDIBILITY will keep you there.
5. Leaders control by **MANIPULATION**.
Manipulation-Moving people for the **LEADERS** advantage.
Motivation-Moving people for **EVERYONES** advantage.

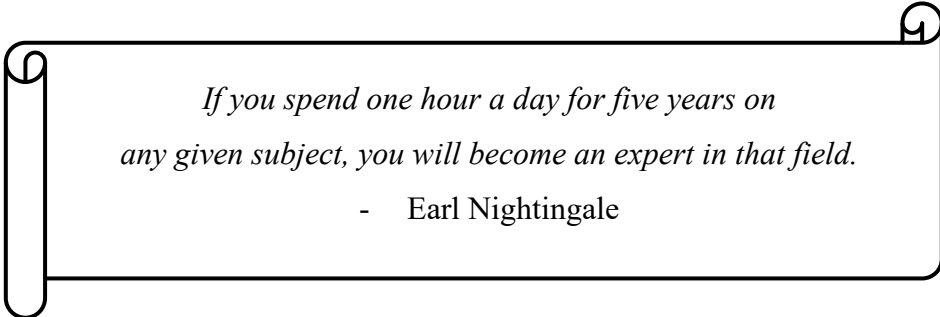


The Making of a Leader

1. Understand the **VALUE** of leadership.

Everything rises and falls on leadership!

2. Make a **COMMITMENT** to learn how to lead.
This will affect the size of your organization.



*If you spend one hour a day for five years on
any given subject, you will become an expert in that field.*

- Earl Nightingale

Growth stops when the price gets too high.

Becoming a leader will cost you...

- (1) **PERSONAL CHANGE**
- (2) **TIME**
- (3) **DOLLARS**
- (4) **FRIENDSHIPS**
- (5) **YOUR OPINIONS AND YOUR FREEDOM**

3. **START** leading.

Leadership can be described on **FOUR LEVELS**:

- (1) Leadership that **INTERESTS** people-“I know where I’m going.”
- (2) Leadership that **IMPRESSES** people-“I’ve been there.”
- (3) Leadership that **INFLUENCES** people-“I have taken you with me.”
- (4) Leadership that **IMPACTS** people-“You have taken others with you.”

When I see a **LEADER**, I think of the word...

L E A D E R

EQUIPPER

An Equipper's Gameplan

First Develop **SELF**

Then **LEAD** self

Then **DEVELOP** others

Then **LEAD** others

Next, Lead others to develop **OTHERS**

Finally, Lead others to **LEAD** others

As the Leader Ask Yourself

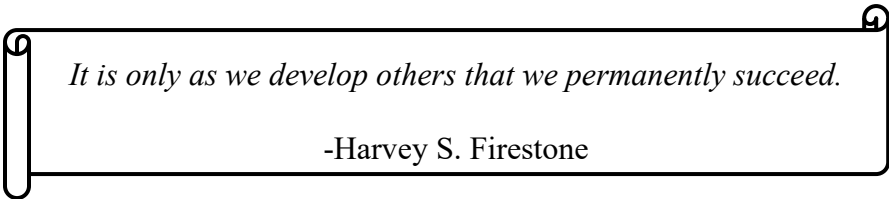
EVALUATE ... How well can they do? Where are our followers at?

QUALIFY ... How well did they do? What is their skill level?

UNITE ... How well are we doing together? Do they receive my leadership?

INVEST TIME ... Is my time with them profitable? Am I effective, and are they growing?

PROVIDE RESOURCES & EXPERIENCES ... Am I providing resources and experiences to help them under my leadership?



It is only as we develop others that we permanently succeed.

-Harvey S. Firestone

When I see a **LEADER**, I think of the word...

L E A D E R **ATTITUDE**

Attitude

The longer I live, the more I realize the impact of attitude on life.

Attitude to me is more important than facts.

It is more important than the past,

is more important than education, than money,

than circumstances, than failures, than successes,

than what other people think, or say or do.

It is more important than appearance, giftedness or skill.

It will make or break a company, a church, a home.

*The remarkable thing is we have a choice every day
regarding the attitude we will embrace for that day.*

We cannot change our past—

We cannot change the fact that people will act in a certain way.

We cannot change the inevitable.

The only thing we can do is play on that one string we have,

*and that is our attitude. I am convinced that life is 10% what happens to me and 90%
how I react to it.*

- Charles Swindoll

What Is an Attitude?

It is the “advance man” of our true selves.

Its roots are inward but its fruit is outward.

It is our best friend or our worst enemy.

It is more honest and more consistent than our words.

It is an outward look based on past experiences.

It is a thing which draws people to us or repels them

It is never content until it is expressed.

It is the librarian of our past.

It is the speaker of our present.

It is the prophet of our future.

-John C. Maxwell, *The Winning Attitude*

Attitude Check Up!

A leader who stays on top will possess a winning and tenacious attitude. Successful leaders have good attitudes about themselves, others and life.

Check your attitude with the following questions.

Our Attitudes that Determine our Capacity to Lead Others

1. Do you welcome responsibility?
2. Do other people's failures annoy us or challenge us?
3. Do we use people or cultivate people?
4. Do we direct people or develop people?
5. Do we criticize or encourage?
6. Do we shun the problem person or seek him out?
7. Do you nurse resentments or do you readily forgive injuries done to you?
8. Are you reasonably optimistic?
9. Do you possess tact? Can you anticipate the likely effect of a statement before you make it?
10. Do your subordinates appear at ease in your presence?
11. Are you unduly dependent on the praise or approval of others?
12. Do you find it easy to make and keep friends?
13. Can you accept opposition to your viewpoint or decision without considering it a personal affront and reacting accordingly?
14. Can you induce people to do happily some legitimate thing which they would not normally wish to do?
15. Are you entrusted with the handling of difficult and delicate situations?
16. Do you possess the ability to secure the discipline without having to resort to a show of authority?
17. Do you readily secure the cooperation and win the respect and confidence of others?
18. Can you use disappointments creatively?
19. Can you handle criticism objectively and remain unmoved under it?
20. Do you retain control of yourself when things go wrong?

-R.E. Thompson, *Spiritual Leadership*

My attitude determines how I see.....

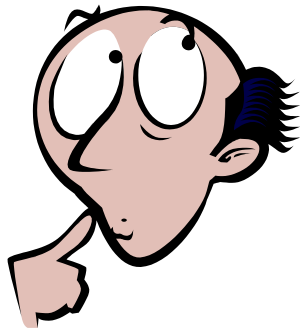
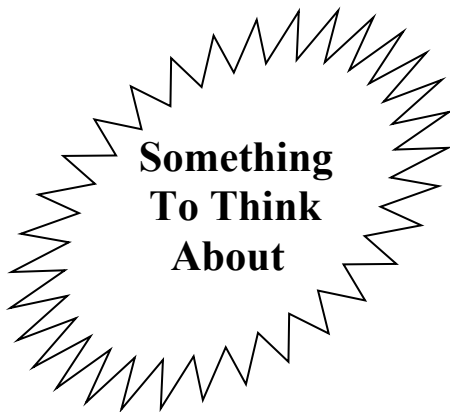
MYSELF --I cannot go any higher than my self-image.

OTHERS --I cannot go any higher than my belief in others.

BUSINESS --I cannot go any higher than my dream for my career.

MY FAILURES --I cannot go any higher than my willingness to get back up.

The major difference between achieving people and average people is their **PERCEPTION** of, and their **RESPONSE** to failure.



Robert Half International, A San Francisco consulting firm, asked vice presidents and personnel directors at one hundred of America's largest companies to name the single greatest reason for firing an employee. While incompetence ranked as the number one reason, the next five reasons all involved *attitude*.

A negative attitude never advances a leader's influence, and certainly will not attract more people of a higher caliber to you. For some, a positive attitude comes more naturally than for others, but for all who desire to lead with success, a positive attitude is a must. A positive attitude displays itself in many forms-from faith in people to seeing the best in a difficult situation.

A positive attitude does not mean that you reject reality. It does mean, however, that if you commit yourself to it, you can find the best, even in the worst of situations. This will help you turn a negative situation into a positive one. A positive attitude is like a pair of glasses that focuses on the opportunities and possibilities in life, even in difficult times.

What kind of attitude glasses do you wear? Do you need a new set to give you better attitude vision?

Paradoxical Commandments of Leadership

1. People are illogical, unreasonable and self-centered.

Love them anyway.

2. If you do good, people will accuse you of selfish, ulterior motives.

Do good anyway.

3. If you are successful, you win false friends and true enemies.

Succeed anyway.

4. The good you do today will be forgotten tomorrow.

Do good anyway.

5. Honesty and frankness make you vulnerable.

Be honest and frank anyway.

6. The biggest men with the biggest ideas can be shot down by the smallest men with the smallest minds.

Think big anyway.

7. People favor underdogs but follow only top dogs.

Fight for a few underdogs anyway.

8. What you spend years building may be destroyed overnight.

Build anyway.

9. People really need help, but may attack you if you do help them.

Help them anyway.

10. Give the world the best you have and you'll get kicked in the teeth.

Give the world the best you have anyway.

When I see a **LEADER**, I think of the word...

L E A D E R DREAMER

We all live under the same sky, but we don't all have the same horizon.

- Konrad Adenauer

There are four vision-levels of people:

1. Some people never see it - **WANDERER**.

These people wander through life.

2. Some people see it but never pursue it on their own - **FOLLOWER**.

These people will follow you but will only do it if you do it.

3. Some people see it and pursue it - **ACHIEVER**.

These are the people who don't need anyone else to help them. They'll do it.

4. Some people see it and pursue it and help others see it - **LEADER**.

These are the people who take others with them on the trip.



Doing my best at this present moment puts me in the best place for the next moment.

- Oprah Winfrey

Vision Weaves Four Things Into the Fabric of our Daily Lives

There is no such thing as an emotionless vision. **VISION WEAVES PASSION**

A vision is a picture of the future that **VISION WEAVES MOTIVATION** motivates you to pursue it.

A vision will prioritize your life. **VISION WEAVES DIRECTION**

A vision makes you an important link between **VISION WEAVES PURPOSE** current reality and the future.

- Andy Stanley, *Visioneering*

A person without experience sees a vision idealistically. To that individual the vision alone is enough. Naively, this person casts the vision to others, expecting the dream to do the work and failing to realize that a vision needs support. A person with experience learns that people buy into the leading before they buy into the vision. Experienced leaders realize that people are fickle and dreams are fragile. Experience has taught me these principles about vision.

- The credibility of a vision is determined by the **LEADER**.
- The acceptance of a vision is determined by the **TIMING**.
- The value of a vision is determined by the **ENERGY & DIRECTION** it gives.
- The evaluation of a vision is determined by the **COMMITMENT** level of people.
- The success of a vision is determined by its **OWNERSHIP** by both the leader and the people.

- John C. Maxell, *Developing the Leader Within You*

What would be worse than being born blind?

She replied, *To have sight without vision.*

-Helen Keller

Break the Dream Down So Everyone Can...

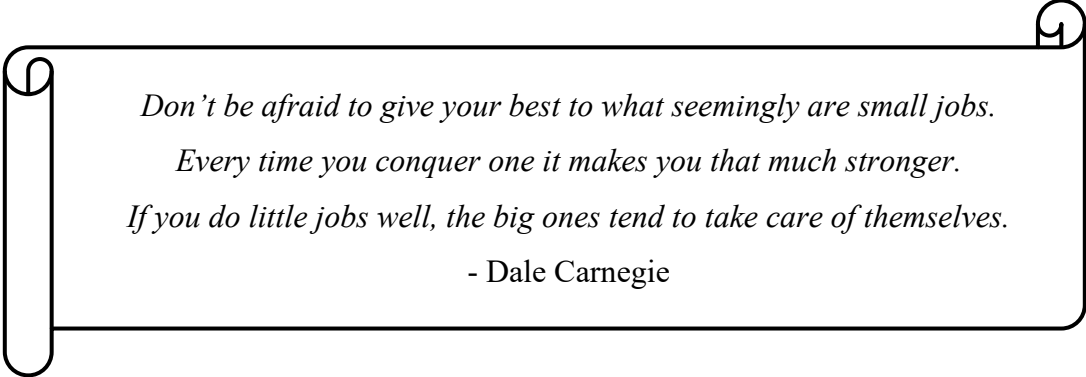
1. **UNDERSTAND IT**
2. **OWN IT**
3. **CONTRIBUTE TO IT**
4. **PASS IT ON**

When I see a **LEADER**, I think of the word...

L E A D E R

EXCELLENCE

Excellence derives from the word “excel”, which means to go **BEYOND AVERAGE**.



*Don't be afraid to give your best to what seemingly are small jobs.
Every time you conquer one it makes you that much stronger.
If you do little jobs well, the big ones tend to take care of themselves.*

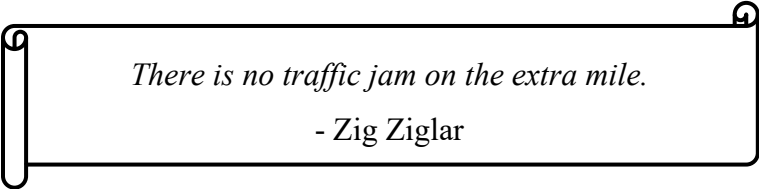
- Dale Carnegie

Today's philosophy– Minimum **EFFORT** for maximum **EXPECTATION**

Rebekah principle- Maximum **EFFORT** for minimum **EXPECTATION**

Rebekah teaches us that...

- (1) We are not to live our lives as a **LEGALIST**.
- (2) We cannot walk the second mile until we have walked the **FIRST**.
- (3) Extra blessings are a result of extra **EFFORT**.



There is no traffic jam on the extra mile.

- Zig Ziglar

When I see a **LEADER**, I think of the word...

LEADER RELATIONSHIPS

You can't lead'em if you don't lov'em!

Why Customers Quit

1 % Die

9 % Competition

3 % Move

14 % Product dissatisfaction

5 % Other friendships

68 % Attitude of indifference
toward the customers

**Something
To Think
About**

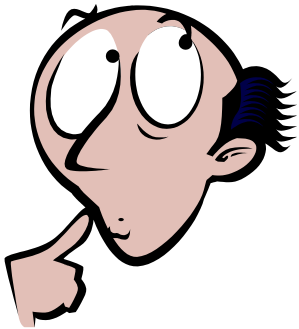
You may have heard it said that people do not care how much you know until they know how much you care. Successful teachers, writers, managers, politicians, philosophers and leaders who deal with people instinctively know this simple fact: Every person in the world is hungry for something be it recognition, companionship, understanding, love—the list is endless. One common item on people's list of needs is the desire to feel worthwhile. As a leader, you can develop solid relationships by helping a person become useful and find satisfaction and significance.



Napoleon Bonaparte knew every officer of his army by name. He liked to wander through his camp, meet an officer, greet him by name, and talk about a battle or maneuver he knew this officer had been involved in. He never missed an opportunity to inquire about a soldier's hometown, wife and family, the men were always amazed to see how much detailed personal information about each one the emperor was able to store in his memory. Napoleon's personal interest in him—proven by his statements and questions—it's easy to understand the devotion they felt for him.



**Something
To Think
About**



People know if you love and believe in them. They can sense if you are in the relationship for their best interest or yours. Whether the relationship is brief or long-term, people have an inner sense about your motive. Sometimes they verbalize it in this way... "I do not know, - I just have a good feeling about him."

In long-term relationships, it is easier for people to know if you love and believe in them, because your actions tell the truth every time.

Remember these three goals to help you connect in communication:

1. Give them something to feel.
2. Give them something to learn.
3. Give them something to hold on to.

The connection you make may be as simple as an encouraging word over a cup of coffee, but the connection is made.

An old Chinese poem has some of the best advice you can find about developing relationships.

Go to the people,

Live among them.

Learn from them.

Love them.

Start with what they know.

Build on what they have.

But of the best leaders,

When their task is accomplished,

Their work is done,

The people will remark,

"We have done it ourselves."

PROFILE OF A LEADER



1. They have influence.
2. They have self-discipline.
3. They have a good track record.
4. They have strong people skills.
5. They have the ability to solve problems.
6. They do not accept the status quo.
7. They see the big picture.
8. They have the ability to handle stress.
9. They display a positive spirit.
10. They understand people.
11. They are free of personal problems.
12. They are willing to take responsibility.
13. They are free from anger.
14. They are willing to make changes.
15. They have integrity.
16. They have a growing personal walk with God.
17. They have the ability to see what needs to be done next.
18. People follow their leadership.
19. They have the ability and desire to keep on learning.
20. They have a manner which draws people.
21. They have a good self-image.
22. They have a willingness to submit to and serve others.
23. They have the ability to “bounce back” when problems arise.
24. They have the ability to develop other leaders.
25. They take initiative.

LEADERSHIP IS

INFLUENCE

YOU ARE A LEADER IN PROGRESS

Leadership Is Influence

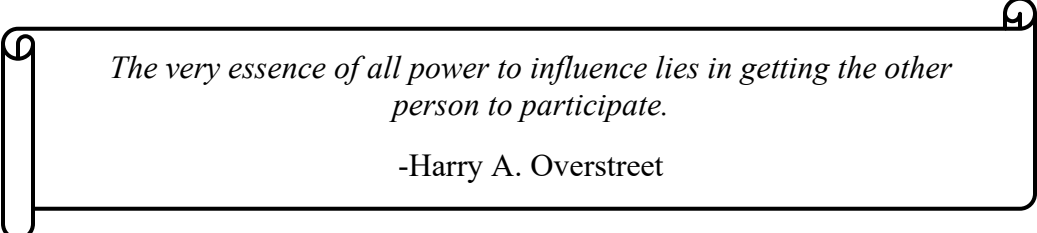
It is important to know that everyday you are influencing someone while at the same time being influenced by others or something. We should learn to live life for an audience of one, however, we should always be aware of the fact that our lives are shaping other people's lives. Ask yourself these questions.

- *Who or what influences you?*
- *Do people listen when you speak?*
- *Are people better off after they leave your presence?*
- *Do you know that your influence lives longer than you think?*

POINT – You don't always see the impact of your influence, yet sometimes God allows you to see a little of the fruit of your labor.

Influence Insights:

1. Leadership is **INFLUENCE**. Nothing more, nothing less.



The very essence of all power to influence lies in getting the other person to participate.

-Harry A. Overstreet

The person who has the most influence is the leader.

A Leader's Prayer

God, when I am wrong, make me willing to change.

When I am right, make me easy to live with.

So, strengthen me that the power of my example.

Will far exceed the authority of my rank.

- Pauline H. Peters

2. Our influence with others is not in **ALL AREAS**.

*Anytime you think you have influence, try ordering around
someone else's dog.*

- *The Cockle Burr*

A Born Leader

I'm paid to be a foreman.

My job is leading men.

My boss thinks I'm a natural,

But if I am, why then,

I wish someone would tell me

Why snow-swept walks I clean,

When in the house sit two grown sons

Who made the football team

- Author Unknown

3. With influence comes **RESPONSIBILITY**.

There are people whose feelings and well-being are within my influence.

I will never escape that fact.

- John Maxwell

4. My influence with others is either **POSITIVE** or **NEGATIVE**.

My Influence

*My life shall touch a dozen lives before this day is done,
Leave countless marks for good or ill ere sets the evening sun,
This is the wish I always wish, the prayer I always pray;
God, may my life help other lives it touches by the way.*

- Author Unknown

5. People of positive influence **ADD VALUE** to others.

A life isn't significant except for its impact upon our lives.

- Jackie Robinson

Success is when I add value to **MYSELF**.

Significance is when I add value to **OTHERS**.

Something To Think About

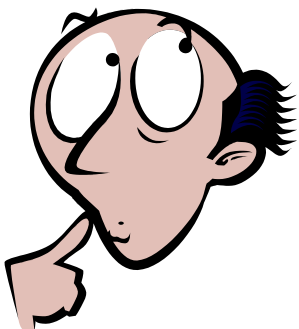
Influencing others is a choice.

You make the choice about how you will influence others. Don't wait for them to come to you. The litmus test of whether or not you are an encouraging leader is if people migrate to you at times other than when they need something from you. Simply put, do people seek you out?

Check the following:

1. Do people seek you out, not for permission or a signature, but to be around you?
2. When you see people-before work, after work, at lunch, at church- do they smile and walk toward you or do they continue on their path?

These are important observations for you to make.



10 Ways That An Influencer Gains Influence

1. Influencer Has **INTEGRITY**

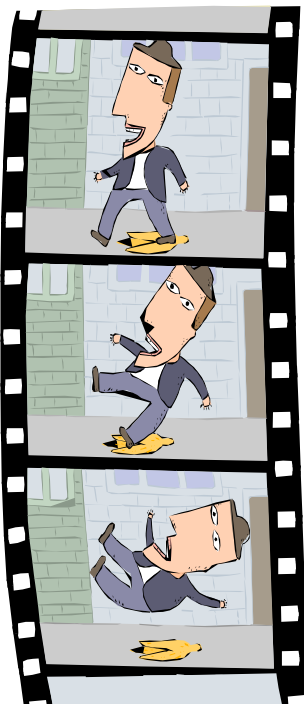
If we live truly, we shall truly live.

-Ralph Waldo Emerson

In order to be a leader a man must have followers. And to have followers, a man must have their confidence. Hence the supreme quality for a leader is, unquestionably, integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army or in an office. If a man's associates find him guilty of phoniness, if they find that he lacks forthright integrity, he will fail. His teachings and actions must square with each other. The first great need, therefore, is integrity and high purpose.

-Dwight D. Eisenhower

In the business world it's acceptable to make mistakes, to lay eggs—big ones—but the Center for Creative Research, in a significant study, learned that one thing that sounds the death knell for those who aspire to the top rung on the ladder is betraying a trust. Virtually anything else can be overcome over a period of time, but once trust is betrayed moving to the top of the ladder is out of the question.



Few men have virtue to withstand the highest bidder.

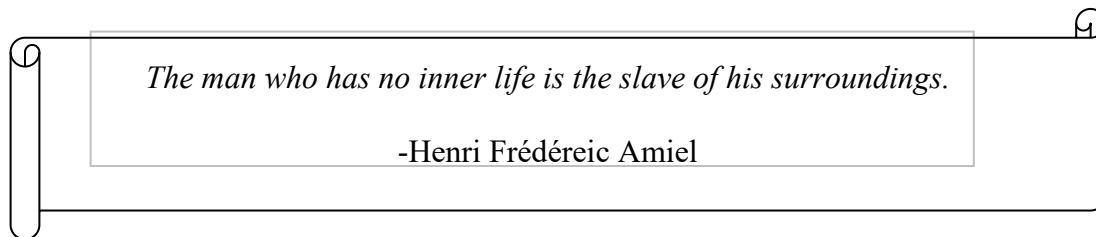
-George Washington

An example of integrity in action:

Some years earlier in Johnson & Johnson's mission statement they had a line saying that "They would operate with honesty and integrity." Several weeks before the Tylenol incident, the president of Johnson & Johnson sent a memo to all presidents of divisions of Johnson & Johnson asking if they were abiding by, and if they believed in, the mission statement. All presidents came back in the affirmative.

The story goes that within an hour of the Tylenol crisis, the president of Tylenol ordered all capsules off the shelf-knowing it was a \$100 million dollar decision.

When reporters asked how he could decide so easily and rapidly on such a major decision, his reply was, "I was practicing what we agreed on in our mission statement." It is always easy to do right when you know ahead of time what you stand for.



Abraham Lincoln said, *When I lay down the reins of this administration I want to have one friend left. And that friend is inside myself.*

Notre Dame football coach, Lou Holtz, in a motivational film said:

Do what's right! Do the best you can and treat others the way you want to be treated because they will ask three questions:

- 1) *Can I trust you?*
- 2) *Do you believe this? Are you committed to this? Have a passion for this?*
- 3) *Do you care about me as a person?*

Integrity is not what we do so much as who we are. The more credible you are the more confidence people place in you.

An Influencer ...

2. **NURTURES** people

The length and breadth of our influence upon others depends on the depth of our concern for others.

Many leaders love their position more than their people.

When that happens, leaders soon lose their **POSITION**.

Of course it is possible to love a human being, if you don't know them too long.

-Charles Bukowski

My parents have been visiting me for a few days.

I just dropped them off at the airport.

They leave tomorrow.

-Margaret Smith

When Narvaez, the Spanish patriot, lay dying, his father-confessor asked him whether he had forgiven all his enemies. Narvaez looked astonished and said, "Father, I have no enemies. I have shot them all."

Few leaders love their people more than their position.

When that happens, leaders **STRENGTHEN** their position.

Achievers Care About People

"Nice guys" get the best results from subordinates, according to a study by the research outfit Telometrics International, as reported in the *Wall Street Journal*. Of 16,000 executives studied, the 13 percent identified as "high achievers" tended to care about people as well as profits. Average achievers concentrated on production, while low achievers were preoccupied with their own security.

High achievers viewed subordinates optimistically, while low achievers showed a basic distrust of subordinates' abilities. High achievers sought advice from their subordinates; low achievers didn't. High achievers were listeners; moderate achievers listened only to superiors; low achievers avoided communication and relied on policy manuals.

-*Wall Street Journal*

Notes on Nurturing:

A. Nurturing people does not mean **NEEDING** people.

You can't lead people if you need people.
- John Maxwell

B. Nurturing people does mean you will make a **COMMITMENT** to people.

C. Nurturing people does mean **LOVING** people.

You will find as you look back upon your life that the moments when you have really lived, are the moments when you have done things in a spirit of love.

-Henry Drummond

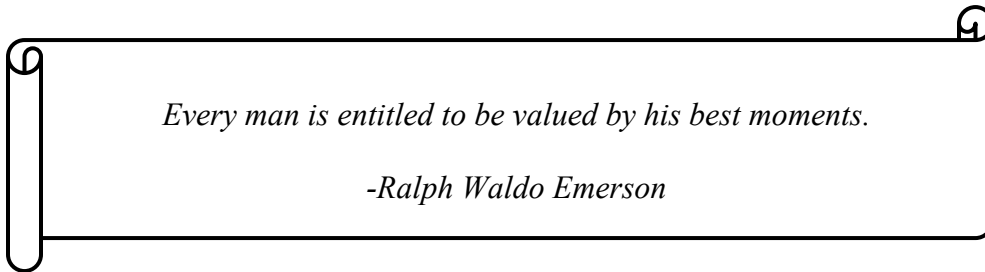
D. Nurturing people does mean **LIFTING** people to a higher level.

Jan Carlzon, chairman and CEO of Scandinavian Airlines, speaks from his experience when he suggests that there are two great motivators in life. One is fear. The other is love. You can lead an organization by fear, but if you do, you will ensure that people won't perform up to their real capabilities.

Deep down, your players must know you care about them.
This the most important thing. I could never get away with what I do if the players felt I didn't care. They know, in the long run, I'm in their corner.
-Bo Schembechler, former head football coach, University of Michigan

An Influencer has...

3. **FAITH** in people.



ASSETS make things possible.

PEOPLE make things happen.

In leading others, there are three feelings that a leader cannot possess:

(1) **FEAR**

(2) **DISLIKE**

(3) **CONTEMPT**

If we are afraid of people, we cannot **HANDLE** them.

If we dislike people, we should not **LEAD** them.

If we look down on people, we will not **RESPECT** them.

Les Giblin, an authority on human relations, says that our actions must be genuine: You can't make the other fellow feel important in your presence if you secretly feel that he is a nobody.

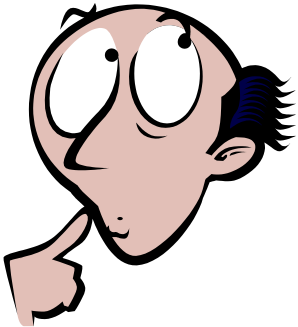
Give your key leaders a reputation to uphold



**Something
To Think
About**

You can show people that you believe in them through:

- **Love for them**
This strengthens personal relationships.
- **Believing in them**
This will give them courage to stretch themselves and take risks.
- **Getting to know them**
This strengthens a person's individual growth.
- **Teaching them**
This enhances growth.
- **Expanding them**
This will provide challenges.
- **Lifting them**
This will ensure results.



YOU ARE A LEADER IN PROGRESS

An Influencer...

4. **LISTENS** to people.

Climbing the “Ladder” to Better Listening

- L** Stands for: **LOOK** at the speaker.
Meanings are not in words but in people.
- A** Stands for: **ASK** questions.
This is the quickest way to become a listener.
- D** Stands for: **DON'T** interrupt.
It's just as rude to step on people's ideas as it is to step on their toes.
- D** Stands for: **DON'T** change the subject.
Listening is wanting to hear.
- E** Stands for: Check your **EMOTIONS**.
*Leaders must keep “current of the undercurrents.”
Emotions create a storm and others will back away.*
- R** Stands for: **RESPONSIVE**
listening.
When people feel that their leader no longer listens or responds, they

The first duty of love is to listen.

-Paul Tillich

A wise old owl sat in

*The more he heard the less he spoke.
The less he spoke the more he heard,
Why can't we be like that wise old bird?*

-Author Unknown



an oak,

An Influencer...

5. **UNDERSTANDS** people.

Few things will pay you bigger dividends than the time and trouble you take to understand people. Almost nothing will add more to your stature as an executive and as a person.

Nothing will give you greater satisfaction or bring you more happiness.

Kienzle & Dare, *Climbing the Executive Ladder*

To understand the mind of a person look at what he/she has **ALREADY ACHIEVED**.

To understand the heart of a person look at what he/she **DREAMS OF BECOMING**.

Three Questions to Connect With Others

1. **WHAT DO YOU LAUGH ABOUT?**
2. **WHAT DO YOU CRY ABOUT?**
3. **WHAT DO YOU DREAM ABOUT**

Norman Wright says...

There are two basic reasons why relationship fail:

- (1) **FEAR**, which causes us to erect barriers; and
- (2) **SELFISHNESS**, which causes us to focus on self instead of others.

Wear muddy boots.

-Kansas Agricultural Advertising Agency's New Business Philosophy

At the beginning of the meeting the head of the agency reaches under the table and brings out a pair of muddy boots and puts them in the center of the conference room table. Now folks, he says, this is our business philosophy at this agency: If you hire us, we will get our boots muddy. We will walk your fields with you. We will get as deeply involved in your business as you are. And we will thoroughly understand your problems before we try to create advertising solutions for you.

Personal Listening Evaluation

The following test is useful to determine if you listen to people with more than your ears. Do you hear more than their words?

For the following questions, give yourself four points for answering *Always*, three points for *Usually*, two for *Rarely*, and one for *Never*. (YOU WRITE)

Do I allow the speaker to finish without interrupting? _____

Do I listen "between the lines," that is, for the subtext? _____

When writing a message, do I listen for and write down the key facts and phrases? _____

Do I repeat what the person just said to clarify the meaning? _____

Do I avoid getting hostile and/or agitated when I disagree with the speaker? _____

Do I tune out distractions when listening? _____

Do I make an effort to seem interested in what the other person is saying? _____

Scoring:

26 or higher. You are an excellent listener.

22-25: Better than average score.

18-21: Room for improvement.

17 or lower: Get out there right away and practice your listening.¹

David Burns, a medical doctor and professor of psychiatry at the University of Pennsylvania, says: "The biggest mistake you can make in trying to talk convincingly is to put your highest priority on expressing your ideas and feelings. What most people really want is to be listened to, respected, and understood. The moment people see that they are being understood, they become more motivated to understand your point of view."

Practice, practice, practice true listening!

¹Stephen Ash, "The Career Doctor," cited in Michigan Department of Social Services, *No-Name Newsletter*, Fall 1986.

Let's Review: How to Gain Influence

Integrity with people

Nurture people

Faith in people

Listen to people

Understand people

The first five steps = **ATTITUDE**

The last five steps = **ACTION**

An Influencer...

6. **ENLARGES** people.

A. How do you grow an organization? **GROW PEOPLE**

Q. How do you grow people? **GROW YOURSELF FIRST**

*There is no more noble occupation in the world than to assist another human being—
to help someone succeed.*

-Alan Loy McGinnis

Six Essentials to Enlarging Others

1. Placing a **HIGH VALUE** on people
2. A personal commitment to **GROWTH**
3. A personal commitment to **ADD VALUE TO OTHERS**
4. The ability to communicate your **BELIEF** in others
5. The ability to **STRETCH** them
6. Your **HIGHEST JOY** is other people's success

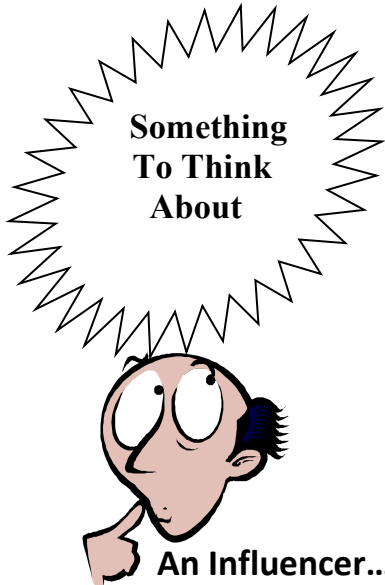
Success is...

KNOWING my purpose in life

GROWING to my maximum potential

SOWING seeds that benefit others

-John C. Maxwell, *The Success Journey*



**Something
To Think
About**

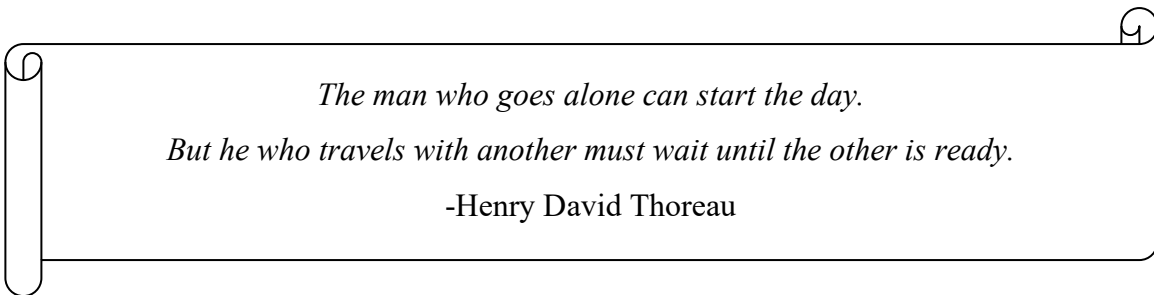
The first objective of a leader is to develop people, not dismiss them. Studies have shown that day-to-day coaching is most effective for growing people and seeing their most effective performance.

Give employees opportunities to grow. Give them responsibilities that show that you trust them. Provide learning opportunities through work experience, seminars, educational opportunities and mentoring relationships.

An Influencer...

7. **NAVIGATES** for people.

The Law of Navigation: Anyone can steer the ship, but it takes a leader to chart the course.



The leadership surveys of Warren Bennis and Burt Nanus spell it out in black and white: *What we have found is that the higher the rank, the more interpersonal and human the undertaking. Our top executives spend roughly 90 percent of their time concerned with the messiness of people problems.*

A leader is one who sees **MORE** than others see.

A leader is one who sees **FARTHER** than others see.

A leader is one who sees **BEFORE** others see.

An Influencer...

8. **CONNECTS** with people.

All great leaders and communicators have one thing in common:

They **CONNECT** with people.

Connecting thoughts:

- (1) Connecting with people is the **LEADERS** responsibility.
- (2) Connecting with people means **CARING** for people.
- (3) Connecting with people means **READING** people.
- (4) Connecting with people means giving to their agenda **FIRST**.

In 1842, Abraham Lincoln addressed members of the Washingtonian Temperance Society. In the address, entitled "Charity in Temperance Reform," Lincoln made this timeless observation,

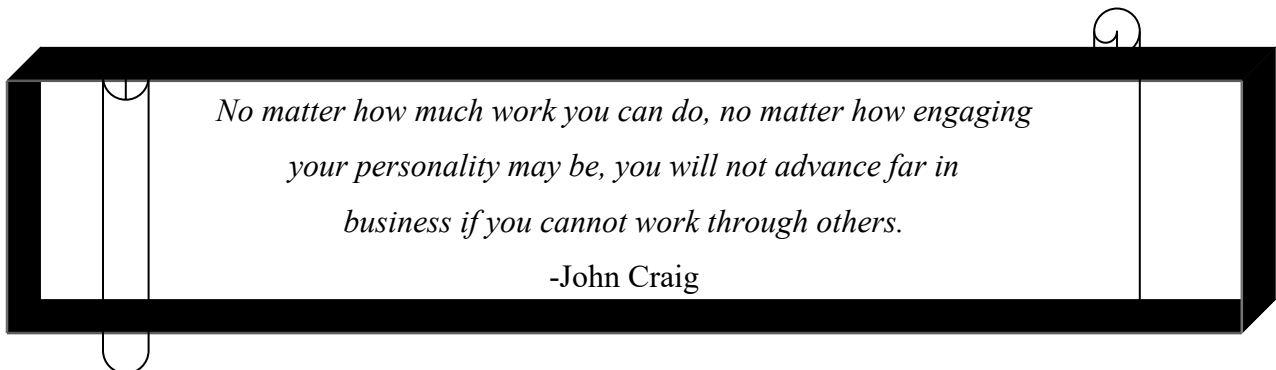
If you would win a man to your cause, first convince him that you are his sincere friend...Assume to dictate to his judgment, or to command his action, or to make him as one to be shunned and despised, and he will retreat within shell of a tortoise with a rye straw.

-Carl Sandburg, *The Prairie Years*

An Influencer...

9. **EMPOWERS** people.

The Law of Navigation: Anyone can steer the ship but it takes a leader to chart the course.



Enlarging a person deals with their **INDIVIDUAL** growth.

Empowering a person deals with their **ORGANIZATIONAL** growth.

In 1924, an English artist by the name of William Wolcott came to New York City to record his impressions of that great metropolis. One morning he was visiting in the office of a former colleague when the urge to sketch came over him. Seeing some paper on his friend's desk, he asked, "May I have that?" His friend answered, "That's not sketching paper. That's ordinary wrapping paper." Not wanting to lose that spark of inspiration, Wolcott took the wrapping paper and said, "Nothing is ordinary if you know how to use it." On that ordinary wrapping paper, Wolcott made two sketches. In 1924, long before our inflated values, one of those sketches sold for five hundred dollars and the other sold for one thousand dollars. Ordinary wrapping paper in the hands of a great artist became a great masterpiece.

Empowerment means...

Seeing the potential of an individual.

Saying encouraging, empowering words to that person.

Sharing your power and position and influence with them.

Showing to others your belief in and power given to that person.

The Five Essentials to Empowerment

- (1) Find a person **WORTHY** of empowerment.
- (2) Clearly lay out their **MISSION AND RESPONSIBILITIES**.
- (3) Verbally and visually show your **SUPPORT**.
- (4) Keep an **OPEN- DOOR** relationship with them.
- (5) Give them the **PUBLIC CREDIT** when successful.

An Influencer...

10. **REPRODUCES** other people.

When you influence a child, you influence a **LIFE**.

When you influence a parent, you influence a **FAMILY**.

When you influence a leader, you influence everyone who looks to him or her for **LEADERSHIP**.

We teach what we know-We reproduce who we are!

It takes a leader to *know* a leader.

It takes a leader to *show* a leader.

It takes a leader to *grow* a leader.

Q. "Why don't all leaders develop other leaders?"

They are **INSECURE**.

They spend too much time with **FOLLOWERS**.

They don't recognize the value of developing **LEADERS**.

Leadership has been viewed as a competitive **EFFORT**, not a cooperative one.

*It is one of the most beautiful compensations of this life that no man can sincerely try
to help another without helping himself.*

-Ralph Waldo Emerson

Question Review: What Are The 10 Ways Influencers Gain Influence?

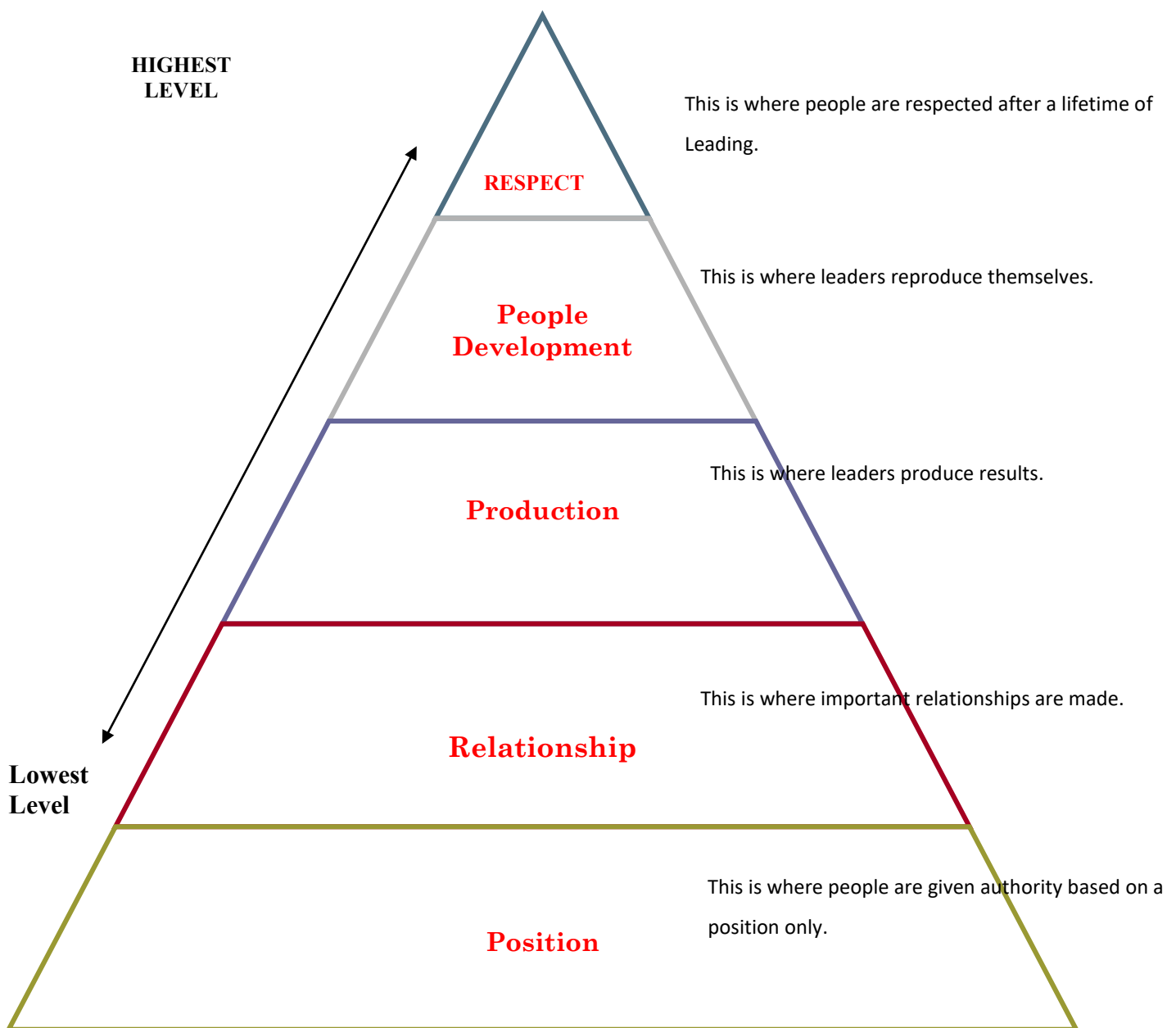
- | | |
|-------------------------|-----------------|
| (1) Integrity | (6) Enlarges |
| (2) Nurtures people | (7) Navigates |
| (3) Has Faith in people | (8) Connects |
| (4) Listens | (9) Empowers |
| (5) Understands | (10) Reproduces |

THERE ARE DIFFERENT
LEVELS
OF LEADERSHIP

There Are Different Levels of Leadership

Everyone of you are leaders in some way or another, and all of you lead at different levels. Listed below are the five levels of leadership people experience.

1. The POSITION LEVEL
2. The RELATIONSHIP LEVEL
3. The PRODUCTION LEVEL
4. The PEOPLE DEVELOPMENT LEVEL
5. The RESPECT LEVEL



Leaders Learn to Prioritize

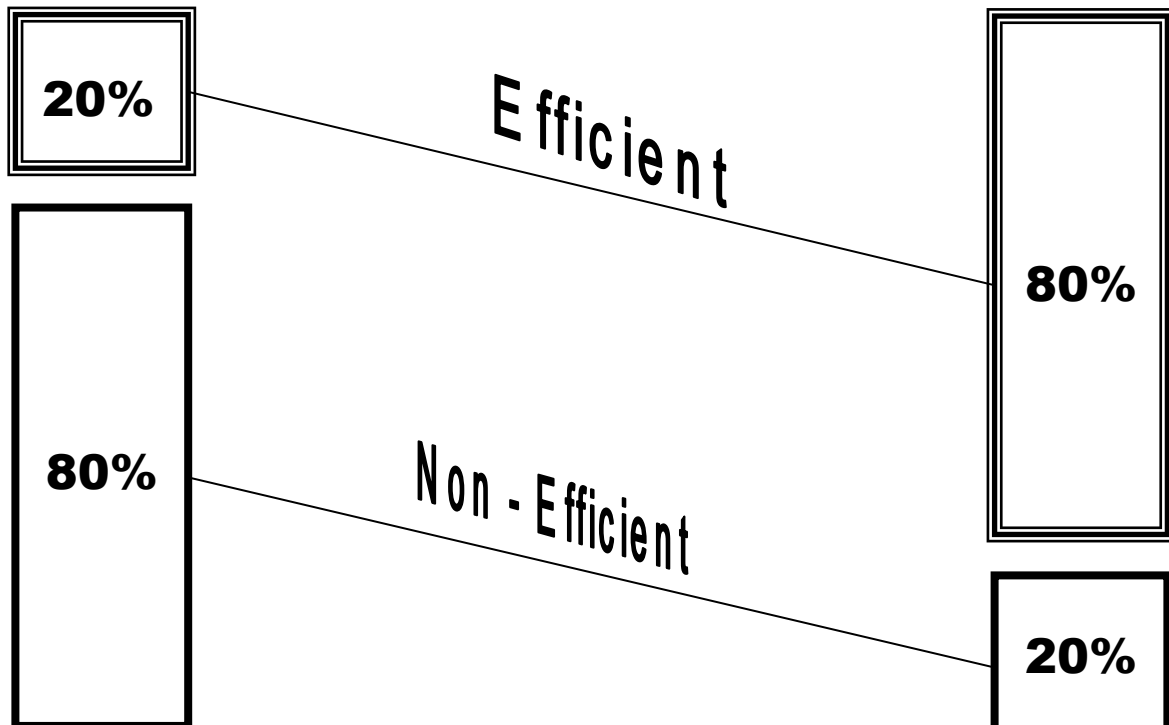
Good leaders learn the importance of prioritizing their lives in order to be effective within their areas of leadership.

THE PARETO PRINCIPLE – The 80-20 Rule.

20 percent of your priorities will give you 80 percent of your production,
If you spend your time, energy, money, and personnel on the top 20 percent of your priorities.

Priorities

Production



LEADERS LEARN TO
PRIORITIZE, EMBRACE CHANGE
AND HAVE A POSITIVE

FAITH FILLED ATTITUDE

Leaders Embrace Change

Leaders are not afraid of change, rather good leaders welcome change as an opportunity to grow or succeed. A leader must recognize these things about CHANGE.

1. Change begins with you. If a leader changes first, success will follow.
2. Change is an opportunity to make something better.
3. Change requires taking risks.
4. Change takes you into uncharted territories.
5. Change expands your vision.

Leaders Have Positive Faith Filled Attitudes:

In order to become the leader God's called you to be, you must have a positive attitude that is full of faith. You must believe-

- 1) You are the Head and not the Tail!
- 2) You are more than a Conqueror through Jesus Christ!
- 3) You can do ALL things through Christ who gives you strength!
- 4) He is able to do above and beyond all that you ask, think, or imagine!
- 5) No weapon formed against you shall prosper!
- 6) Greater is He that is in you, than he that is in the world.

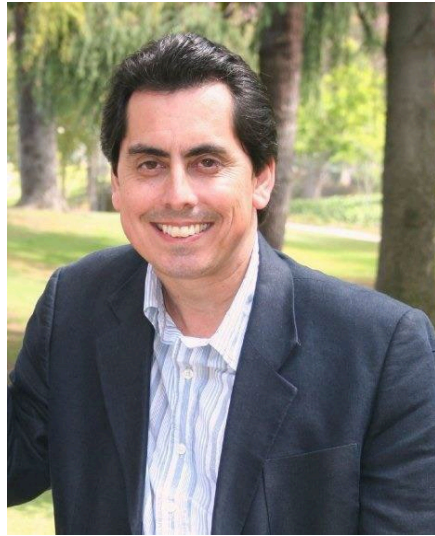
Have faith for your future.

Pray and believe the prayer of Jabez. (1 Chronicles 4: 9-11)

1. Believe you are honorable.
2. Believe that God can and desires to bless you indeed.
3. Believe that he can and will enlarge your territory.
4. Believe that he can and will keep His hand upon you.
5. Believe that he can and will keep you from harm and pain.
6. Believe that he will GRANT YOUR REQUEST.



YOU ARE AN AWESOME LEADER IN PROGRESS



About the Teacher

Marty Celaya is a Husband, Father, Teacher, Christian Businessman, Author, Producer, and Lead Pastor of Encouragement Community Church serving with his beautiful wife Irma in Southern California. Next to his personal relationship with our Lord and Savior Jesus Christ, Marty is grateful for his family and his many friendships with people all around the world. Over many years, Marty has served several churches as an associate or Executive Pastor and has preached the gospel of Jesus Christ throughout America and abroad. Ordained through ICFM, and a life time member of the Full Gospel Businessmen's Fellowship International, Marty received an Honorary Doctorate and Chaplaincy for a lifetime of service. Known as an encourager, a leader, a networker, and a connector of people, Marty Celaya's mission is to help other people's visions come to pass.

CONTACT INFORMATION FOR SPEAKING ENGAGEMENTS AND WORKSHOPS:

martycelaya@yahoo.com
www.encouragementintl.org

ENCOURAGEMENT COMMUNITY CHURCH
Po. Box 248 • Etiwanda, Ca. 91739-0248
Eccchurch16@yahoo.com
www.eccchurch.encouragementintl.org

**For more information about books by Marty Celaya,
go to www.martycbooks.com**