

Driving Leadership Wealth Series 2026 Transcript

Earle Airey

Part 1 of 7: Psychological Safety

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Welcome to Victory Leadership where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth. Let's get started. We are really excited because today we

are launching a new short series focused on a topic that sits at the heart of leadership but it is often overlooked and that is stewardship. Leadership is often described in terms of influence and that can.

Influence can execute itself through strategy, decision making and many other, many other elements. But another way to think about it

is that leadership is the stewardship of resources entrusted to us. Every leader is entrusted with resources. Some are visible, some are invisible like

time, attention, energy, talent and influence. How leaders do with those resources determines not only the performance but but it also can affect the emergence of culture.

That is a shared response of habits that individuals collect that have commonality among one another. How culture emerge a set of shared habits in Victory Leadership we like to talk about a green flag moment. Let's just kind of, kind of approach this from the perspective of thinking of it from a few, from a few questions.

Have you ever worked in an environment where everybody appeared busy but nothing was really getting done and no one was willing to speak honestly? Yeah, I'm busy. I got a ton of things going on and maybe they do.

Not to say that the people are living out theory x, you know, McGregor's theory expert people are inherently lazy and

need to be forced to do their work. But then people really do want to work.

The theory why that people want to become the best version of themselves and express themselves and contribute to the organization. However, when people feel unsafe, they stop investing their energy and improvement and then they start investing in self protection.

So we're going to take a look

at some of these elements that create the the whole perspective of driving wealth. And when we look at this series, this series entitled Driving Leadership Wealth Stewarding the resources that help leaders win the victory.

So the first element that we're going to take a look at is that psychological safety that is foundational. So the hitting pressures leaders often miss is that many organizations communicate positive messages to their employee.

You'll often hear things like take care

of yourself, good manager around a work life balance. At work life balance matters and we want our people to develop and grow.

Yet despite these messages, many employees will quietly experience something very different.

They feel pressured to always be available, to respond immediately and to appear busy, to avoid stepping away for rest, development or even reflection. Sometimes the pressure is

explicit, but often it's subtle. It shows up in small ways. A comment about response times. You need this to get done by tomorrow or early next week, I know it's going to look like it's something

that's going to really need take two or three months, but you make it happen within two weeks, right? No. There's a raised eyebrow if somebody has to leave early to get to their kid's soccer game or, or take a

doctor's appointment, but nobody's really thinking about all the times that they stayed late. And so these little things kind of arise, like an expectation that messages should always be answered quickly.

We always have our emails and our notifications set to ding us. When a message comes in and I say ding us, it's not necessarily just the sound that it makes, but it really dinging up.

You like, if you go to buy a good quality used car and you see there's a bunch of dings all over the body, you're a little bit hesitant to make a purchase, you know, so when these message notifications come in, we get dinged, you know, especially when there's way too many, we get overwhelmed. And over time, these signals shape a behavior. People instead of responding, they react and it becomes an automatic habit.

And people get into what is commonly referred to as a rut. Now so like a rut, a muddy road tire track gets set and the mud hardened. And then if you drive down the same road to get it pulled back into the rut and it's difficult to

try and maneuver out at times, people begin managing the perception instead of the performance and perception, remember people, perception is that person's truth and that's the truth for now. It can change. The idea though is that there's their

truth or our truth in the truth. And how big that gap is matters a lot, but many times it's hidden. We're not exactly sure what that gap is until we try to step across it.

Then there's the multitasking myth.

So people believe that, you know, they can multitask their way, you know, out of a, you know, out of a challenge, you know, multi path their way into phagological safety. And that's one of the most common responses, you know, to this type of pressure.

People attend meetings while responding to emails. How many times have we seen that? Here's a meeting, they got their laptop appear with them. They're doing nothing. They may very well may be doing

that, however, they're checking out the email, they're checking their mobile devices, they'll kind of, they're trying to give their mobile device a side eye so that they're subtle about checking.

But you know, we, we see what's going on. They keep the messaging platforms open while working on these other casts, and they try to do several things that work at once.

But here is the reality of it. Most cognitive research shows that humans don't truly multitask when dealing with complex work. Instead, we cast, switch, we look at something, we concentrate on it for a few seconds, a few minutes, whatever the time frame is, and then we move to something else.

If you think that you're making dinner while doing the laundry, you're actually tasked switching because the washing machine or the dryer is doing its own thing. You've walked away from it. Now you're over in the kitchen and you're preparing something.

Maybe you're chopping up some vegetables, something is simmering on the stove or something to simmering on the stove. It doesn't have your attentions for the moment, but you will circle back to it.

You're not chopping while staring at the whatever is heating up or cooking on the stove. At the same time, you have your eyes over on the laundry.

We task, which we do a little bit here, then we move on, do a little bit here, we move on, and we take all those little bits. You put them together, they add up to quite a bit. Our brains are rapidly shifting attention between these activities. And every switch carries a cost. Attention can fragment.

So we get back to what it was we were looking at before, and we're thinking, okay, where did I leave off from? Where do I need to pick back up? Errors can increase and the fatigue builds and the quality of our thinking can decline.

So environments that are unintentionally encouraging multitask often create the exact opposite of what leaders want. We want less focus, lower performance, and greater exhaustion to go away. We want to see those things disappear.

But inadvertently, the things that we think that we can use to create greater levels of productivity is actually what is taking it away, especially when we take things to extremes.

And then how do we consider the stewardship of all of these elements and the psychological safety and because psychological safety is essential, it is the belief that people can speak up, ask questions, admit mistakes, or express ideas without fear of punishment or embarrassment. One of the areas that I've seen that has really made this a part of their culture is the airlines. Pilots, navigators, flight engineers,

everyone that's associated with that profession. There is a safety culture that encourages people to, when they make a mistake, if you, if you weren't being obviously careless.

Let's learn from this list. Let's not chastise you let's not try to belittle you because we all learn from this opportunity to improve the safety of our industry.

So when we can create a level of psychological safety, it can affect how people steward their resources. When people feel psychologically safe, they're more

likely to focus their attention, invest their energy wisely, use their time intentionally, and develop their talents while collaborating openly. On the other side, when people feel unsafe, they shift into protection mode.

The amendment hijack and they're thinking about elements that can protect their reputation, protect their visibility, and protect themselves from risk. And when protection becomes priority, stewardship suffers. Leaders want to be on teams that are focused, engaged and productive.

But these outcomes cannot be forced. They emerge from the environment that the leaders create.

If leaders want people to steward their time well, they must create safety, a psychological safety. If someone if their time has been hijacked. And that's going to be another focus. We'll talk more about time in the next episode.

But a brief mention here.

If people don't feel time is something that they have control of because someone is managing it for them, then they may not feel safe enough to speak up when they're overburdened and overwhelmed. And if leaders really want people to invest fully, then that. I can't reiterate it more, that safety

has to be there. We want our people to grow their talents and contribute their ideas in a safe environment. It's not simply about comfort.

It's about unlocking a wise investment of human potential. So I mentioned a little bit about time and how that plays into psychological safety. Psychological safety is really the foundation for all these elements that are to come in this series. So coming up, we're going to talk about time, which is the first currency of leadership.

If you're thinking about it as an investment, you need currency to make that investment battle. Do those resources.

But the first one in time, then we're going to take a look at attention, where that focus determines. How does it focus on determining what grows in the energy? But we can take all these different things and we make the investment.

We don't have the energy, the fuel behind the investment, then that growth is limited and then the talent, our organization. We need talented people to be able to contribute to help the organization get to the next level.

So how are we looking at not only attracting talent and retaining it, but also growing and cultivating that talent? And don't forget yourself. Yeah, as leaders, we also have to continuously invest in ourselves as well as

our people and then the inflows. But Jonathan Maxwell said that simply Leadership

is about influence, and that's about as basic as you can get.

And sometimes we go back to the basics so that we can start afresh, start anew and influence our resources that can compound over time, just like interest. But for interest to compound, that means you have to continuously make an investment to make that make that interest even more effective. And then finally, we'll bring this all

together in a closing conversation about true leadership wealth.

So these different elements will come together and then we will debrief and we'll take a look at how they work together.

But I'm certain as we move along that you'll see some elements here of value that will emerge and you will start to make contributions in growth based on how you apply those things to things that you already know. And then, before we go today, I would like to consider a few questions. Do people on your team feel safe when speaking honestly with you?

And when someone makes a mistake, does your response encourage learning or do they avoid you? And then what is one action you could take this week to strengthen the psychological safety for your team?

That small action that can strengthen that safety? So I want to thank you for joining with me for the first episode in this stewardship series of Driving Leadership Wealth.

If this conversation resonates with you, consider sharing it with another leader who may benefit from reflecting on how we steward the resources that are entrusted to us. And as always, good leadership leads to

victory, and I'll see you in the winner's circle.

Thank you for joining me today on the Victory Leadership Podcast. If you found value in this episode, be sure to subscribe and share it with someone who has committed to growing as a leader.

For additional tools, resources and leadership development content, visit www.victoryleadership.com resources the content shared in this podcast is for educational

and informational purposes only and is not intended as professional or organizational advice. As always, good leadership leads to victory. I'll see you in the Winter Circle.

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Part 2 of 7: Time

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Welcome to Victory Leadership where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth.

Let's get started. Through Victory Leadership, I'm going to burn. Green flag moment where the race begins. They go in their lap, they're about to cross the star.

Fine, you wave the green flag and the race is on. So this green flag moment, every leader receives to fame daily deposit without exception, 24 hours. I mean, really, we all do.

The difference from effective leaders and overwhelmed leaders is not how much time they have, but how they invest it. So welcome back to Victory Leadership podcast. In our series Driving Leadership Wealth Stewarding the resources that help leaders win the victory.

In the previous episode, we discussed ecological safety and why it forms the foundation of effective leadership stewardship. Today we turn to the first rethought that every leader must learn to manage. Well, time. Time is a leadership currency.

There's a phrase that many of us have heard throughout our lives that time is money. In leadership, that phrase takes on a slightly different meaning. Time is the currency leaders use to build real wealth, not financial wealth.

Of course, you know, good planning and good stewardship of time can result in that. But we're talking about leadership wealth. The wealth is created through strong relationships, developing talent, trust and meaningful impact.

And that is worth gold. Every leader is the same dialogue allocation of 24 hours. No one receives more and no one receives less.

So if everyone starts with the same amount of time, then the question that I pose is why do some leaders create extraordinary results while others are feeling consistently overwhelmed? And as I alluded to, it often is based on how the time is invested, how we invest our time.

Because if we don't invest it, somebody's going to invest it for us because that time is it. It's limited. Some of the challenges that we may face is the illusion of busyness. Sure, we believe we're being productive.

We got a bunch of things going. Busyness give a. It can provide a sense of self worth. Look at all that I'm doing. I'm actually overwhelmed.

There's stuff hanging off my plate and then there's the kind of busy where it's imposed on us. We feel that we have to give, you know, 110% because if we don't bear consequences with that. So many leaders operate in a constant state of activity.

There are meetings, some of them, they say you have to be involved with that. You have to go to folks. There are some meetings I saw that could have. It could have been a memo.

Now there, there's this One book that I'm looking at, I marshall the glue in and it's on. The medium is message.

And what is pretty much saying is how you deliver the message can tell you at times more about the message than the message itself. Of course there has to be two parts. One can't totally replace the other with the idea of the meetings.

If someone essentially wastes your time by calling you to a meeting that could have been handled with a memo or an email, then that, that says something. Because of this medium that you chose my time and physical presence that it really is not worth you stewarding.

And then you get upset with me when I try to steward it. So the message for the beatings, the messages, interruptions, what are the things that.

I've worked in a couple of different environments where you have an office or where you're in an open space. And the one thing that's nice about the office space is because you got a door and you can close it.

You can also put indicators on the outside of that door that let people who may try to interrupt get a better idea of what that moment in time means to you. So you can put on the door, I'm deep in thought, only knock if it's an emergency. And of course in some people everything is an emergency.

But you can go through a process of helping people to understand what that means.

The idea is that you can reduce some interruptions and curtail decision making or managing a strategic way of going through the decision making process. There's, there's ways to do that. And the day a lot of times just goes quickly, it fills quickly with a lot of stuff.

And then the time that it takes to bounce from one to another, that in of itself takes time. And then if you come back to where you were at before, you gotta say, oh, where was I at? So it takes a moment to get back into the groove.

The busyness is not the same as leadership effectiveness. Just because we got a lot of stuff that we're doing, doesn't mean we're doing a lot of good stuff.

A patch schedule can create a sense of productivity and leave little room for the work that truly matters. And we've all been guilty of this. This has happened. Even if we're just in the process of learning how to better manage our time.

The journey through that, the, through that challenge to his opportunities can still result in not doing it well as we get better at it.

But folks, sometimes we make compromises and we have to determine if there's value in that, because at times there is and we really need to determine if, you know, this is the best use of our time or how much of it. I mean, I've seen books on saying yes, I've seen books on saying no.

And it really comes down to determining what's important and what really needs your personal attention to that detail in question. Other elements that really truly matter that we really want to try to focus on, you know, is strategic thinking. So how do we think? It's the metadata.

The metadata is data that describes data. And while that might sound strange or sound funny, you think about viral statistics of an individual. That is the metadata.

The name, the address, the city state, the zip code, the phone number, the email address, those are metadata. It's the data name that describes the data. John Doe.

So having a framework in place is something that we may create an address list with a phone book entry. That metadata is those points that help us to organize.

So having a strategic thinking that at times gets us started with a framework is a good thing because it helps to guide our thinking in a creative way.

Coaching others, coaching others, helping others to reach those elements that contribute to the best version of themselves is important, really important. And a lot of times we see coaching, especially in sport and we think oh, that that's coaching.

It's more advising because the coach is seeing things from a particular angle that the players may not. And then they'll say we'll run this play or substitute this, this player. And that is more of an advising type of role.

I'm not to say that there isn't coaching going on. The coaching is really asking the questions that help people to unpack and develop self learning habits.

What would you have done differently if we had to do this over again? What choices may you make? What are some of the tools that you need to be successful at what you're being asked to do?

These questions that help to unpack and get a greater understanding of what's happening is invaluable to help people move through some thoughts. There's many times when I've

done coaching and I discovered that this person isn't really unpacking stuff until they come and talk to me.

They haven't had the opportunity to be by themselves or to work with others in a meaningful way to help to cultivate these thoughts. And so much is, is missing or wasted.

And then building relationships, of course, all of the elements and the positive strength based intentions that building relationships, what that can do and developing people. And I have leaders that can't delegate because they are so under the gun.

To get something completed that they don't have the time to invest into others to help them through the process of doing it. At first getting better and then mastering it. That means there has to be an opportunity for them to do stuff.

And the likelihood that they may not do it perfect or do it the wrong way is very high. But it gives them an opportunity to learn.

And then eventually, while we may have had to go behind them and we actually had to invest more time than if we just did it ourselves, because now we have to complete or repair or go over what they didn't complete.

And in the long run, we never have the opportunity to unpack or to respite or to gain that understanding or time that we really need and the opportunity to shape and help others grow. That's not a simplistic. Just give it to them and they'll go. When you do it, you have to teach them. And then they will. They will grow through that.

And in the end, that pays dividends. That investment will pay dividends. If done well, it will happen.

And if you're saying, well, if I invest in my people, then they just might wind up going elsewhere. If that happens, and if you're scared of that happening, you actually got other concerns that need to be addressed. There's more going on there.

And so that fear factor, while it's. Well, I'll validate that there is fear, I may not necessarily validate the fear, because we can work out. We can work around that.

Hey, if you got something, let me know, and we can work together just to kind of discover and unpack and then broaden those horizons and move in a positive direction. These are activities that rarely happen accidentally. We require to make that intentional time investment. And as I said, that will pay dividends.

And then we want to steward the time wisely. And that implies responsibility. A steward manages resources entrusted to them. The term is probably most associated with a cruise ship.

I have yet to go on one, but I am aware of stewards, a room steward. And they care for the room and occupants. They're the ones that make certain that everything is available and whatever is needed.

You'll also find that on a train.

So when you have a sleeper car, that there's a steward that takes care of the rooms, and they manage things that are entrusted to them for the benefit of others. And that's what we do as leaders. We do that all the time because time is the most valuable resource that is entrusted to us.

We want to recognize that our calendar is just more than a schedule. It is a treasure trove of resource of riches. And it is a reflection of our priorities.

Because what get placed in the schedule are the things that we attempt to complete. It's what gets done. Well, we try to get things done, and if we're having problems getting things done, maybe we're doing too much.

And I know that there's times where there's just more work than there are hours in the day, and there are ways to address that. But right now I just want to bring awareness that there are some elements here that we want to take to that we want to consider the priorities.

So when we look at the calendar, it's not just filled with stuff, it's filled with what we prioritize. So when we invest in people, are we making an investment in people? When we invest the time, are we reflecting and learning what we did with the time?

And are we taking the time to build trust? It's one of those things that takes a considerable amount of investment.

But just a little bit of bad news can tank, you know, can tank that relationship.

So spending the time to invest and trust is well worth, you know, it's well worth that investment because it not only does it pay dividends, it also pays those dividends back in the form of grace to.

When people trust you, they understand when something goes wrong and they understand who you are and what you're about because you've built up that trust. You can't take something out of the bank until you make a deposit.

So when you develop trust, it's like you're making those deposits into the bank of the relationship. And the only way that you can get money without putting in a deposit is to put it on credit. And now you're indebted to someone else.

And there goes your calendar. It's now again controlled by others. So how does every hour disappear into reaction and urgency? What happened? Where did that go?

You ever chart it, Take a look at it, Try to get a hold of where your time is going?

A long time ago, when I was dating and before getting married and looking at all these different dating tactics, and one of them was like, if you're constantly dating the wrong person, like, you keep getting cheated on, you keep getting dumped, you keep getting taken advantage of. And you see this come, this recognition over time is to go back and journal and take a look at everything that was going wrong.

And then you start to see a pattern form, a pattern emerge. So with your time and how you utilize your time, go back and take a look at your calendar and do you See a pattern forming.

How much of that time have you cultivated or someone else has? The compounding nature of time. It is almost like compound interest. Compound interest.

Of course, you put money in the bank and then it earns interest, but you're continuously putting in a deposit on a regular basis. And as the, as the balance grows, so does the amount of interest grows. And over time that had a compounding effect.

Time is, it's no different in the sense of we don't get any more or less time, we can't grow time or make time or cultivate time, but we can make better use of the time we have.

And when we do that, the opportunity for that time to be effective in those, those other elements or areas of not only our lives, but those that we impact that can pay dividends, that can compound. How many times have we heard about an executive who misses their child's sporting event, their soccer game, their baseball game?

And a pattern emerges because that investment that they made in time went towards essentially it, it earned a paycheck and it earns benefits. And we can say that these are things that help our family, help my family live a better life.

The home that we got, the health care we have, that's all because I work youth long hours. But really when it comes down to is what would your family have?

Would they rather have, would they rather have a nice house or would they rather have you? So we can take a look at how we spend that time and we can justify, just as we do with real money, we justify our purchase.

It wasn't a wise one and the same with, with our time.

So part of compounding that time, one of the things I compound, as I mentioned about coaching and even a single co coaching conversation may seem small.

You may have a direct report that is having some challenges with getting a project completed or whatever the task may be set before them and just kind of walking them through it. No, not judging. Walt Whitman said to be curious, not judgmental. So when you're just curious, then you start to ask different questions.

You start to be a little bit more appreciative in your inquiries and not so much depreciative in your statements. So over weeks, months and years, those minor investments can pay enormous returns. It's a little tiny seed that goes in the ground.

But the harvest that you can reap at the end can be magnificent. It gives the opportunity for people to grow. It can deepen the trust.

Because you made that investment, you cultivated, you believed in them, that has value. The team grows stronger when you delegate and you allow people to grow and understand the process because they're actually doing it.

That investment will start to create a stronger team cohesion. And the leaders really build something that lasts. People grow, they may move on, but you contributed to that. It has a ripple effect.

And we are really in the job of investing in people. Yeah, they work for our company, they work for us. We're business owners.

The idea is still that when we make an investment in them, it is going to pay dividends somewhere. The idea is it will pay dividend to them first because they are the instruments of that investment.

And of course, people go way more deeper than an instrument. I'll just say that right now.

So if we take a moment to reflect, when you finish the race, they go, cars zoom past the finish line and then they do a lot, especially if they won. That's the victory lap. So if we're going to take a lap around the track, let's take a moment to reflect.

As the lap around the track reflects on the winning, you can win too. So when you look at your calendar, does it reflect your leadership priorities? Answer that for yourself.

What activities consume time but produce little leadership value? What is one investment of time that you should protect more intentional in?

So I'm just trying to take this nugget of time, this space on your calendar, and they may have successfully done so in the past, but you really believe it's better invested elsewhere.

What is that? What is that point? So when you look at your calendar this week, what activity reflects your leadership priorities the most?

So just give that some thought, because next week we're going to come back and we're going to take a look at another resource that leaders must steward carefully. So because where leaders direct their attention often determines what grows and within what part of their organization.

And then just remember, time is the currency that leaders use to build real wealth. Invest it wisely.

Thank you for joining me today on the Victory Leadership Podcast. If you found value in this episode, be sure to subscribe and share it with someone who is committed to growing as a leader.

For additional tools, resources and leadership development content, visit www.victoryleadership.com resources the content shared in this podcast is for educational and informational purposes only and is not intended as professional or organizational advice. As always, good leadership leads to victory. I'll see you in the winner's circle.

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Part 3 of 7: Attention/Focus

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Welcome to Victory Leadership, where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth.

Let's get started. About to begin the race. We're about to cross the starting line and the flag person is waving the green flag. This is a green flag moment.

You're about to start. Every leader spend time working.

That was established pretty much in the last podcast, but not every leader brings the same level of focus to that time, the attention. In a world filled with constant notifications, messages, interruptions, one of the rarer leadership resources, it's no longer the time.

And obviously the time is very important that you're a resource that comes and goes. You can't bank it, but it's the attention. How do you use that time?

So if you think of time as the resource, your attention significantly determines the quality of that time. You got time, you got quality time. Your attention is going to focus on how you can make that time a quality endeavor.

So welcome back to the Victory Leadership podcast in our series Driving Leadership wealth stewarding resources that help leaders win the victory. So here we are, take a look at. We can say this, the attention or the quality of the time and how you, how you spend that.

Because previously we talked about, you know, that first currency that, that time. It's not just leaders, but everybody gets that.

But today we're going to explore the resource that determines the value of that currency, and that's the attention. Because where your attention is, where it goes, that's almost like your treasure. And where your treasure is, your heart is also.

So today we're going to kind of unpack and explore that a little bit. Because at that, again, as I said, if time is a currency that builds real wealth, then the attention determines how that currency is invested.

So one of the challenges that leaders operate in is that we're in an environment that's filled with information. We are on information overload.

We get so much that we're trying to determine what's important, what is fake, what's a deep fake, and how are we, how are we maturing and growing with the technology? Is the technology outpacing our ability to effectively manage it?

And in many cases, bombardment of choices is even compounding that challenge that much further.

We've got emails, we've got messages, it could be a text message, it can, you know, in our mobiles, it can be, it can be through Slack, it can be through mft. There's so many variety of ways that messages can get to us. Then the notifications, you got a message you got mail, you've got this, you've got that.

And basically when you don't have a good management method of dealing with all those notifications, you've got a mess, you got a hot mess. Then we've got dashboards to help bring us notifications in a meaningful way that we can see things as much as possible in a single pane of glass.

We can go to a particular screen, we can take a look at the highlights of all of these different elements and we can get a broad understanding of what's going on. We can even customize the dashboard so that it's got meaningful information on it.

And even that is an exercise unto itself to determine which is the data, what is the metadata that gets placed to give me some meaningful information in a timely way. Now we've got meetings. Now those meetings, they can be virtual meetings, they can be physical meetings, or people still get together.

Because we in of ourselves give off a variety of messages in different ways when we present ourselves to one another. So if we are in a medium rich environment, because our in of ourselves, we give off a variety of mediums when we share a message.

Our tone, our inflection, our body language, the look of our eyes.

The human face is capable of upwards of 4,000 different expressions that have various emotional connections with them, or I like to say emotional entanglement.

There's all these different elements and that is just things that we may be able to see or that we may be able to hear, but there are things that we can feel, there are things that we can smell, there's things that we can taste, there's so many different ways of the physical presence and how each medium can present itself in a different way.

And then we've got the virtual environment and then we try to have annotations and we try to incorporate a motor tongue because there's this separation of that connectivity that we crave because it's a part of us, our human condition. So we've got all these different things coming at us and we're trying to just wade our way through all of this.

And then we got the update because the message may change. We started off with limited information and we needed more or more information will come.

But we'll give you this right now and there's additional that will be on the way. And even that in of itself sends a message because it's like, whoa, what else is there when it is coming?

When will we get it and what will that look like and what will that change? What I'm already doing. And so there's all these different things, and each one of these competes for your attention.

So that's what we're talking about, attention. Trying to make a determination of where do I focus my attention. And at times, a resource that's competing for your attention, it might seem small.

It could be small, it could be big. But small attentions given can lead to large consequences. It can be a cumulative effect.

So just giving someone a little bit of your attention over a period of time can have, you know, any enormous outcome. Leaders may find themselves constantly shifting the focus from one task to another. No news there.

But this pattern, often, you know, it feels productive. Like, I talked to this many people and had these conversations, and I looked at, you know, these spreadsheets and, and.

And those Gantt charts and these flow charts and so on, and. And it feels like, hey, I got a lot done. Maybe you did a lot.

Whether you accomplished a lot, you know, that maybe things that are still in the works and their cumulative effect will transform into some kind of wealth in the future of the idea to determine by looking at how the system responds. Or we, you know, the idea is that the system will respond, but many times it reacts, folks, just be honest with that.

And then how do we respond to that change? How do we update things in a way that continues to be meaningful and that requires, you know, some attention?

But when leaders find themselves constantly shifting focus from one task to another, then that attention investment, it varies. And how much attention do we invest for any given moment in time? In what direction?

Because a pattern may feel productive now that we're doing this and we're getting all this stuff and we're in the do. But in reality, you know, all of that has a cost involved, even in the logistics of moving between different subject matters.

So now I gotta switch over to here. And that switching takes time. And how do you do the switch now? What is involved in the switch?

So when I go from here, does this mean I have to go from working in this program to working in that program or going on this virtual call to this physical meeting? And what does it take to go from one to the other? And was that the only choice you had, or did you have a different choice? Easy example I could.

That I could give to relate would be to travel from one place to another. Do you walk? Do you drive? Do you take a train? Do you take a plane? In what is the best way to get from one place to another?

But what's the best way to get from one task to another? Have you Ever considered. Or maybe this is not the best way to switch from this task to that task.

So all of these things play into our attention, what we know, what we pay attention to. The thing about attention is it's a signal. You're signaling a connection with something.

And when there is somebody on the other end of that, then they are a recipient of your attention. So when you give someone your attention, what does that mean? What's the quality of that attention? How are you conveying that attention?

And if you're giving attention to something, then what is the benefit of the attention given? Is there a quality attention that helps to cultivate, to make the best use of that time?

When leaders are consistently giving attention to people, their development and thoughtful decisions, that can become part of the culture. So why some organizations become a learning culture while subculture was become their creating culture.

They, they engineer and they build things and it's a collection of faired habits. A culture is just bad. A lot of people who are thinking along the same lines come together and work collectively developed a culture.

Culture emerges from that. Now some cultures can become like group think. They can't necessarily see beyond the choices that they make on a regular basis very easily.

That's why it is always, always good to have those. I was, for lack of a better term, I call them naysayers. There's naylor shares, there's a devil advocates, there's those who break up the status quo.

And I want to talk to the opposition. I feel that there's value now. If they are going to present a foolish argument, I don't have time for fools. Sorry.

If you bring an intelligent conversation, then I will listen and we will dialogue and then we will determine where to go from there. That's not a bad place for attention because you plant, you're paying attention into the human condition, which pays dividends at some point.

Investing into people. Very rarely do I see it not do something, whether it's direct or indirect.

But when leaders appear distracted or when there's, you know, they are constantly reacting to things, not necessarily responding, the teams may start to pick up on that. They respond or react to that, or mirror those behaviors and that can shape the culture bone.

If that is what's important in the environment, then that's what seems to matter. But when we look at it from a point of stewardship, how do we steward attention?

That requires an intentional management of valuable resources and that's what we're focusing on.

So when attention is one of those valuable resources that a leader can put deaf if how they determine what's best to kind of spend some time dwelling on focusing on and protecting that attention. It can involve some simple but some very powerful practices. So limiting unnecessary interruptions. How do you know if they're, you know, unnecessary?

Well create some sort of barrier that may potentially help inactivate that interruption. So if you work in an office environment where you have an office, you can close the door, then perhaps put some signage on the outside of the door.

Do not disturb. Deep in thought. Contact me only if it's an emergency. I am on a conference call or I All one on one. Do not disturb only in case of emergency.

And you can communicate what is the real emergency. Because some people. My dollar bill is stuck in the candy machine. Emergency. No, no, no, no.

It's no there's the building's on fire type of an emergency. Okay, So a true, true emergency.

And people may need to get an understanding of what these, what the definitions of these, you know, these indicators may be. But that's another possible opportunity to shape and to deflect those, those interruptions.

And who's somebody else, are you the only person you know that can do this? And does it have to get done right now? So that's another, you know, that's a method of limiting interruptions or creating a space for reflection.

So you gotta have some time to kind of look inward to yourself, think about your day, your week, your month, and what, what worked well, what hasn't worked well, what will work better if you had better information.

Who do you need to contact or be in touch with or build relationships so that you can convul, you know, you can cultivate this, this endeavor to a meaningful, to a meaningful conclusion.

So just thinking about what that is, what that looks like, having time to just discover and to dream and even just tinker, play around and try different things out and see what works or what doesn't in a space that gives you an opportunity to do that. So many different things can come or emerge from that.

How many different things have been discovered in human history that was just through people trying different things, seeing what worked and what went from that and how that passed on to someone else and how that helped to cultivate their thought process. The practifer he fight just seemed small, just opportunity to 30 minutes. You know, there's something to say. I don't look at email for the first hour.

I get into work. Some people can't even imagine.

Now depending on what it is that you do, you may have to look at your email as soon as you get there, if you can delay it, is the business going to fall apart because you didn't check your email in the first hour? Probably not. And what if you were sick and you couldn't come in that day to the point where you can't check your email on your mobile?

People figure it out, so it might be uncomfortable to them, but the idea is that you can help to deflect some of that and maybe set up a potential for them to figure it out and develop their own support network. So when you can enter conversations and you're paying attention to people, of course you want to be fully present, whatever that situation is.

So that's another method of stewarding your attention and then giving people the experience of being genuinely heard. One of the things of communications is if you're talking, the other person is watching you. You know they're watching you listen.

So if I'm having a conversation with someone and I'm sharing a piece of information, I'm looking at them, I'm seeing if there's any bewilderment, if there's a misunderstanding. And it's not to cultivate a response to what I'm saying, but it's to determine if they're.

If the message is getting to them, do they understand the message? And it might even take a moment to. To interject. Do you have any questions? Is there anything that resonated you with you to what I said?

So that little investment into how the conversation is going can then determine if we need to pivot the conversation or if it's going in a meaningful direction, an opportunity to check in. So people are aware of that. You know, they.

And when they're talking and they're watching you listen, you know, if you're distracted, if you're looking at this and that your eyes are glancing off to your monitor or check your email, that that in of itself sends a message along with the message. So these practices, like I said, they may seem small, but they. They can create an environment where thoughtful leadership can become possible.

When best practices are observed and implemented, When you develop these elements that contributes to how you relate to one another. This time being the currency that leaders use to build real wealth.

The currency alone does not guarantee a wise investment, just the time of itself, but how that time is spent.

There's the attention that you give those moments that help to determine how the time is used, how it's perceived, and how it can cultivate and build relationships. The hours spent with divided attention may accomplish very little. And it sends a bad message. It can send a bad message.

But an hour spent focusing on attention, having an understanding of where you want to focus on, can produce extraordinary clarity, not only for yourself, but for all parties involved. This is why leaders must steward both of these resources together. Time creates opportunity, but attention creates the impact.

So now that you crossed the finish line and you're taking that lap around the track, consider this. How often do interruptions fragment your focus during the day?

How do the people around you feel that they, you know, do they feel that they have your full attention in conversations? What change could help protect your attention more effectively? You want to cultivate and determine what you're actually focused on.

What are some of the elements? What are those distractions that pulls your attention away when what you're focusing on on at hand matters most?

So that'll bring us to the end of this episode. So in our next episode, we're going to. We're going to unpack and explore another resource that leaders most cultivate carefully, and that's energy.

I mean, your own personal energy.

Because when leaders manage time and attention well, sustained leadership performance, it depends on something deeper, and that's the ability to renew and manage the personal energy. So more on that next time.

But until then, remember, if time is a currency that leaders use to build wealth, attention determines the quality of that investment.

Thank you for joining me today on the Victory Leadership Podcast. If you found value in this episode, be sure to subscribe and share it with someone who is committed to growing as a leader.

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As always, good leadership leads to victory. I'll see you in the winner's circle.

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Part 4 of 7: Energy

00:00:14.480 - 00:00:24.400

Welcome to Victory Leadership, where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth.

Earle Airey

00:00:24.880 - 00:22:38.900

Let's get started. Welcome to another green flag moment.

You're in your race car, you're about to cross the start line, flag person is waving the green flag and the race begins. Let's take a look at how this race is starting out. We've got two leaders and they're spending the same hour in the same meeting.

One leaves inspired, the other leaves exhausted. The difference often comes down to a resource that leaders rarely talk about, energy.

Welcome back to the Victory Leadership podcast and our series Driving Leadership Stewarding the resource that helps leaders win the victory. So far in this series, we've explored two important leadership resources, time and attention.

We said that kai is the currency leaders used to build real wealth, and attention determines how that currency is invested. Today we're going to take a look at another critical resource, energy.

Because even when leaders manage time and attention wealth, their effectiveness ultimately depends on the energy they bring to the work. But why does energy matter beyond the obvious? Two leaders may approach the same situation in the same amount of time.

They may even devote the same level of attention. Yet their impact may be very different. One leader enters the conversation focused, patient and thoughtful.

The other enters a goblin, distracted and reactive. Different often comes down to energy. Energy affects how clearly we think. It influences our emotional control.

It shapes our ability to listen, coach and respond thoughtfully to challenges. Because when energy is depleted, leadership becomes much harder really quick.

The thing about energy is that the human body of 100% of energy that we utilize on any given day closely follows a parental principle.

This 80, 20 split, there can be some variation because I, I'm very hesitant to use any absolute when it comes to the human condition because we are a very, a very mosaic type of being. But when you think about how much energy our body consumes, about 20% of it is consumed through the brain.

So maybe 15%, maybe 25, but this is a 20% of the energy that our body utilizes is mental. You know, our brains use it.

So this little two and a half, three pound, whatever it weighs, a lump of flesh behind our eyes and between our ears is responsible for taking up 20% of total body energy. It's obviously a much smaller organ compared to the rest of the body, but it consumes so much and there's a lot going on up there.

So when we think about our thought processes and what contributes to them, we could even break that down a little bit further.

So our mental energy 100% of our mental energy, about 20% of that is utilizing in creative thought calculations, academic type of thinking, more mathematical, more thought

processes, more attention driven elements that we have to be actively aware of is going to consume about, you know, we, we may think that about 20% of the time, but it's going to consume about 80% of the energy. So you can work on something that is very strategic, it has a lot of moving parts and you may barely get up from your chair, bio breaks, lunch.

Hopefully you're going to work for your launch. But beyond that you haven't really done much and you walk away exhausted at the end of the day.

And because when you think if all of that created in depth thinking, we are only doing it about 20% of the time on average and it consumes 80% of the energy, what's that 80% to the rest of the body. Now if the brain is taking up 20% and then we can even take that 20% and break it down. And what's 80% of you know of that?

So see if so I think about, that's, that's roughly about 15, 16%. So 16% of our body, total body energy is devoted towards those more challenging thought laden mental challenges that we deal with.

Oh no understand, I mean it's understanding why you can just be mentally, mentally challenged through a lot of tack and be physically exhausted.

But on the hand, our habits, our habits that we may exercise 80% of the time, you know, actually wind up only consuming 20% of our mental energy and we're looking at what, 4%. That's why we like habits.

The thing about habits is that they become also automatic that we can reduce the amount of mental energy that we have to invest in them.

If you think about when you may have went to work, may have drove somewhere, something that you do on a regular basis, and then when you get to your destination, unless there was some sort of trigger along that process, you may not have much of the memory of

what you did or how you got from A to B. If not another element of why emotions play so much into the human condition is that they do enhance our ability to remember faggots.

So with that we take a look at how these energy elements contribute and we can see if we are fatigued it affects so much.

It doesn't just affect our physical being as far as us just feeling tired, but also mental exhaustion when it comes to how we can utilize that energy in a meaningful way so that we can accomplish what it is that we're, that, that we want to achieve, you know, that those goals that we want to acquire. So when we think about how leadership culture, you know, and how does that interact with, you know, the energy.

Of course there's various ways that we can get that energy. You know, whether it's, you know, through diet, it's through exercise. And I'm not necessarily here to talk about nutrition and physical fitness.

All I can tell you is that that does play a large part into it.

And there's experts that are out there that are far better than me that can help to cultivate the consistency of what is going to work for you because you're a unique individual. You're going to have your own special needs to replenish your energy.

But as a whole, you know, just thinking about taking the time and the effort to make that a priority is necessary because in workplaces exhaustion is normalized. It, it's, it goes with the territory. Long hours are praised. Put in the extra time you put in the long hours, you did 110%.

And you know, whatever we believe that's going to get for us, whether it's going to achieve something that we want or whether it's going to help alleviate the fear factor because it helps to push away something that we think that might be punitive if we don't invest 110%.

But all of those elements are looked at as a positive strength based contribution when they're really not. It's actual the opposite.

It's a, in many cases it can be a slow death essentially. I mean people have literally died unfortunately because of the amount of energy that they just, they, they gave their all.

Literally they gave their all.

So when those long hours are praised to whose advantage again, you know, time and how we invest it and based on our attention we got to cultivate that back into ourselves. The, the, the constant availability expectation. Oh, you will be available to your people all the time 24 7. Are you kidding me?

And it's, I mean if things rise and fall off of me as we call man, how did we get here? I mean I can't ever take a vacation. I can't ever really disconnect. I can't respite, I can't recharge.

We've got these mobile devices, people, these computers. I even got on my wrist, you know, so that the reason why I got it there on my wrist is many fold.

But the idea is that the computer that's in my written watch is upwards. I heard the statistic that it is 40 times more powerful than the Computers that flew the first space shuttle. And we are so interconnected.

And if that interconnection is beneficial to us, then of course we are going to cultivate, you know, those resources. So there's times when we're actually recharging our mobile devices and our biometric devices more than we are recharging ourselves.

We're going around, hey, do you have a cord ether outlet over here? Because we need to charge our laptops, our mobile devices, tablets, watches, whatever, what have you.

Because we want to utilize those resources in a meaningful way. But what about you? How are you recharged? Are you drinking enough water? I mean eight glasses a day? No, it's two.

The, the one statistic I heard that found plausible because everybody is different is 1/2 ounce for every pound of body weight. No. So if you're eight glasses of water for somebody that weighs 120 pounds is going to look a lot different than somebody who weighs 220 pounds.

The hydration factor doesn't work. It has to cultivate towards the individual taking that into consideration. So a half ounce of water per pound of body weight is a good place to start.

And again, I'm not getting into nutrition because I'm not a nutrition expert by, by trade.

But it is something that we need to consider the contributions that we make to our own holistic Gulf leaders must recognize that energy is not infinite. You know, we're not going to like be like go, go, go, go, go all the time. We have to, we have to take a moment and step back.

Now I personally look at things like sleep recommendation of eight hours per day. Now, individuals are a little bit different. Some get by with four, some need nine or 10.

But the idea is in eight hours I've earned one third of a day. If I spend eight hours sleep every day, that means I'm going to sleep away one third of my life.

But our society has put us into a point where what should be the normal, what is healthy, it seen as absurd. Or there is a way of determining how to spend your time in a way that's valuable to someone else.

And some of the time that we need to spend in certain things is frowned upon because it doesn't benefit that other in the, you know, that other entity, the whoever or wherever it's,

it's from. And that is, for lack of a better word, that's absurd. So take care of yourself is very important. It has to be renewed.

We have to invest in ourselves so that we can, that we can keep going on there. There's A cycle of sacrifice and renewal.

If you sacrifice more than you renew, you're in a deficit based condition and it's only a matter of time before you succumb. You want to lay out before you fall out.

So athletes understand this principle well because they have to perform and they're looking at what are these elements that helps contribute to their energy renewal. Because without recovery, performance declines and injuries, injuries become more likely.

So many statistics out there about when people don't care themselves how often they succumb to illness and their, their clarity of thought is fogged. And all of these other elements that are detracting from a good quality of life, let alone how that impacts you personally and professionally.

So leadership, it follows a similar pattern. People, this is the human condition and it manifests itself in so many different places.

So things that are working in one area have a close link to things in other area. And so leadership will follow that pattern.

If you are weary and you're not getting the recharge that you need, then your leadership is going to be weary.

It's not getting the recharge that it needs because out renewal, decision making becomes more reactive, the communication suffers and relationships become strained.

Now, when you're stewarding energy, this means that you're taking responsibility for the resources that you've been entrusted, which is what it takes for you to maintain energy is one of those resources. And the way we get our energy, of course, is through multiple ways. You know, so commonly diet and exercise.

So having good motion, good movement, that help to develop certain physical aspects that have a psychosomatic manifestation, meaning that our minds can cultivate a reaction or a response in our bodies and our bodies can do the same thing mentally. So think about it. If you physically injure yourself, how much of the focus is now on your injury?

That is a physical manifestation that is pulling mental energy because your attention has moved.

But also when you're stressed and your blood pressure rises and then you develop health consequences because of it, it is your mental thought processes that contributed to something that is now detectable physically. So these things are interlinked, they work hand in hand. So a healthy mental mindset contributes to physical one and vice versa.

And leaders who steward their energy can intentionally create the space for this renewal to occur.

So like I mentioned that there are things that may include physical activity, there's meaningful time with family and friends, reflection, or simply just stepping away long enough to gain another perspective. Talk to other people, say, hey, what do you think about this? What are your thoughts on, you know, this topic?

And approach that with curiosity and not being judgmental. This is how leaders create a level of sustainable energy. And that model can also be seen by others. We are rarely an island people.

People watch us, they look at us. Not that they are, you know, no, no, studying us. And some of them do because we may have mentors, we may have people that, you know, we.

We look up to, that we ask for advice and that we admire. And why is that? Because there is something that's going on in their life that we value, that we either want to.

Want to make a part of ours, or we want to be around. So that is the same with you. There are people who are around you, they see you, they interact with you.

And is there something that is drawing them to you? Because they see something that they want to further develop or build within themselves.

We even have discussions and talk about, hey, what have you done for this? Or what have you done for that?

Or someone shares something that they came across that they learned from someone else and they want to share that with others and. And other people benefit from it.

So having the ability and the energy in which to hold those interactions and those discussions help to again, further and cultivate the human condition, whether it's in the personal or professional environments.

Because when leaders can demonstrate this battle and energy stewardship organizations often become healthier and more resilient, that has direct ROI consequences. So when we connect this energy to time and attention, because we're compounding, we're building upon, you know, something here.

Because if we take a look at time being the currency and the attention being the determination of how that currency is invested, then the energy can determine the quality

and the sustainability of those investments. Because without energy, time feels scarce, attention becomes fragmented, leaders become more reactive than responsive.

And with renewed energy, leaders can think clearer, they can engage more deeply, and they can lead more effectively. So as you cross the finish line, and you're taking your victory lap, ask yourself this. What activities renew your energy more effectively?

And remember, we got different energies here. We got our mental energy, we got our emotional, our spiritual, and our physical energies to consider.

So what are some of the activities that help to manage that most effectively? And then are you modeling sustainable leadership rhythms for your team?

While the particular solution that works for you might be different for some of them, but just the exercise that it takes to allow that to happen can speak volumes. And people see that and they pick up on that. And what habit can you manage so that your energy is more intentional?

What habit helps you to renew your energy so that you can lead at your best.

So in closing, this episode is, you know, a part of this series and that's how we look at new different elements as they, you know, combine on one another. But the next one we'll look at is we'll go from taking a look at how we will manage our own inner resources so that we can be at our very best.

But also, organizations are leveraging the talent of those who contribute or who are a part of it. Because when leadership wealth grows, leaders must invest in the development and the success of others. So how do we cultivate that talent?

And one of the things I like to say is in an organization, what are those things that we can take a person from pre hire to retire, you know, where they just can spend their time because they don't want to go anywhere else because we take care of them so well and the opportunities that they want to cultivate in their career goals aligns with that of the organization. So we'll take a look at that in the next podcast.

Earle Airey

00:22:40.420 - 00:23:15.790

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As always, good leadership leads to victory. I'll see you in the winter circle.

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Part 5 of 7: Talent Management

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Welcome to Victory Leadership, where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth.

Let's get started. Hey, you're taking that starting lap and you get into position. You're about to cross the start line.

The flag man's got the green flag and it's waving. You are entering into a green flag moment. Consider this. The most successful leaders rarely try to be the smartest person in the world.

Instead, they focus on multiplying the intelligence and the capability of everyone around them. Welcome to another Victory Leadership podcast.

In this series, we are driving leadership wealth, stewarding the resources that help leaders win the victory. So far in the series, Leader explored several leadership resources. The psychological sector that created the foundation.

And then we discussed time as a currency that leaders used to build real wealth. Then we talked about attention as a resource that determines how that time is invested.

And then that led us up to the previous episode where we explored the energy, the fuel behind every leadership investment. Now, today, we're going to turn our resource that expands the leadership impact beyond the individual, and that is Callum.

Leadership goes beyond individual achievement. I think Jonathan Maxwell said it best that leadership is about influence.

And when you just break it and boil it down without a bunch of philosophy and a lot of scientific discussion, essentially, that's pretty much what it is.

One of the most important transitions that leaders must make when moving from personal achievement to multiplying the success of others that we want to cur what is it that we can invest into them to help them become the best versions of themselves? Early in our career, success was often dependent on how we accomplish. What was it that we achieved? Leadership changes this equation.

Leadership success is no longer measured by individual output alone. It is measured by the growth in the effectiveness of people around us. This is why talent is such a powerful resource.

Unlike time energy, talent can multiply times the amount of time we got energy as long as we are being mindful about maximizing our energy potential. But talent can multiply out in very creative and sometimes unexpected ways. When leaders develop others, the organization's capabilities expand.

So as leaders, we may have a temptation to solve. Said it developed. Many leaders genuinely want to develop their teams. I mean, we do.

I don't think we get up in the morning and go to work with the intention of not providing them with what's necessary to be successful at what we've asked them to do. But daily pressures often push development aside. A problem appears the leader already knows that they may already know the answer.

And solving the problem personally feels Faster than guiding someone else through the process. Oh, don't worry, I'll take care of this. But in the short term that might be true.

You may be able to solve a problem and get things back on track quickly. And there are times when that is probably the best course of action. But it's not as often as we may think that it is.

Because when individuals repeatedly solve problems themselves, they unintentionally limit the growth of their team. Development requires patience. It requires allowing others to think, experiment, indication of struggle.

I know that experience is the best teacher, unfortunately is not the only teacher. But that is at times where we just let them develop and work through challenges so that they can grow from it.

These moments are often where the greatest learning occurs. So when we're stewarding talent, this means that we're recognizing the potential of others and as a resource entrusted to leadership.

David, why the department is called human resources, what does that department do?

They invest in those elements that contribute to the human being as at the most valuable resource that we can even think of that we could even come up with. Leaders steward talent when they create opportunities for people to grow.

So whether it is giving them an assignment, pairing them up with someone who has a little bit more experience so there can be some knowledge transfer, there are many ways that that may manifest itself. This can also involve a little bit more connecting on your part with coaching, conversations, mentoring, relationships and thoughtful feedback.

Feedback. Feedback is two way. It's a two way street. And it can be unnerving, but candid and kindness can coexist.

And there are ways to get the message across in a meaningful way that engage people versus them. Putting up their defenses and not hearing what you're trying to get through to them and vice versa. Like I said, two way street.

Some of the elements, some of the other elements it may involve is delegation. Having those responsibilities destruct someone else's abilities, you're adding capacity, you're helping them to grow.

Or sometimes stewardship may simply mean just believing in someone's potential before they fully believe in it themselves.

You may see in them, because you're looking at it from an outsider perspective, you may see something in them that they may not necessarily quite see in themselves. Over time, these investment transform individuals and organizations.

People grow in confidence, capabilities expand and leadership influence becomes a multiplier through others.

When we develop that wealth, that leadership wealth through people, we can look at it as far as a framework like we did with time, that currency that leaders youth to build real wealth.

And then the attention of the in the energy that determine the quality of that investment, how we utilize talent because talent allows leadership wealth to grow beyond the limit of one person. It's a multiplication effect. When leaders invest in people, the results compound.

Ideas multiply, leadership quality and capacity grows and the organization becomes stronger and more resilient.

As I mentioned before about taking someone from Prehire to retire, I think it's very rare nowadays that individuals will cultivate their career with a single organization. At one time that was normal.

We go back, we look back 50, 60, 70 plus years in the workforce that there were people that were known for a significant portion of their professional career with a single organization.

Recently and recently, this being March of 2026, there was a video that I think it may have went viral, partial viral, but it caught my attention and it was of a gentleman who worked for 711 for 50 years and all he got for it was recognition and an email from the CEO. So how often will somebody work for 711 for 50 years? And sometimes you're lucky if you get 50 days.

It let's say that 711 is a good or bad place to work if that.

It's a convenience store that is not known for people spending a significant amount of their career unless they're moving into one of those like management or corporate type positions. It's like your quick burn restaurants. That's just the reality of it.

So when someone does something exceptional, the organization is not even a position to properly recognize or appreciate the individual making the contribution. So it's something, it's something to consider as an organization.

You may find yourself a part of an industry and this industry has its own characteristics or had its own culture beyond the individual organizations that contribute to that industry. But that doesn't mean that you have to follow that.

It's like how are some organizations that do similar things to others, you know the others that stand out. So when you think about things like mobile devices, it's almost seems like Apple against the world.

You've got Apple devices and they made by their, they're made by Apple. So an iPhone is an Apple device.

You don't have different companies out there making iPhones, but you do have different companies out there making Android products. Some could say that it's Apple versus the world.

But what are they doing that is so specific, so special, so captivating that they own a significant share of the marketplace not only in their devices but in the methodology of the iOS operating system.

So as an organization you say, well we have a quick serve business in our fast food restaurant and this is what's expected, it's the type of retention that we expect. This is the type of quality I would caution against mediocrity because that's how mediocrity can emerge and flourish.

And if at first things in idiocracy, I mean flourish and mediocrity, that it's almost a contradiction in terms. The idea is that we're looking at everybody else to judge ourselves.

When you should really look at yourselves, to judge yourselves, what can you do to become extraordinary?

Because when you're making the comparison, and I'm not saying that looking at what others are doing doesn't add value and you shouldn't do it, however, what is the real criteria, what is the metrics that you set yourself up for success? And it's not necessarily looking at what others are doing it. Are you growing the potential to its maximum value?

When you look at the word extraordinary, you see two words there. Extraordinary. Take the extra off. You could be ordinary. You want to compare yourselves to everyone else. You're ordinary, expect ordinary results.

But when you put the extra in it, that means you're going to do some extra stuff to be extraordinary. So that when you're extraordinary, you are attracting extraordinary people.

You're cultivating extraordinary people, extraordinary talent, people that are going to stick you to the organization. They are very less likely to want to lead. You're not talking about turnover, you're talking about retention.

You're focusing on the strength based elements that contribute to the organization to prosperity and growth. These are all different things that you can work in the favor and the growth.

So that not only are you enriching one another, but also the reason why the organization is existing in the first place, to provide excellent customer service in the good and or products that you produce. So then when people start utilizing you, you have competitive advantage in the marketplace because you defied to be extraordinary.

You decided to make that cultivation into your talent and to grow in a way that is meaningful and helped provide good balance for all interested parties and people involved. So as you have crossed the finish line and you're taking your victory lap around the track, consider this.

When you think about your team, who on your team has untapped potential you could develop?

Are you solving problems for others that could becoming, you know, if you're solving the problems for others that are interfering with what could become a learning opportunity for them, in what conversations could help someone grow this week? Just that little seed of encouragement, little tiny acorn that mighty oak trees grow.

Who was the leader that invested in your growth early in your career, even if you invested in yourself, there's someone that helped to contribute to who you are right now. How can you pay that forward?

So this brings this episode to a close and some interesting and things to think because now we're taking a look at how we engage other people and bring them into the mix in a meaningful way that enriches everybody. But in our next episode, we'll take another look at a powerful leadership resource f influence.

As I mentioned before, leadership is pretty much influence.

And so we'll do a little deeper dive because it's that influence that determines how effective leaders guide the direction of the culture and of the organizations that they serve. Where do you want to go until then?

Remember that if currency leaders use, you know, if time is the currency that leaders use to build real wealth, and their attention is the energy that helps them develop a quality investment and an account if the asset that allows leaders for that wealth to even further multiply. Take all those things into consideration and we're moving forward in a good direction towards the finish line.

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Part 6 of 7: Influence

00:00:14.480 - 00:00:25.680

Welcome to Victory Leadership where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth. Let's get started.

Earle Airey

00:00:27.830 - 00:16:17.870

Welcome to a green flag moment. And that where you've made the lap and you're heading towards the start line and the flagger is waving the green flag and the race begins.

Consider this leadership title, grant authority. But they do not guarantee influence. Influence is earned through those daily choices that leaders make.

So welcome back to the Victory Leadership podcast in our series Driving Leadership well, Stewarding the resources that help leaders win the Victory. So far, we've explored several leadership resources. We started with the psychological safety at the foundation.

Then we discussed time and the currency leaders used to build real wealth. We explored attention as a resource that determines how that time is invested.

Then we moved on to energy as a fuel that sustains leadership performance. And then talent as the asset that leaders use to multiply through the development of others.

And today we'll take a look at a resource that allows all of those investments to expand. Influence. So the difference between authority and influence, because many people will associate leadership with authority.

Authority comes from the position titles. Grant authority and make decisions, you know, or they direct the work. But influence is a bit different.

Influence is the willingness to listen and to trust and to follow. An influence cannot be assigned through a job description. It must be earned. Leaders build influence through consistent behavior.

The integrity, the competence, the clarity in the communication, the genuine concern for others. Where people see these qualities consistently, trust begins to grow. And trust is the foundation of influence. Influence.

When I think about things like perceived organizational support, that model suggests that here the element that contributes to how a person feels about whether or not the organization cares about them and that their manager plays such a key role. Their manager, their leader, their lead, whatever the actual high level title is referred to as.

They feed the organization through those lenses because those are the people that they interact with the most that will have this level, these varying levels of authority.

So when we take a look at how these elements of influence are cultivated, we even can see it in people who are not in a formal leadership role, but they influence. Influence can be as simple as something as you're looking at a product and a grocery store shelf, so you're in health and beauty.

You're taking a look at a shower gel and somebody sees you and asks their opinion. Know, say, hey, have you tried that brand before? I have thought about trying that, but I haven't really heard any feedback.

And so now a conversation emerges and enough trust has been built to where they're considering your explanation of your experience with the product. And if they make a decision to purchase, then you've influenced them and in a sense you've led them through that decision.

Now, whether it was more of a partner type of leading, because in the sense that it was, the idea is that influence did result in the leadership moment. So leadership can be very small and of course it can be very big. Know global life changing scale for the.

For the entire population, everywhere in between.

So the compounding nature of this influence because earlier in the series we take a look at that the currency leaders use to build real wealth, you know, so at the end time. But investments may only produce results when they grow over time.

So if influence is what leaders invest to compound, consider a leader who invests time in developing people. That leader also has a strong influence. Those individuals often carry the lessons forward and they begin developing others.

They pass it on, they pay it forward. Ideas spread and the culture strengthens as a result. In this way, influence multiplies.

The effect of leadership without influence, good ideas may struggle to gain traction with influence. Small actions can lead to significant ripple effects.

So if we steward that influence, if we think about what is an effective way of managing how we influence others, that influence can grow through trust that must be stewarded carefully. Every interaction contributes to a leader's credibility. Keeping commitments build trust. Listening with genuine interest builds trust.

Treating people with respect builds trust. And over time these behaviors create a reputation that strengthens a leader's influence. The reverse is also true.

Broken commitment, inconsistent behavior or the self-serving decisions weaken influence quickly. This is why influence should never be taken for granted. It must be earned and maintained continuously. And this is where grace can abound.

And is that you made the investment into people to where they get to know who you are, what you're about.

And as that trust is cultivated and developed, then when things come along that maybe you can't be as transparent as you would like to be because certain ideas have that fully matured and it would be inappropriate to discuss the details at this time. Or there are those opportunities to respond when things don't go quite well.

But when people have an understanding of who you are, what you're about, then they'll extend you that grace and they'll. They have the mindset of well, I'm not worried because this happened. That person has always had my best interest at heart.

They got my back, I trust them.

So making those deposits gives you the opportunity for withdrawals that don't put you into the red or force you to take out a line of credit, because a line of credit is not going to really be much in the way of developing trust if more in the way of developing compliance. So we don't want compliance in of itself. The compliance that comes through trust.

And that trust comes through developing and cultivating those relationships that give people the opportunity to help contribute to what that factor looks like.

What does that trust factor that is emerging, and how do people build those relationships and cultivate the work environment as a result of that relationship?

So when we are connecting influence to leadership wealth, we already are well aware of how that time factor, how the time is a currency that leaders use that attention. We're looking at how do we use that attention to contribute to the influence factor.

As well as being fueled up, having the energy so that we can carry that message forward and then leveraging the talent by cultivating it in a meaningful way that helped them to build, helps them to grow. And that's for in that influence, all of these elements are coming together.

That can be a result of the influence based on the actions and based on the response of the environment and how you are interacting with those. So when leaders utilize that influence in a meaningful way, it really just determines how far that leadership wealth spreads.

It helps the impact to multiply. And those leaders that have the strong influence can shape the culture, they can inspire the growth, they can guide organizations through change.

In change management statistics state that roughly 70% of the time, those efforts fail to achieve only the result that the change effort was meant to acquire.

So when you can cultivate these things in a meaningful way and present them in a way that inspires others to move forward, then those barriers start to fall.

You have more likely a more likelihood of a smoother transition with change because people are not as concerned about negative implications happening in the environment. Those levels of trust have increased, they've deepened, and the grace is extended for those times where it is needed.

And the idea that this is a place where I feel I can flourish and contribute in a meaningful way that helps me to become the best version of myself, while helping other people do the same is helps, you know, just. It resonates and it ripples out in ways that we could only dream.

But the idea is that when we dream, if we dream with only the thought that it's something that we can see come to fruition and something that we can accomplish within our lifetimes, we're not driven big enough. We are dream beyond our dreams should be an inheritance that others receive to take it forward and sustain it, to the next generation.

And then that becomes more of a societal, you know, connection. And that's, you know, that's another podcast because we have to go real, really deep there.

The idea is that by cultivating all these elements that contribute to how you influence others, especially when you influence them in a strength based, positive direction, that the manifestations that come for that is not just prospering individually or collectively as an organization, but also how we interact and think about what we do, how we do, why we do all of those things start to align in a way that is very, very tough, very resilient.

Is where you could give all your secrets to your closest competitor, which is a dip to second because they cannot replicate the meanings behind why you do what you do.

They can maybe mimic or replicate what your goods and or services are like, but it is how your people interact with one another and how you take care of your client or customer base that sets you apart. And that is the differentiator that can make huge, huge differences.

So as you have crossed the finish line and now you're taking your victory lap around the track, consider this deflection answer to these questions. When people hear your ideas, do they, are they invited? Do they feel that they are invited to contribute?

So you have an idea and you want to share it, you want them to be a part of it, you want to have that shared teacher. They feel that they are being invited to share in that or is it just a directed and they're expected to comply.

What leadership behaviors have helped you build trust with others over time? Those are some elements that you may consider utilizing to build trust with your people.

And is there a relationship that you could strengthen this week that might expand your positive influence? What leadership behavior most consistently builds trust and influence in your environment?

So remember that influence rarely grows through a single moment. It grows through consistent actions repeated over time. So we're coming up on our, we're coming up on our final episode.

If you imagine there's that we've. We've already gone. We've gone through six. It's the sixth of the seventh one.

So in our final episode of this series, we're going to bring all this together.

We're going to take a look at all these ideas and elements that we've explored and build the true leadership wealth and seeing how stewarding these resources can shape the lasting impact that leaders leave behind. Until then, remember the punished.

The currency that leaders use to build wealth and attention, energy and talent, strengthen that investment including is the resource that allows leadership wealth to compound

Earle Airey

00:16:20.190 - 00:16:55.500

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As always, good leadership leads to victory. I'll see you in the winner's circle.

Earle Airey

00:17:09.830 - 00:17:10.070

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Part 7 of 7: Wrap Up

00:00:14.480 - 00:11:46.070

Welcome to Victory Leadership, where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth. Let's get started.

Is another green flag moment. You made the one lap and you're racing towards the start line and the flagger is waving the green flag. So at this moment, consider this.

At the end of the race, the scoreboard shows who finished first. But in leadership, the true measure of success, or often appears long after the race is over.

Welcome back to the Victory Leadership podcast and our final episode in the series of driving leadership wealth stewarding the resources that help leaders win the victory. My name is Earl Arian. I'll take you through this final episode. You've been here through the pre.

Then you understand what we're focusing on, how we can do it those resources in a meaningful way that can help bring the victory, essentially. So if you hadn't had the opportunity to listen to those, I encourage you to do so.

While if not necessary to, they do build on one another, but they can't stand alone, they do provide some insights into some resources that you may want to consider. So I invite you to check those out if you haven't had the opportunity to do so.

And we'll start by taking a look at what we've explored over the past two weeks of what does that look like when it all comes together? So we started off when we explored several resources around psychological safety, around time, attention, energy, talent, and influence.

Each one of these resources contributes to what we call wealth or leadership. Leadership. Wealth. Leadership. Well, so let's kind of revisit, you know, this framework a bit. So early in the series we introduced a simple phrase.

Time is the currency leaders use to build real wealth. But as we continue the conversation, we discovered that leadership wealth is built through several connected investments.

Attention determines the quality of each investment. Energy fuels the effort behind those investments. Talent allows leadership impact to multiply through people.

And influence allows those effects to spread throughout the organization. Together, these resources shape the environment that leaders create.

When we look at the idea of leadership as stewardship, it reminds us that leadership is not simply about authority, it's about responsibility. Leaders influence the conditions in which others work, grow and contribute.

They influence how people experience challenges, opportunities and relationships. And because that influence the way leaders steward their resources matters greatly.

Small decisions made consistently over time shape the culture of an organization. The tone of the conversations, the willingness of people to contribute ideas, and the confidence people feel in their own potential.

When we think of the meaning of leadership wealth, we talk about it, as I say, that we we talk about leadership, wealth, not that we're talking about financial gain. That can of course be an element. We need to pay the bills, we need to keep the lights on.

People need to, they need to make money because they need to pay the bills to keep the lights on in full. And then of course, we need to serve those well.

The reason why we are here in the first place, for what it is we do, for the good or services that we provide. Even if we are a non for profit, we still have to have a margin because if there's no margin, there's no mission.

So when we talk about lasting value, we talk about that it is cultivated and it is created through leadership. In the direct reports that make that all happen, the people who grow become someone. They grow because someone believed in them.

And of course they say, believe in yourself when you accomplish anything, but believe in others and watch them do the thing.

So at times you have to encourage you to see things in people that they may not have seen themselves and then encourage them to become more People can really grow when others believe in them. Teams can become stronger through trust and collaboration. The ideas continue long after the leader had moved on.

That means you either one moved on to another project, you are promoted somewhere else else in the organization. And of course we love to see people be with an organization all the way through to retirement.

But at times there are people who have a calling in their life. They feel that they need to answer and that may take them beyond the walls of our organization.

We just hope that when they leave, they do with a T shirt that's embroidered with our company logo. These outcomes, they don't happen overnight. They take a while to cultivate. They grow slowly through steady investment.

And just as financial investments compound over time, leadership investments compound through relationships, trust and a shared purpose. When we finish the race, well, we take a look at it from the perspective of a metaphor.

So here at Victory Leadership, we often use racing language as a metaphor. Races are not simply won by starting fast. They're won by maintaining control, managing resources, and stay in focus throughout the entire course.

Drivers must manage the fuel. They must know when to stop the refuel. We took a look at energy. How do we cultivate that?

Well, that management is necessary so that when drivers refuel, they can continue to race. They must protect their equipment they use. How far do you push a piece of equipment before it breaks?

Well, when it breaks, that means you're out of the race. We're not trying to drive it all the way through to the point of complete exhaustion, but cultivate the potential and maximize that investment.

They and they, being leaders, must stay focused through every turn.

So as you move through your course, unless you're a dragster, you just kind of go straight for a quarter mile, then you come to a stop on a road course, then you're going through turns, even if it's just a simple oval, you pay attention to what's happening around you, what's going on. And leadership follows a similar pattern. Leaders, when they build that lasting impact, it's those who steward their resources wisely.

Over time, they invest in people, they build trust, they create environments where others can succeed.

And when the race is finished, what remains is not simply a memory of a single performance, it's the impact that they created along the way throughout the season. So when we take this final lap around the track and as we finish this series, reflect on this. How are you stewarding the resources entrusted to you?

Which leadership resources do you need to manage more intentionally right now? What leadership investment could create the greatest long term impact to your team?

Which leadership resource from this series do you want to steward more intentionally to move forward? So as we conclude this series, I encourage you to reflect on these simple questions. How are you stewarding the resources you're entrusted to you?

As I just mentioned, how you investing the time, your attention? How about your energy? How are you recharging? Are you recharging your mobile devices more than you're recharging yourself? Not good.

How are you developing? Who are you developing? We don't want to stay stagnant because stagnation means no growth. We want to grow. We just don't want to survive.

We want to thrive. And because leadership wealth is not measured by position or power, it's measured by the impact we create through the people we lead.

So thank you so much for being a part of this. If you have any questions, you know, please feel free to reach out to me. Go to www.victoryleadership.com. you can go to our contact page.

I would love to talk to you more about these items.

Thank you for joining me today on the Victory Leadership Podcast. If you found value in this episode, be sure to subscribe and share it with someone who is committed to growing as a leader.

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