

**REAL PEOPLE.
REAL RESULTS.**

ActionCOACH[®]
BUSINESS COACHING

**HOW
YOU CAN**

**BECOME
A GREAT
LEADER**

with simple actions steps

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Welcome to the World of Business Excellence

Welcome ... You're about to dive into our e-book, "How To Become A Great Leader." As you flip through these e-book pages, we're excited to be your companions on this engaging journey of self-discovery, specifically crafted to aid your growth as a business leader.

Our aim is simple: to provide you with a treasure trove of practical insights that will profoundly boost your path to success in the ever-evolving world of business leadership. Throughout this e-book, you'll be equipped with the tools and wisdom needed to elevate your journey toward becoming an exceptional leader in your industry.

Chapter 1: Distinguishing Management from Leadership

In this e-book, we delve into the intriguing exploration of distinguishing the fine line between management and leadership. Is it a matter of management versus leadership, or can these two elements coexist in perfect harmony? The landscape of leadership has witnessed remarkable evolution, especially within the realm of business. In the '90s, leadership took center stage and became a pivotal focus in teachings and discussions.

Many might recall the influential "One-Minute Manager" series, which significantly contributed to this transformation. During that era, the emphasis shifted from mere management to aspiring to become a leader. However, in this e-book, we'll delve into why we must not overlook the significance of management in our relentless pursuit of business excellence.

Actions To Take:

- Consider the distinction between management and leadership in your own professional context.
- Reflect on the evolving landscape of leadership and its impact on your career.



Chapter 2: Purpose of This E-Book

Before we dive deeper into our journey, I invite you to contemplate the goals you have set for this e-book. What are your expectations and aspirations? What knowledge or skills are you eager to acquire? Are you looking to refine your management acumen or elevate the performance of your teams? Perhaps your aim is to maximize your profits by optimizing your human resources. Remember, in the world of business, a formidable team translates to a flourishing business.

My objective in sharing this e-book is to introduce you to the principles and practices that ActionCOACH embodies, as they can serve as a catalyst for your growth. I will also offer insights drawn from my experience as an author, teacher, and coach to help you transform your aspirations into reality and achieve your goals. Your aspirations and expectations are the compass guiding us through this journey towards achieving your desires.

Actions To Take:

- Set clear goals and expectations for what you hope to gain from reading this e-book.
- Think about how you can apply the principles and practices of ActionCOACH to your own growth and success.



Chapter 3: Meet Your Guide - Brad Sugars

Allow me to introduce myself. I am someone who has dedicated nearly three decades to the development of ActionCOACH, an organization committed to empowering businesses to unlock their full potential. This August marks the remarkable 30th anniversary of our journey, symbolizing our unwavering commitment to transformation.

In addition to my role in ActionCOACH, I have significant stakes in a variety of companies spanning diverse industries, from commercial cleaning and business coaching to life coaching, restaurants, catering enterprises, and beyond. You might be intrigued to learn that I commenced my journey as an accountant. Yet, as we progress through the lessons, you will discover how I transitioned and evolved in the ever-changing landscape of business excellence.

My ultimate hope is to inspire you to embrace the notion of lifelong learning. The desire to learn is a formidable force, directly influencing your earning potential. Whether it takes the form of reading an e-book such as this one or pursuing other avenues of knowledge acquisition, I encourage you to adopt the philosophy that continuous learning is the cornerstone of enduring success.

Actions To Take:

- Explore the concept of lifelong learning and how it can enhance your earning potential.
- Reflect on your own journey in the world of business and how you can continue to evolve.

Chapter 4: Unveiling the Origin of Leadership

The age-old question lingers: Are leaders born, or can they be made? It is an intriguing debate that I invite you to reflect upon. Is leadership an inherent trait or a skill that can be nurtured and developed through learning and experience? The process through which individuals become exemplars of leadership is a captivating one. Do they possess innate leadership qualities from the outset, or do they embark on a transformative journey to become leaders?

In our exploration of this question, we find a spectrum of beliefs. Some posit that leadership is an intrinsic quality, while others assert it's a skill cultivated over time. Then there are those who see it as a harmonious blend of both. Let us delve deeper into this absorbing topic and consider the perspective that individuals might have inherent predispositions and refine their leadership abilities through learning and practical application.

Actions To Take:

- Contemplate whether leaders are born or made, and how this perspective applies to your own leadership journey.
- Consider how you can nurture and develop your leadership skills through learning and experience.

Chapter 5: The Attributes of Exceptional Leadership

To grasp the essence of an extraordinary leader in the world of business, we must commence by defining the qualities that set them apart. One foundational characteristic of outstanding leaders is their capacity to attract exceptional team members. This invaluable lesson was handed down to me by my father many years ago: if you aspire to have exceptional people working with you, you must be an exceptional leader yourself. Remarkable individuals are drawn not to ordinary leadership but to organizations that accomplish extraordinary feats.

Exceptional leaders do not merely draw top talent to their ranks; they invest in the development of their team members. As I've underlined before, if you nurture your people, they, in turn, nurture your business. The formula is uncomplicated: by investing in the development of exceptional individuals, you create exceptional companies. Throughout this e-book, we will emphasize the significance of retaining top talent as a vital facet of exceptional leadership, mirroring the strategies employed for customer acquisition and retention.

Actions To Take:

- Reflect on the qualities that define exceptional leadership.
- Consider how you can attract and nurture exceptional team members in your organization.



Chapter 6: The Art of Coaching in Leadership

As we delve into the domains of management and leadership, we introduce a pivotal element: coaching. How does coaching integrate into the overarching principles of management and leadership? This is a topic we will delve into more comprehensively as we advance. But first, what exactly constitutes coaching?

At its core, coaching is the craft of utilizing thought-provoking questions to guide individuals toward achieving specific outcomes. It may sound intricate, but it is not. Coaches leverage their skills to pose insightful questions that encourage profound introspection and contemplation. The potency of coaching lies in prompting individuals to ponder possibilities they may not have previously considered. We encourage our clients and team members to engage in profound reflection regarding their objectives, urging them to scrutinize their aspirations and challenge themselves to aim even higher.

Actions To Take:

- Explore the concept of coaching and its role in leadership.
- Think about how you can incorporate coaching techniques, such as thought-provoking questions, into your leadership style.

Chapter 7: The Synergy of Management and Leadership

The perennial debate surrounding management versus leadership or management and leadership warrants a thorough examination. In my perspective, it is not a matter of selecting one at the expense of the other; it is about recognizing the essential synergy between these two facets. Whether you aim to be an exceptional CEO, a visionary leader, a proficient manager, or steer a thriving business, both management and leadership play indispensable roles.

It is essential to emphasize that these roles need not be vested within the same individual. Drawing from my own experiences, I take the helm as the CEO while entrusting the day-to-day operations to my Chief of Staff, who epitomizes the management aspect. We coexist in harmony, with leadership and management working hand in hand to steer our company towards success.

In this e-book, we shall delve deeper into this dynamic relationship and explore how the symbiotic connection between management and leadership serves as a winning formula for business excellence.

Actions To Take:

- Recognize the essential synergy between management and leadership.
- Reflect on how you can leverage both management and leadership in your role for business success.

Chapter 8: Elevating Behavior: Above and Below the Point



In this e-book, we embark on an exploration of a concept that seasoned ActionCOACH members are well acquainted with and new readers will find immensely valuable: "Above and Below the Point."

Below the point, we encounter three distinct behaviors that we must acknowledge and address. These behaviors are Blame, Excuses, and Denial. As you read, I encourage you to silently reflect upon these. Blame involves individuals persistently attributing fault and pointing fingers. Excuses represent an insatiable need for justification, or as our friends in the UK might say, "reasons," perhaps with a dash of British charm. Denial is the realm of those who believe they are excelling when, in reality, they are falling short. Identifying these behaviors within your team signals a deficiency in management, or perhaps even a lack thereof.

On the brighter side, there's "Above the Point." This is where leadership comes into play. Responsible, Accountable, and Ownership are the behaviors that flourish in this realm. Management guides individuals to rise above the point, while leadership elevates them to a level of ownership, where their commitment transcends mere actions and resides in their minds and hearts. Throughout this e-book, we will delve into the crucial differentiation between these two sets of behaviors and how they impact your organization.

Actions To Take:

- Recognize the essential synergy between management and leadership.
- Reflect on how you can leverage both management and leadership in your role for business success.

Chapter 9: Assessing Your Team's Behavior

As we embark on our journey of transformation within organizations, it is imperative to assess the behavior of your team members. Team owners, C-level executives, and leaders frequently grapple with the task of appraising their team's behaviors, spanning the spectrum from Blame, Excuses, and Denial to Ownership, Accountability, and Responsibility.

Evaluating your team is akin to charting a behavioral map. You may find that some members tend toward blame or denial, while others exhibit responsibility, accountability, or ownership. Recognizing where your team members fall along this continuum is pivotal. After all, we do not coach or manage teams; we coach and manage individuals. Each member necessitates a distinct approach and tailored development to unlock their full potential.

In this e-book, we shall guide you through the process of evaluating your team's behaviors and delineate the steps required to cultivate a culture of growth and excellence.

Actions To Take:

- Evaluate the behavior of your team members and identify where they fall on the behavioral continuum.
- Think about how you can tailor your coaching and management approach to each team member's needs for growth and excellence.

Chapter 10: The Power of Shared Insights

As our distinguished readers progress through this e-book, I extend a warm invitation to actively engage with the profound insights you're bound to discover. Whether you stumble upon valuable lessons, moments of enlightenment, or those cherished "aha" realizations, I encourage you to take a moment to share your discoveries. By doing so, you contribute to the collective wisdom of our community of learners.

In the spirit of collaboration and mutual growth, I urge you to partake in this dialogue. It's a unique opportunity to witness the wisdom and epiphanies of fellow readers, fostering an environment of reciprocal learning. Our journey through this e-book is made richer when we combine our collective insights, and your contributions are greatly appreciated.

Regarding your query about the most prevalent mistakes made by leaders and managers, we will undoubtedly explore this topic in depth in the forthcoming chapters. Stay tuned.

Actions To Take:

- Actively engage with the insights and lessons you discover in this e-book.
- Share your own discoveries and insights with the community of learners to foster mutual growth and learning.

Chapter 11: Confronting Denial

In the pages that follow, we delve into a pivotal facet of leadership—effectively Managing Denial. But before we proceed, let's clarify the concept of denial. It involves permitting unchecked behaviors, often exhibited by individuals who persist in their belief that they are top performers, even when evidence suggests otherwise. They might quietly attend meetings while undermining proceedings outside, or engage in covert actions that undermine the organization.

Allowing such behaviors can prove toxic and, if left unaddressed, can foster a culture of complacency. What's more, these individuals are often oblivious to their shortcomings, leaving their colleagues in disbelief. It's only when they are eventually let go that their teammates express their relief, questioning why they hadn't voiced their concerns earlier.

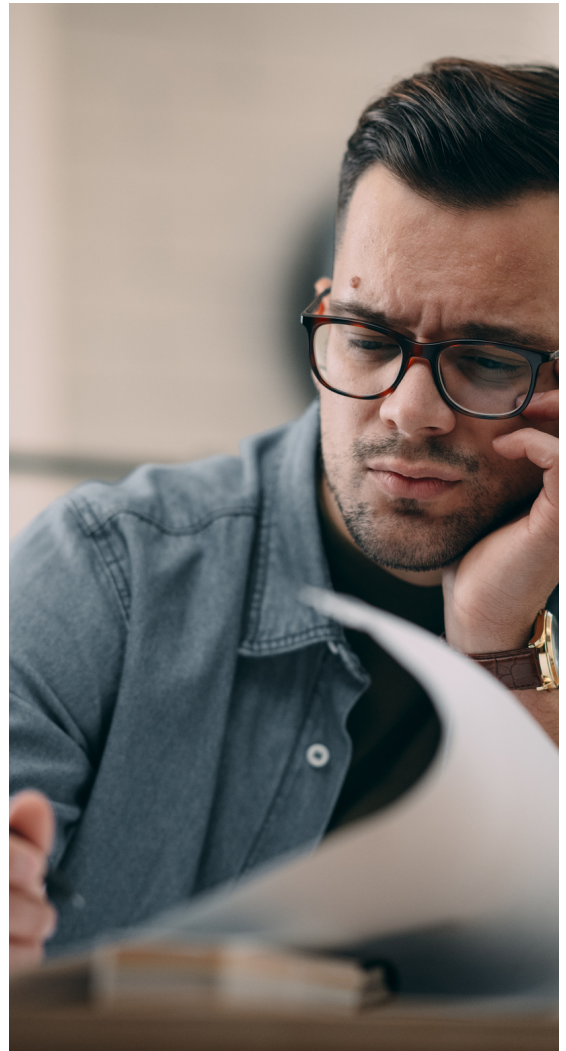
By permitting this behavior, you communicate to your committed team members that they don't need to invest extra effort. It's imperative to confront this denial. Picture it as a scenario where ten people are rowing a boat, but two are rowing in the opposite direction. It diminishes the collective effort, necessitating others to compensate.

In this chapter, we explore the two primary strategies for addressing denial: removal and confrontation. When executed thoughtfully, the latter can lead to a remarkable turnaround in an individual's performance. It involves having a clear plan, engaging with factual information, and, when necessary, accepting their resignation to uphold the organization's integrity.

Consider the role you've played in allowing this denial to manifest in the first place. Often, the existence of denial is a consequence of our management and leadership approaches. Acknowledging this is the initial step toward resolution, and within these pages, we present strategies for transformation.

Actions To Take:

- Reflect on the concept of denial and its potential impact within your organization.
- Consider the strategies of removal and confrontation when addressing denial in your team.
- Examine your own role in allowing denial to persist and explore strategies for transformation.



Chapter 12: Unraveling the Threads of Blame

Blame is a corrosive element that can permeate an organization when it's either permitted or practiced. When leaders or team members engage in the blame game, it sends a message that blame is an acceptable practice. This perpetuates a culture where it's easy to point fingers and find scapegoats, deflecting responsibility from oneself.

In this e-book, we illuminate the dynamics of blame and how it infiltrates an organization. When leaders partake in blame, it signals to their teams that this is an acceptable behavior. This culture of blame often extends to the external world, with fingers pointed at customers, suppliers, or external factors, turning external forces into convenient excuses for internal failures.

We will also delve into the art of asking the right questions to prevent blame from taking root. Asking questions that encourage problem-solving and personal responsibility can help steer an organization away from the blame game. This ability to pose effective questions is a foundational aspect of sound management, and we will explore how to wield this tool effectively.

Actions To Take:

- Recognize the corrosive nature of blame and its potential consequences in your organization.
- Explore the art of asking the right questions to prevent blame from taking root.
- Reflect on how you can promote a culture of problem-solving and personal responsibility within your team.

Chapter 13: Navigating the Terrain of Excuses

Similar to blame, excuses are behavior patterns that can infiltrate an organization. They often arise when individuals feel defensive or when they are asked questions that inadvertently invite excuses. Leaders may unintentionally encourage this behavior by posing questions that lead to justifications.

In this e-book, we delve into the intricacies of excuses and how to manage them. If you find that your team frequently resorts to offering excuses, it's essential to reconsider the questions you're asking. Effective management involves asking questions that inspire accountability and responsibility.

We'll uncover strategies to navigate this terrain and guide your organization toward a culture of accountability and responsibility. Remember that the questions you ask set the tone for behaviors within your team, making the craft of inquiry a pivotal component of strong leadership and management.

By addressing and transforming these behaviors, you can steer your organization toward a path of growth and excellence. Robust management, coupled with thoughtful questioning, plays a crucial role in this transformation.

Actions To Take:

- Examine the role of excuses within your organization and its impact on accountability.
- Reconsider the questions you ask to avoid inadvertently encouraging excuses.
- Explore strategies to foster a culture of accountability and responsibility within your team through effective questioning and management.

Chapter 14: Enhancing Competency and Productivity

This chapter serves as a spotlight on the dual pillars of effective management: Competency and Productivity. These two words should serve as your guiding stars in the realm of management, directing your actions and decisions.

Competency and productivity are intrinsically linked. To grasp this synergy fully, I recommend exploring the transformative framework known as the 30X Business. Consult with your ActionCOACH or access the provided link for a more profound understanding of this concept. Doing so will provide you with a wealth of knowledge aimed at supercharging your competencies and productivity.

As a manager, it is your fundamental responsibility to nurture these qualities in your team. The process of building competency often begins with fostering a culture of critical thinking. Encouraging team members to think and innovate is a crucial step in this journey. This chapter delves into techniques and strategies to elevate your team's competency.

Actions To Take:

- Explore the 30X Business framework to supercharge competencies and productivity.
- Reflect on how you can foster a culture of critical thinking in your team.



Chapter 15: Escaping the Superhero-itis Syndrome

This chapter explores one of the most prevalent pitfalls in management: the 'my door is always open' mindset. While this may seem like an inviting approach, it can backfire in various ways. It often stems from a manager's belief that they must be the omnipotent problem solvers, the superheroes of the organization.

The consequences of this approach can be far from desirable. An 'always open' door encourages team members to seek solutions outside themselves, perpetuating the idea that they lack the capability to resolve issues independently. A case study from the UK serves to illustrate the adverse effects of this approach.

To break free from this superhero mentality, managers are urged to shift their approach. When team members approach with questions or issues, the key is not to offer immediate answers. Instead, harness the power of asking questions. This approach helps team members think critically, fostering their problem-solving skills. By resisting the urge to provide immediate answers, you nurture autonomy and competence within your team.

Actions To Take:

- Examine the role of excuses within your organization and its impact on accountability.
- Reconsider the questions you ask to avoid inadvertently encouraging excuses.
- Explore strategies to foster a culture of accountability and responsibility within your team through effective questioning and management.

Chapter 16: Mastering Management in the Moment

Management in the moment involves addressing issues as they arise, but in a thoughtful and strategic manner. This chapter underscores the perils of the 'lecture-style' of management, where managers confront team members during the heat of the moment.

Though well-intentioned, such interventions often do more harm than good. Team members become demoralized, and a negative atmosphere prevails. The key is to encourage a forward-moving approach. Instead of addressing issues immediately, managers are encouraged to pose forward-moving questions, focusing on solutions rather than problems.

This proactive approach helps team members correct mistakes while maintaining their dignity. It involves resolving the immediate issue swiftly and discussing the problem in a calmer, more constructive setting later. This chapter delves into the principles of management in the moment and underscores the importance of emotional intelligence in effectively handling workplace challenges.

Actions To Take:

- Consider the perils of the 'lecture-style' of management and its impact on team morale.
- Embrace a proactive approach to addressing issues by posing forward-moving questions.
- Recognize the importance of emotional intelligence in handling workplace challenges effectively.

Chapter 15: Escaping the Superhero-itis Syndrome

In this chapter, we embark on a journey into the art of leadership, where the concept of responsibility takes center stage. True leadership lies in the intricate balance between guiding individuals and enabling them to take ownership of their actions.

A well-crafted management system is a cornerstone in striking this balance. Such a system instills a profound sense of responsibility within team members. It's crucial for a leader to ensure that individuals embrace their tasks and duties. While some might argue against excessive micromanagement, there are instances, especially in an employee's early stages, where a degree of guidance is essential.

Newcomers, like children learning fundamental tasks, require hands-on mentorship. As your team members gain competence, your role evolves into that of a mentor and coach, rather than a micromanager. A robust management system nurtures autonomy, and when individuals assume responsibility, they become the driving force behind their own success. This chapter explores the fine line that separates management from self-responsibility.

Actions To Take:

- Reflect on the balance between guiding individuals and enabling them to take ownership.
- Consider the role of a well-crafted management system in instilling a sense of responsibility.
- Think about when hands-on mentorship is necessary and when autonomy should be nurtured.

Chapter 18: Nurturing Competency and Independence

Efficiency and progress are the focal points of this chapter. Embracing the reality of a learning curve is vital when it comes to helping individuals grow in their roles. Just as you wouldn't continue tying your child's shoes once they've learned, don't perpetuate dependency among your employees.

This chapter underscores the importance of letting go and enabling your team members to learn and become self-reliant. In the same way that teaching your child to tie their shoes empowers them for life, enabling your employees to master their responsibilities fosters independence. It's crucial to transition from being the 'doer' to being the 'enabler.'



Actions To Take:

- Embrace the idea of letting go and enabling your team members to become self-reliant.
- Transition from being the 'doer' to being the 'enabler' to foster independence.
- Reflect on how you can empower your employees to master their responsibilities.

Chapter 19: Leading Accountability

At the heart of effective leadership lies the cultivation of accountability within your team. This chapter highlights the key aspects of accountability, emphasizing the role of metrics in the process. Without measurement, accountability remains an elusive goal.

Individuals naturally assume accountability when they understand that they are responsible for specific outcomes, whether it's a team's performance or achieving certain numerical targets. Yet, true accountability emerges when team members willingly embrace it.

This chapter also underscores the necessity of pressure as a catalyst for improved performance. Leaders who challenge and motivate individuals see them rise to the occasion. A lack of pressure often leads to underperformance.

As you continue reading, keep in mind that leadership is an art that encompasses nurturing responsibility, fostering independence, and cultivating accountability. It's the intricate interplay of these elements that sets the stage for effective leadership and organizational success.

Actions To Take:

- Understand the role of metrics in cultivating accountability.
- Consider how to motivate and challenge your team members to willingly embrace accountability.
- Reflect on the importance of pressure as a catalyst for improved performance in your organization.

Chapter 20: Leading Ownership

As we transition to the next phase of effective leadership, the concept of ownership comes into focus. While many associate ownership with shares and financial stakes, true ownership resides in an individual's commitment and dedication. To nurture this sense of ownership, you must cultivate a shared vision and mission that your team wholeheartedly embraces.

It's a testament to your leadership when people perceive your team members as true owners, even if they aren't shareholders. Your goal is to cultivate their loyalty and commitment to the shared mission. When customers walk into your establishment and instinctively believe that your staff members are the owners, you've achieved an exceptional level of ownership. This is a remarkable indicator of your team's dedication and their belief in the organization's purpose.

Actions To Take:

- Reflect on the concept of ownership beyond financial stakes.
- Cultivate a shared vision and mission that fosters team commitment.
- Aim to create a culture where team members are perceived as true owners, even if they aren't shareholders.

Chapter 21: Your Leadership Style: Above or Below the Point?

Reflecting on your leadership style is a crucial exercise in determining whether you operate above or below the point. It's essential to assess the culture you are cultivating within your organization. Are you fostering a culture of blame, excuses, denial, or are you leading your team towards higher levels of ownership, accountability, and responsibility?

It's important to be honest with yourself and recognize your areas of strength and areas that require growth. You might find that 80 percent of your team operates above the point, and 10 percent embodies true ownership. To close the gap, identify one or two key actions you can take to elevate your team's performance. The game of leadership is about continuous growth and improvement.

Actions To Take:

- Evaluate your leadership style to determine if it operates above or below the point.
- Assess the culture you are fostering within your organization.
- Identify one or two key actions to elevate your team's performance and strive for continuous growth.



Chapter 22: The Attributes of an Exceptional Leader

Returning to the qualities of an exceptional leader, let's shift our focus to self-management and personal development. As you work toward your goals, remember that leadership is about evolving into the leader you need to be.

Evaluate your progress on the qualities mentioned earlier, considering how you rate yourself on each attribute. As a leader, your mission is twofold: building passion and nurturing a sense of responsibility in your team. To gauge your effectiveness, strive for the presence of passionate, focused individuals within your organization. By doing so, you are fulfilling your role as a leader.

Should you or your team members seek further training in management and leadership, consult with your ActionCOACH about the available programs designed to empower and elevate your leadership skills.

Actions To Take:

- Reflect on your progress in developing the qualities of an exceptional leader.
- Focus on building passion and nurturing a sense of responsibility in your team.
- Explore available programs to empower and elevate your leadership skills.

Chapter 23: Great Management

Diving deeper into the world of great management and leadership, we'll explore the core elements of effective management. What does great management entail, and how can we establish a robust management system within our organizations?

First and foremost, a key concept we advocate is the development of two lists for every team member. The initial list, known as the "Frog List," encompasses their daily tasks. Just before leaving the office, team members jot down what they must accomplish the following day. This practice stems from a personal revelation - a solution to the challenge of leaving work at the office. This simple act not only aids in detachment but also boosts productivity by at least 30%.

The second list, referred to as the "Lion List," is compiled on Fridays. It stands for "Last week, Issues, Opportunities, and Next week." This comprehensive list serves as a guideline for the upcoming week, ensuring that no essential task or issue goes unnoticed. The Lion List becomes the focal point for the weekly "Lion Meeting," which follows the "Weekly Whip Meeting" held on Mondays. During the Lion Meeting, team members discuss issues from the past week and opportunities they've identified for the future.

Proactive meetings are a critical component of our management approach. We don't merely wait for problems to arise but actively address potential issues during designated meetings. When team members have non-urgent questions or tasks, the response is, "Bring it to the meeting." We don't allow issues to occupy our every moment; we save them for the meeting table.

Adhering to the "20-60-20" rule is another valuable practice. If a task has a ten-day timeframe, we conduct evaluations at the 20 percent, 80 percent, and 100 percent marks. Checking progress and maintaining open lines of communication are essential to ensuring tasks are on track.

Actions To Take:

- Consider implementing the "Frog List" and "Lion List" for your team members.
- Embrace proactive meetings to address potential issues and maintain open communication.
- Apply the "20-60-20" rule for evaluating task progress.



Chapter 24: The Essence of Great Leadership

Great leadership involves understanding the dynamic interplay of different personalities on your team. You're not leading a uniform entity but a diverse group of players who require different types of leadership. The tools at your disposal, such as the DISC profile and V.A.K. profile, empower you to lead and manage distinct individuals effectively.

Another critical aspect of great leadership is maintaining consistent communication. Effective leaders are strong communicators, engaging with their teams regularly to foster a shared understanding of goals and expectations.

Leaders never lose sight of the big picture and maintain a laser focus on the future. They continually guide their team toward their collective vision. While leaders ask questions to extract valuable insights, they also actively listen to the responses. Questioning is not merely an exercise but an opportunity to understand and learn.

Actions To Take:

- Utilize tools like the DISC profile and V.A.K. profile to understand and lead different personalities.
- Emphasize consistent communication to foster a shared understanding of goals.
- Focus on guiding your team toward a collective vision and actively listen to their insights.

Chapter 25: The Lead Ship – Leading From Behind

In this chapter, we embark on an exploration of the concept of leading from behind. Let's take a moment to envision a ship. The most distinctive feature of a ship is its steering apparatus, typically located at the back. Here, the captain stands at the helm, offering a commanding view of everything transpiring on the ship.

Now, picture leaders in various organizations. Do they lead from the front, often being the first to confront challenges? Let's contrast this with the idea that effective leadership involves steering the ship from behind. This approach provides you with a holistic perspective on your team's dynamics and your organization as a whole. Leading from behind is not a relinquishment of responsibilities; it's about steering with insight, ensuring a clear path for your crew.

Actions To Take:

- Reflect on the concept of leading from behind and its benefits.
- Strive to maintain a holistic perspective on your team's dynamics and organization.
- Embrace the role of steering with insight to ensure a clear path for your team.

Chapter 26: Updates and Challenges

I'm excited to share some valuable updates and challenges with you. My latest book, "The Raise Your Hand Marketing," is now available. If you haven't ordered a copy yet, I encourage you to do so. The U.S. version will soon be released, and the U.K. version has achieved remarkable success. The Asia-Pacific version is set for launch in the upcoming quarter.

Additionally, I'd like to spotlight my 30X challenges, meticulously designed to empower you in various facets of life. "30X Life" offers you a platform to chart the course for the rest of your life, ensuring a clear direction and purpose. For those seeking financial growth and prosperity, the "30X Wealth" challenge is the ideal choice. To enhance your business acumen, I strongly recommend exploring the "30X Business" challenge.

If you haven't embarked on these challenges yet and are not currently working with an ActionCOACH, you can visit ActionCOACH.com to schedule a complimentary session with one of our expert coaches.

Actions To Take:

- Consider ordering Brad Sugars' latest book, "The Raise Your Hand Marketing."
- Explore the "30X Life," "30X Wealth," and "30X Business" challenges for personal and professional growth.
- Schedule a complimentary session with an ActionCOACH if you are interested in embarking on these challenges.



Chapter 27: Your Questions, My Answers

It's time to address your questions, and I'm thrilled to delve into the wisdom you seek. I'd like to start by addressing a few questions that come up at this point in time.

1. Brad, why does management carry a negative connotation these days?

The evolution of management has transformed over time. In the past, employees had the opportunity to receive comprehensive management training, setting the stage for more effective leadership. However, in recent times, this training has often been minimal, leaving managers without the essential tools needed to excel in their roles.

2. How does management differ across generations?

Each generation possesses unique characteristics, and management strategies must adapt accordingly. Baby boomers, for instance, emphasize self-reliance, while Gen Xers, my generation, are known for their less hands-on approach and inclination to replace items rather than repair them. The context, management centers on an organization's mission, values, and culture.

3. If you've been micromanaging and not seeing results, what's the best approach?

In such situations, it's vital to acknowledge the issue and apologize if necessary. Then, collaborate to establish a program aimed at enhancing productivity and performance. Open communication is the key.

4. How can you initiate a shift in a manager's approach toward their employees?

The most effective approach involves providing your manager with the opportunity to participate in training programs and coaching. This ensures they receive the necessary guidance and tools to improve their management style.

5. You mentioned "pressure for performance." What if excessive pressure leads to employees leaving?

The key here is to apply the right kind of pressure. Positive or "pull" pressure inspires individuals to stretch themselves and strive for excellence. Negative or "push" pressure, involving threats or undue stress, can indeed lead to undesirable turnover.

6. How should one handle a bossy manager?

The approach may vary depending on whether the bossy manager is your superior or a member of your team. If they are your superior, constructive feedback and encouraging open communication can be productive. If they are part of your team, providing them with insights on effective leadership and communication can be beneficial.

I appreciate your questions, and we will continue exploring various aspects of management, leadership, and life success together. If you wish to continue learning from my insights, I invite you to explore my website, BradSugars.com, and consider enrolling in my 30X challenges or contacting an ActionCOACH to embark on a coaching journey.

Actions To Take:

- Reflect on the insights provided in response to the questions.
- Consider subscribing to Brad Sugars' YouTube channel and podcast for valuable leadership insights.
- Explore BradSugars.com and the resources available for continued learning and development in management, leadership, and life success.

Contact ActionCOACH:

To find out more, get access to an ActionCOACH coach, or to access the programs within this e-book go to: actioncoach.com