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# The Path to Greatness

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**Introduction:** Greatness is never something conferred, it is something achieved. It is not something given, it is something earned. It is not an accident of birth, it is an attitude of quality; a dimension, an outlook, a way of life that is open to anyone who is willing to pay the price.

"Everything big starts with something little."

*Lessons from the Top,  
Thomas J. Neff & James M. Citrin*



1. \_\_\_\_\_ is the great \_\_\_\_\_ .

**Everything rises and falls on leadership.**

"We came into this project with the belief that the most successful leaders focus on the things that create great results, more than on the results themselves. This idea turned out to be more true than we imagined. The traditional performance measures of financial, market share, or stock price results can be a leader's primary focus in the short term. But great business leaders, those whose organizations are enduringly successful, achieve their results by focusing on the 'right things' day in and day out:

(1) \_\_\_\_\_ with integrity and \_\_\_\_\_ by example.

(2) Developing a winning strategy or \_\_\_\_\_ .

(3) Building a great \_\_\_\_\_ team.

(4) \_\_\_\_\_ employees to achieve greatness.

(5) Creating a \_\_\_\_\_ , \_\_\_\_\_ organization.

(6) Tying it all together with reinforcing management and compensation systems."

"A leader is someone who can take a group of people to a place they don't think they can go."  
*Bob Eaton, Daimler Chrysler*

"I believe the job of the chief executive has changed very dramatically. First of all, there's a huge difference between managing and leading, and I believe that if you went back 20 years most of the people running companies were managing. Now I think people at the top of large companies aren't—or shouldn't—be devoting very much time to management. Most of their time should be going toward leadership. The world is much more competitive and is changing faster, and there isn't enough time for executives to manage, to control, to track results. You need to focus on vision and beliefs and values and inspiring people and breaking roadblocks for people to be able to accomplish more."

*Lessons from the Top*

*Thomas J. Neff & James M. Citrin*

### Five questions leaders ask to elevate their people and their organization:

- (1) What are the \_\_\_\_\_ ?
- (2) Who are the \_\_\_\_\_ ?
- (3) What is the \_\_\_\_\_ ?
- (4) What is the \_\_\_\_\_ ?
- (5) How do we \_\_\_\_\_ ?



2.

\_\_\_\_\_ is the great \_\_\_\_\_ .

"A good leader leads people where they don't want to go and they make it. A great leader leads people where they don't want to go and they make it and they like it."

"To secure buy-in," Bossidy says, "you've got to tell people where you want the company to go. They need to be able to answer the question: 'What am I doing this for?' If I want to grow earnings 10%, employees will need to know why. You not only need to set out what you want to do, I think you've got to set out what it will mean when you get there."

*Larry Bossidy - Allied Signal*

When you ask John Chambers what he wants to accomplish, he doesn't hesitate for a second. "We want to create unprecedented opportunities for our customers, our employees, our shareholders, and our partners."

*John Chambers - Cisco Systems*

If the answer sounds scripted, it is. Every one of the company's objectives is written down on a small card that every single employee carries around at all times. It is just one small way that Chambers makes sure that Cisco stays focused on its goals.



3. \_\_\_\_\_ is the great \_\_\_\_\_ .

“To see far is one thing; going there is another.” *Brancusi*

Musicians say that the hardest part of practicing is taking the instrument out of the case. To begin is to be half done! That is what we need to do with our ideas. And how do we create great ideas? How do you make them really happen? By taking action on them. Action is the great separator. It separates the rich from the poor, the winners from the whiners, and the ideas from the “I did its”. Action gets things done. To take action quickly, leaders must be committed to . . .

(1) \_\_\_\_\_

(2) \_\_\_\_\_

“With today’s information technology facilitating instantaneous global communications, the successful business leaders will be those who break down slow, overly formalized hierarchies and decision-making processes.” *Jack Welch — General Electric*

Welch has coined a phrase to capture the concept: He calls it “the power of the informal.” The key, in Welch’s words, “is to have the right people solving problems, no matter where they are located geographically or hierarchically.”

“Why all the need for flexibility?” Bob Tillman cites the major demographic trends taking place in the American economy. “The business as we know it today (a full line of home-improvement products in a superstore setting) is built off of the boomer generation, which is getting older and much more wealthy. They are probably not going to be traditional do-it-yourself customers much longer. They will be driving their boat around the Caribbean and letting somebody else maintain their house.” This will require an increase in services. Tillman continues: “Now all of a sudden, there is a new generation coming along that is extremely technologically literate who distrusts and dislikes store-based shopping. This places additional demands on us as a company. We need to put in place the flexibility so that we do not have to mandate that customers shop us only one way.”

*Bob Tillman — Lowe’s Companies*

**Factors making the job of CEO tougher:**

- Pace of technological developments means new products are soon obsolete.
- Business-to-business e-commerce is creating instant winners and losers.
- Rapid change makes long-range planning difficult.

- Long-running bull market raises shareholders' expectations for high stock price.
- End of Cold War has thrown open global markets.
- Internet provides overwhelming, but crucial, information.
- Tech companies are wooing the most talented workers in a tight labor market.



4. \_\_\_\_\_ is the great \_\_\_\_\_ .

"Success is not the result of spontaneous combustion. You must first set yourself on fire."  
*Fred Shero*

"The #1 quality of a pastor — \_\_\_\_\_."

"I think passion is the critical variable. It has taken me a long time to come around to that, but if a pastor does not have a passion for the mission, you can forget the rest."  
*Lyle Schaller*

"The #1 quality of a business leader — \_\_\_\_\_."  
*Lessons from the Top*  
*Thomas J. Neff and James M. Citrin*

No trait is more noticeable in the leaders on our list than the passion they share for their people and their companies. Quite simply, they love what they do.

"Having a passion for what you do, a sense of mission that comes from the heart, gives you the energy, drive and enthusiasm that's contagious and essential for leading an organization."  
*Elizabeth Dole*

Bill Gates echoes Dole: "I have the most fun job in the world, and love coming to work each day. There are always new challenges, new opportunities and new things to learn. If you enjoy your job this much, you never burn out."

"When we asked the leaders in our interviews: 'What advice would you give to young people as they think about their own careers?' Almost to a person, they told us that to be successful, you need to love what you do."

Passion fuels the leader and the people with \_\_\_\_\_ .

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Passion fuels the leader and the people with \_\_\_\_\_ .

"We're face-to-face with our destiny. And we must meet it with a high and resolute courage. For ours is the life of action, of strenuous performance, of duty. Let us live in the harness of striving mightily. Let us run the risk of wearing out rather than rusting out."

*Theodore Roosevelt*



5. \_\_\_\_\_ is the great \_\_\_\_\_ .

Hope is **NOT** a strategy!

Today's competitive environment increases the need for winning strategies.

"I think the most significant challenge that businesses will be facing over the next few years is the acceleration of intensity. Because of that, you need to be in a business where you have a competitive advantage or you are going to get killed. I don't think that any business franchise that I know of is secure. It was only 20 years ago when you could not conceive of IBM or Kodak having any trouble. Today, thinking like that is over. And I think the competitive intensity will continue to increase."

*Larry Bossidy — Allied Signal*



**Strategic thinkers . . .**

(1) Look at their organization from \_\_\_\_\_ angles.

"Sometimes you look at a business problem and it's intractable, you just can't solve it. You need to keep looking at it and turning the kaleidoscope until you see a different pattern. Sometimes you can develop an idea that's very different and a solution that hasn't been thought of before. The key is to recognize that there is almost always a different way to approach the issue and many times it is not the conventional way."

*Rosabeth Moss Kanter,  
Harvard Business School Professor  
and former Editor of The Harvard  
Business Review: "Kaleidoscope  
Thinking"*

(2) Come up with the big, right \_\_\_\_\_ at the right \_\_\_\_\_ .

How do you increase the odds?

Questions: What do you as an organization do \_\_\_\_\_ ?

Can you link this to what matters \_\_\_\_\_ to the customer?



6.

\_\_\_\_\_ is the great \_\_\_\_\_ .

"In America, it is well-known that roughly one of every two marriages now ends in divorce. Yet, among the 50 business leaders on our list, there is an overwhelming degree of family stability. No less than 43 of the 50 are married to their original spouse. The vast majority have children and grandchildren.

More important than the mere statistics, however, many of these leaders cite the balancing effect of a strong family life and the quality of objective advice they get from an intelligent spouse as key ingredients in their success. Sandy Weill, for example, relies on his wife's judgments about people, often developed over business dinners, to help make recruiting decisions.

Enron's Ken Lay describes his marriage and his relationships with his children and grandchildren as his most significant accomplishment. Chase Manhattan's Walter Shipley solidified his own belief about playing to peoples opinions in the way that he supported his son to pursue his own long-held interest: teaching biology. 'He is the best biology teacher I can imagine,' Shipley says. 'His students love him. He would be miserable in business. I am very proud of him.'

Many leaders described the powerful effect of a parent who believed that they could achieve anything they set their minds to. Jack Welch, for example, cites the influence of his mother, Grace, as one of the key building blocks in his life. 'She always felt I could do anything. 'Control your own destiny.' She always had that idea.' AT&T's Mike Armstrong can still hear his mother's frequently spoken words — 'Go for it'-- in his mind as he pursues blockbuster deals to remake the telecommunications giant.

Elizabeth Dole also spoke about the impact her parents had in fueling her drive and giving her the confidence to pursue her dreams – despite the male-dominated conventions of the day when she was growing up in North Carolina. 'They were both very conscientious people who felt, if it's worth doing, it's worth giving it your very best.' Her mother, who today is 98, would give her little nudges and encouraging words, such as, 'Elizabeth, you finished your homework early today. Have you thought about entering that essay contest?' Her father, who passed away in 1978, was, she says, 'Simply a man of his word. His word was his bond. It was such a wonderful upbringing to have parents who cared so much and who were always there for me.'

Charles Heimbold, CEO of Bristol-Myers Squibb, mentioned his parents to us. 'It is important to me to talk about the strength that I took from my own family, specifically my parents. Both my mother and father are very hardworking, good people. I'd like them to know that I owe an enormous amount of debt to them for anything I've been able to accomplish. I think that there's an awful lot that one can say for the expression it takes a village to raise a child, but it truly starts with the family.' While we cannot go back in time and recreate sage advice given to us by our parents, we can certainly employ this trait of

success by urging our own children or other young people to set ambitious goals and put their hearts into accomplishing them.”

*Lessons From The Top*  
*Thomas J. Neff and James M. Citrin*



7. \_\_\_\_\_ is the great \_\_\_\_\_ .

“Another trait we discovered that is shared by many of the business leaders profiled in this book is their positive attitude. As a general rule, the people included on our list tend to look at challenges as opportunities and seek to make the best out of difficult situations. Indeed, they learn from their mistakes and are thankful for the opportunity to make a difference.

MCI WorldCom's Bernie Ebbers, too, expresses deep gratitude for being able to lead his company. 'For me, in my lifetime, to have an opportunity to participate in something like MCI WorldCom is unheard of. Every day I think about how fortunate I am to have been given this stewardship responsibility. For many CEOs, it can be easy to forget that it is the people that are working with us that really make us what we are.'

Turning mistakes into learning experiences is a corollary of maintaining a positive attitude. Michael Dell said that since he was self-taught in forming and growing a business, he had a lot to learn and did so by experimenting and making mistakes. 'One of the first things I learned,' he said, 'is that there was a relationship between screwing up and learning. The more mistakes I made, the faster I learned.' And learn he did.

It is clear from meeting with the leaders on our list that they are individuals who share an astonishing sense of the possible. That attitude underpins the business strategies that they have developed to take advantage of the opportunities they see. Perhaps more importantly, great leaders teach attitude every single day. Their outlooks and commitment to capitalizing on, rather than punishing, mistakes help give employees a sense of the possible. It also encourages risk taking and problem solving, which in turn leads to success for the organization and the leader.”

*Lessons From The Top*  
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8. \_\_\_\_\_ is the great \_\_\_\_\_ .

Leaders are like \_\_\_\_\_ - they set the temperature.

Managers are like \_\_\_\_\_ - they record the temperature.

“Management is what used to be required to run a company. Today it's leadership. A manager basically controls, establishes plans, makes a budget, allocates work, and tracks results. A leader is much more focused on vision and beliefs. He or she inspires people and breaks roadblocks so that people can accomplish more.”

*Bob Eaton Daimler Chrysler*

Herb Kelleher, one of the business leaders known to have the most inspirational effect on employees, has built his company around the idea that people work better and are much more productive when they enjoy what they are doing.

"You shouldn't have to change your personality when you come to work. At Southwest, we have created an atmosphere where we hire good people, let them be themselves, and pay a great deal of attention to them and their personal lives. In other words, we create an environment where people can really enjoy what they are doing."

*Herb Kelleher*

Martha Ingram of Ingram Industries concurs, explaining how she added a sense of fun to the workplace when she began leading the company in 1995. "I want people to love to come to work. I want them to have a good time. I think a sense of fun can be good. People become more productive."

For Alcoa's Paul O'Neill, inspiring people is no more complicated than addressing basic human needs, needs that he says are the same worldwide. "People have different levels of desires, but directionally, they want the same kinds of things. They want to be respected and have a sense of being dealt with fairly. At every level, they want to make a contribution and be recognized for it."



9.

\_\_\_\_\_ is the great \_\_\_\_\_.

"You're not going to attract or retain a top-quality work force under those silly and obsolete forms of bureaucratic or command-and-control leadership. You cannot release the brain power of any organization by using whips and chains. You get the best out of people by empowering them, being supportive, and getting out of their way."

*Warren Bennis, *Becoming a Leader**

Perhaps Steve Case explains this point best. "Rather than thinking you have to do everything as CEO, why don't you assume that there's actually nothing you have to do and organize things in such a way that there's as little to do as possible."

"The key to taking this approach is hiring great people that you really have confidence in and that you can trust. You basically organize things in a way that the overall company is headed in the right direction with the right people doing the right things. To me, the perfect week is when there's nothing that I have to do; so that I can concentrate on strategy development, people development, and customer service. Instead of being the 'do-everything entrepreneur,' I'm basically trying to be the CEO who does not have to do a thing."

*Steve Case*





10. \_\_\_\_\_ are the great \_\_\_\_\_ .

"What gets measured gets managed."

*Peter Drucker*

There is probably no more quoted business adage than that. And the natural by-product of this approach is that we get executives who manage for results."

"There is nothing wrong with that," Drucker says. In fact, he is the man who introduced the concept of managing by objective. But after reaffirming that he still believes in managing for results, he asks a question that probably has never occurred to most performance driven managers.

"What do you mean by results? Results are different for every organization. I have my clients rethink what results are, or should be, every three years or so."

The implication, of course, is that managers may be trying to achieve the wrong thing, or that goals and objectives need to be adapted to changing circumstances.

This is the kind of simple question that Drucker is fond of asking that can force even the savvy executive to stop and reexamine his or her key principles. But asking questions that jar executives out of complacent thinking is nothing new for Peter Drucker. When he asked, decades ago, "What business are you really in?" he got executives to think about what we now call 'core competencies.' If you answer the question, "We're in the telephone business," you are likely to structure your company one way. If you say, "We're in the communications business" or in "the service business" (as a former chairman of AT&T answered years ago when Drucker asked him), you are quite likely to go in another direction. As a result, the question "What business are you really in?" has profound importance.

Similarly, by wondering out loud what results are worth striving for, Drucker may very well get managers to rethink what the mission of their companies should be.

Despite all her protestations, people do spend a lot of time studying how Carol Bartz does her job, in the hopes of learning how they might do theirs better. What they discover is that she is an executive who monitors results closely, and models the behavior she wants her employees to have.

"I frequently say, what you don't inspect, they don't respect." Bartz says, "I do that with my daughter's homework and I do it at the company. I do it because I value the thinking process. I want my daughter and the people at Autodesk, to understand the consequences of what they do. If you do this, then that will happen, and getting them to understand the consequences always goes back to what you measure."

"There is not one set of measures at Autodesk."

"Every function is different so it effects what you look at. I don't run around with this huge checklist that says look at revenues today, and operating profits tomorrow. I ask people, based on what their job is and what kind of function they're running, to make a series of commitments. They might be revenue commitments, or it might be soft goals, or it could be a project they're doing. But whatever it is, I expect it to be delivered. I make no secret of that. And I always tell them the bad news better come out real fast. The faster we can figure out that something either has changed beneath us, or needs to change, the quicker we can reassess and get going again."

*Carol Bartz — Autodesk*

<b>Rate Yourself (circle)</b>	<b>1 - 10</b>									
Leadership is the Great Elevator	1	2	3	4	5	6	7	8	9	10
Vision is the Great Motivator	1	2	3	4	5	6	7	8	9	10
Action is the Great Separator	1	2	3	4	5	6	7	8	9	10
Passion is the Great Generator	1	2	3	4	5	6	7	8	9	10
Strategy is the Great Navigator	1	2	3	4	5	6	7	8	9	10
Family is the Great Indicator	1	2	3	4	5	6	7	8	9	10
Attitude is the Great Compensator	1	2	3	4	5	6	7	8	9	10
Momentum is the Great Exaggerator	1	2	3	4	5	6	7	8	9	10
Empowerment is the Great Emancipator	1	2	3	4	5	6	7	8	9	10
Results are the Great Evaluator	1	2	3	4	5	6	7	8	9	10



**Answers:** Leadership; Elevator; Living; Leading; Big Idea; Management; Inspiring; Flexible; Responsive; Issues; Players; Game Plan; Price; Communicate; Vision; Motivator; Action; Separator; Speed; Flexibility; Passion; Generator; Passion; Conviction; Courage; Commitment; Increased Energy; Strategy; Navigator; Many; Idea; Time; Best; Most; Family; Indicator; Attitude; Compensator; Momentum; Exaggerator; Thermostats; Thermometers; Empowerment; Emancipator; Results; Evaluator.

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