

Leading
LEADERS
The Workbook

Character building is team building!

“Leading Leaders” is for:

- ✓ **Entrepreneurs**
- ✓ **Corporate Team Building**
- ✓ **Executive Development**
- ✓ **Military Leadership Training**
- ✓ **Sports Teams**
- ✓ **Non-profit Organizations**
- ✓ **Volunteers**



Author & Speaker Mickey Addison's book "Leading Leaders" will make you a better leader and teammate.

Read more at www.mickeyaddison.com



CHARACTER BASED LEADERSHIP

Leading
LEADERS
The Workbook



LEARN THE FIVE FOUNDATIONAL PRINCIPLES OF THE EFFECTIVE LEADER!

Mickey Addison

Leading Leaders: The Workbook

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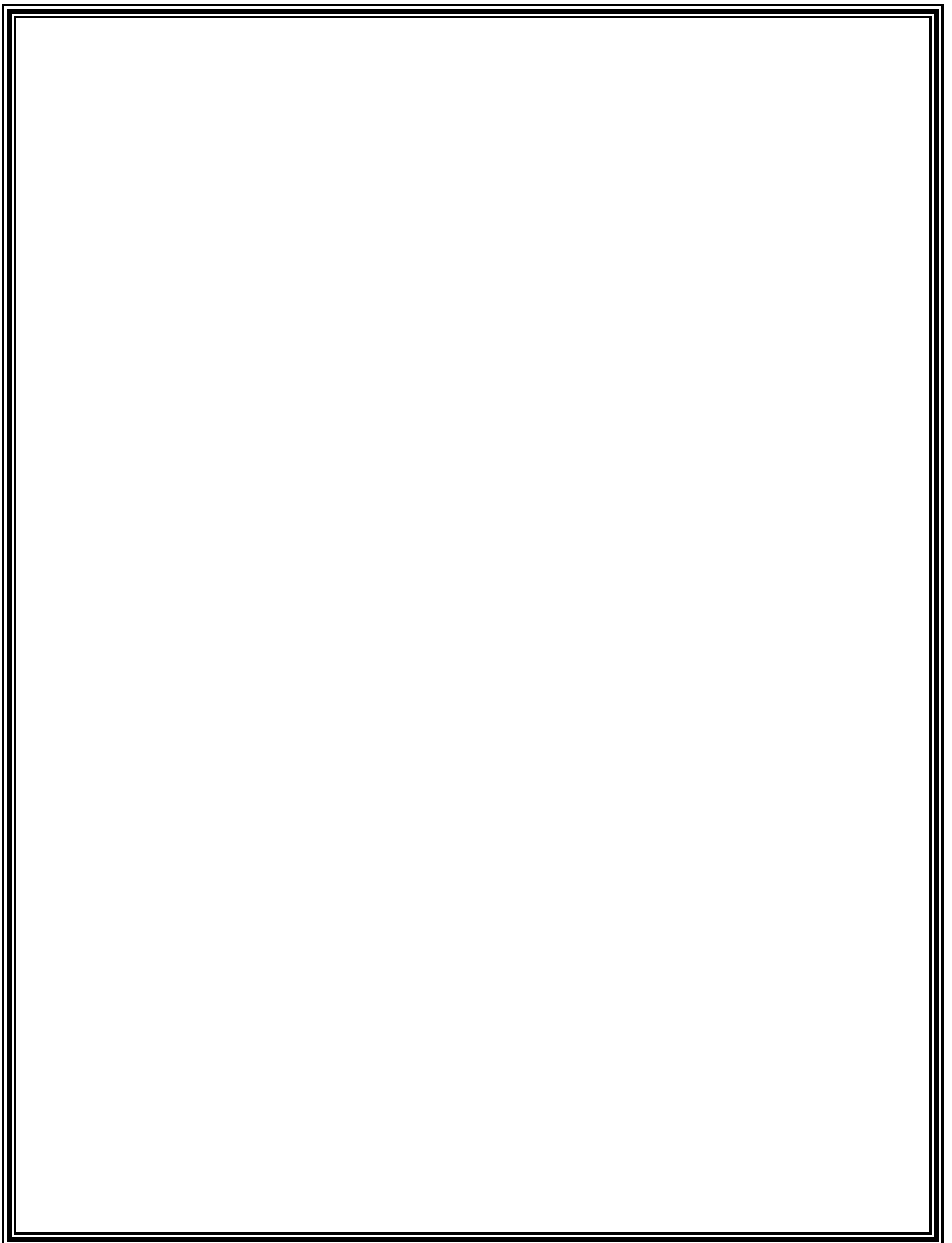


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THE CORNERSTONE: INTEGRITY

1. Write your own personal “honor code” or “code of ethics”:

Our internal moral “compass” must have an external “north star” to be a check against rationalizing ourselves into poor decisions.

2. Choose a “hero,” either someone you know personally or someone else. What about them was most attractive? Why?

Notes:

The character that takes command in moments of crucial choices has already been determined. It has been determined by a thousand other choices made earlier in seemingly unimportant moments.

- President Ronald Reagan

3. What does the term “integrity” mean to you? How do you personally model integrity for the people you lead?

4. Have you ever been on the receiving end of someone else’s breach of integrity? How did it affect you?

5. How do you provide feedback to those you evaluate? How does it focus on objective criteria? Do you ever provide feedback to your boss, why or why not?

A breach of integrity is like mildew...if left un-cleaned it will soon make the whole place stink.

Self Assessment

(✓ for “yes” / ✗ for “no”)

- Do I believe there are things I should lie about?
- Have I ever withheld information for personal gain?
- Do I believe that exaggeration for the purpose of selling an idea or product is acceptable?
- Do I believe it’s acceptable to let someone else take the blame for my mistakes?
- Have I ever violated my organization’s or profession’s code of ethics?

How did I do?

THE SECOND BRICK: RESPECT

1. What would you change in the climate of your workplace to increase the “respect level”?

Earn and maintain respect by demonstrating it consistently to peers and subordinates.

2. What traits or characteristics of your institution engender your respect? What would you like to see done differently?

3. How do you respond when team members show disrespect to each other?

Notes:

If you are trustworthy and passionate about your cause, you will attract followers. You will become a person of influence, which is what leadership is all about.

- Ruben Gonzales, Four time Olympian

4. How do you communicate your expectations about respect, both as legal and moral requirements, to your subordinates?

5. As a leader, how do you deal with a person who doesn't show teammates respect?

Respect is earned through behavior. The old adage "They don't care how much you know until they know you care" is still true

Self Assessment.

(✓ for "yes" / ✗ for "no")

- Do I consistently and explicitly outline my expectations on how the team will treat each other?
- Do I understand the full meaning of "no decision is made in a vacuum"?
- Do I take others' life experience and background into account when I address them?
- Do I model expected behavior to peers and subordinates?
- Do I embody my organization's values?
- Do I understand the difference between a mistake and a crime?
- Do I respect my organization or institution?

How did I do?

THE THIRD BRICK:

LEADERS LEAD

1. What are the “single points of failure” in your organization and how can they be mitigated or even eliminated?

Expecting high standards also means demonstrating high personal and professional standards in the conduct of their affairs and business.

2. Whom do you follow? What can you do to improve your followership?

3. Is authority centralized or de-centralized in your organization?

*Dear General McClellan,
If you're not going to use the
army, may I borrow it for a
while?
- Abraham Lincoln*

Notes:

3. (cont) What are the pros and cons of your organizational decision-making process?

4. What is the disciplinary process in your organization? Is discipline for infractions consistently applied across your organization? If not, what can be done and by whom to improve the process?

5. If you were in charge of your company's leadership development program, what would you do differently?

Don't be a single point of failure

Self Assessment.

(✓ for "yes" / ✗ for "no")

- Do I take charge and make decisions when given responsibility and authority for a task?
- Do I have high personal standards and to I expect excellence?
- Do I believe that exaggeration for the purpose of selling an idea or product is acceptable?
- Do I empower subordinate leaders and team members to make decisions?
- Am I a good follower?

How did I do?

THE FOURTH BRICK: TEAMWORK

1. Who are your internal teammates?

Race car drivers always say "we" when talking about the race. Use self-referencing pronouns sparingly!

2. Who are your external teammates?

3. How do you contribute to the success of your team at your workplace?

Notes:

"You'll never get ahead of anyone as long as you try to get even with him."

- Lou Holtz

4. What does your organization get right about teamwork? What do they get wrong?

5. What symbols, traditions, or rituals does your organization use to encourage teamwork?

Networking isn't merely for
finding a job; it's also for keeping
a job

Self Assessment:

(✓ for "yes" / ✗ for "no")

- Do I avoid using the words "I" and "me" when talking about accomplishments or projects?
- Do I look for teammates inside and outside the organization?
- Do I recognize excellence formally and informally?
- Do I try to learn what my teammates contribute?
- Do I try to understand my teammates' and subordinates' motivations?

How did I do?

THE FIFTH BRICK:

LITTLE THINGS MATTER

1. Which details are most important to you in your business? Why?

Work area cleanliness is sometimes a good indicator whether the staff is organized and motivated.

2. How do you reward attention to detail in your organization?

Is it effective? Why or why not? _____

Notes:

Show me a man who cannot bother to do little things and I'll show you a man who cannot be trusted to do big things.

- Lawrence D. Bell

3. What details do your employees value?
Why do you think they value these?

4. How do you communicate which details are important to you to your suppliers and customers?
Are they different sets for different audiences?
Why or why not?

5. How often do I check little things in the organization, and how do I select what to check?

Successful leaders pay attention to details, and details are often "leading indicators" for organizational performance.

Self Assessment:

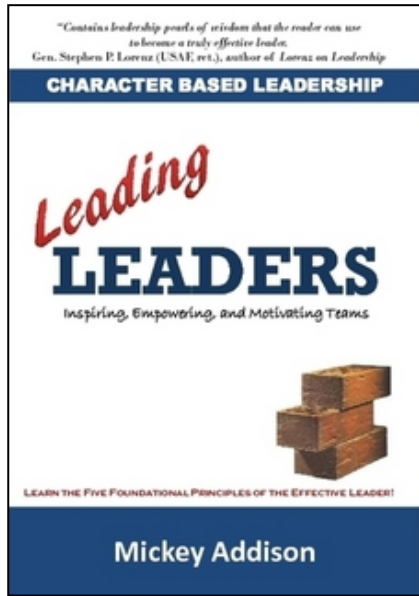
(✓ for "yes" / ✗ for "no")

- Do I check small things to determine the health of an organization?
- Do I maintain a tidy work area and expect others to do the same?
- Do I try to speak clearly and avoid "off the cuff" remarks that subordinates can misunderstand?
- Do I give subordinates clear guidance for tasks?
- Do I understand where I need to be personally involved and where I can delegate?

How did I do?

THE WORKBOOK

Leading Leaders: The Workbook is a companion to Mickey Addison's acclaimed work by the same title, but can be used as a stand-alone guide for discussion groups, seminars,



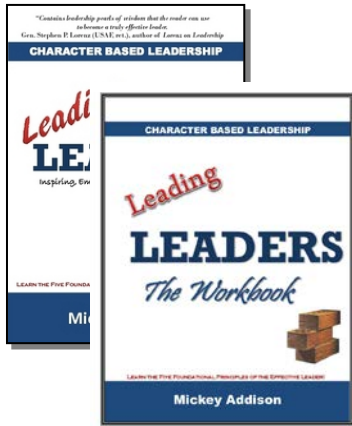
and individual study. Thoughtful questions and chapter self-assessments will assist leaders and teams to improve their leadership skills through candid review of both leadership and followership skills.

This workbook is even more valuable when used side by side with the book *Leading Leaders: Inspiring, Empowering, and Motivating Teams*. Drawn from a lifetime of leading in the military, in sports, and in volunteer organizations, *Leading Leaders* is both an engrossing and interesting way to learn to lead better.

Mickey takes leadership lessons from his own career, as well as from historical and contemporary leaders, and creates an engaging, down-to-earth dialogue with the reader.

Leaders at all levels and in any organization can benefit from reading *Leading Leaders* and using the workbook. Mickey's keynote talk, "Leading Leaders" is another way for leaders and teams to energize their own talent and find new skills to make their organizations better.

Whether as a stand-alone addition to your bookshelf, or as part of a program that includes discussion and this workbook, Mickey Addison has the tools to make you and your team happier and more productive.



ORDERING

All the *Leading Leaders* books are available through **Mickey's website**, **mickeyaddison.com**, and through **Lulu.com** as well as **Amazon** and all major online booksellers, or by emailing a scanned copy of the order form below to **MICHAEL.A.ADDISON@GMAIL.COM**:

PRICING:

Leading Leaders: Inspiring, Empowering, and Motivating Teams

\$14.95 per book, plus \$5 shipping and handling for the first book, \$2 per book for each additional book ordered.

Leading Leaders: The Workbook

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Workbook	_____ x _____	_____ = _____	
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Payment by check to Michael A. Addison, Jr.

MICKEY ADDISON

Colonel Mickey Addison is an Air Force officer, author, and speaker. As a teen, he ran his own lawn care business, and was a leader on the sports field and in volunteer organizations. His writing career has been diverse and prolific: a weekly columnist on two websites, blogger, and author of three books. He's been published in dozens of military newspapers and periodicals. As a speaker, Mickey has been in demand for over a decade presenting at numerous trade conferences/forums, and to civic groups across the country.



As a military officer, Mickey has commanded four times, including three engineer squadrons, and a 1,900 member support group. Mickey served in staff positions at Headquarters Pacific Air Forces, Headquarters US Air Force, and in the Office of the Secretary of Defense. In 1992 he was competitively selected as an instructor at the Air Force Officer Training School, where he was the top graduate from their instructor qualification course.

He is a veteran of the conflicts in the Middle East, having twice deployed to the Arabian Peninsula. He's also experienced in Asia having served two tours in the Pacific Air Forces Headquarters.

Mickey holds bachelors and masters degrees in engineering (Texas A&M and University of Texas – San Antonio) and two masters degrees in national & public policy formulation (Air University & National Defense University).

His military decorations include the Defense Superior Service Medal, the Legion of Merit, the Bronze Star, and numerous other Air Force decorations. He is a 2009 Distinguished Graduate from Industrial College of the Armed Forces. *Leading Leaders* is Mickey's third book with Blue Mantle Publishing.

