

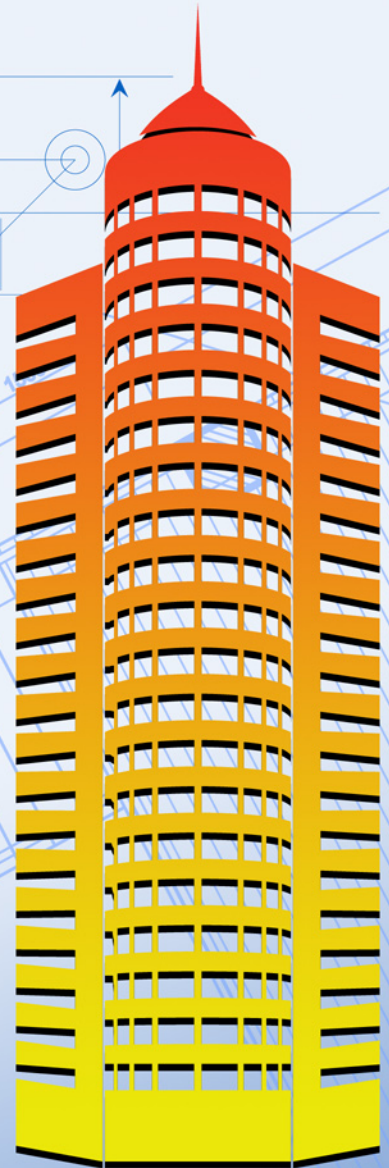
# The CORE

## FOUNDATIONAL TRUTHS FOR LEARNING LEADERSHIP RIGHT WHERE YOU ARE

by

JOSH CROCKER | TIMOTHY MORRIS

Forward by David Crandall





# The → CORE

Foundational Truths for Learning Leadership Right Where You Are.



## The Core

Foundational Truths for Learning Leadership Right Where You Are.

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Layout and Graphics by Leo Moralina

Important: If you have access to a printer we recommend you print this out as there are multiple worksheets throughout that are available for you.



Foundational Truths for Learning Leadership Right Where You Are.

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Foundational Truths for Learning Leadership Right Where You Are.

## Foreword

By David Crandall from '*Heroic Destiny*'

In a culture that puts “me” first, we often fall prey to the belief that we should be leading while everyone else follows. We romanticize ideas of leadership based on books and movies, people we’ve known and heroes we’ve heard about. We mistakenly equate celebrity and rock-star status with leadership and seek to lead before we understand the basic skills necessary for the position.

We believe that we would be great leaders if given the opportunity. Our society’s sons envision themselves equivalent to the main characters from movies such as Braveheart or Gladiator while our daughters imagine themselves with the grace of Mother Teresa or the beauty of Princess Diana. We seek to have the role of leader bestowed upon us believing that we possess the necessary skills adequate for the position.

Focus is all too often placed on the leader’s own success and not that of those they would seek to lead.

For this reason, the pursuit for leadership before gaining the necessary skills is a dangerous one. Finding oneself in a place of leadership before being able to competently lead others can be a devastating experience for the leader and the people following them. Without having first the mind of a follower, we will struggle with developing the mind of a leader. Worse yet, we will not likely have developed the skills necessary to make our followers successful.



And so we see examples of poor leaders all around us. We watch as celebrities live lives of devastating example and sports stars fall victim to poor choices. We cringe as our moral and religious leaders fall prey to immoral decision making. We rage as our elected leaders make decisions without regard to those whom they represent. Each tragedy leaving in its wake thousands of damaged followers.

As difficult as it is to admit, our beliefs as a society regarding the road to leadership appear to be flawed.

In the following pages, Tim Morris and Josh Crocker present a counter cultural view on leadership. Instead of calling us first to lead, they identify the call to follow. They invite us to consider how the role of follower is necessary in the developing of a leader.

I imagine that the message presented here will make some readers uncomfortable. There exists in our culture an endless supply of literature and teaching that encourages us to stand up and lead. However, we are severely unaccustomed to that which would teach us the discipline of following first. Our actions as a society indicate that we believe ourselves to be entitled to lead. For all of our insecurities, we pursue leadership but not the indispensable discipline necessary to learn what is required.

The authors relate insight and personal stories from their journeys as followers to leaders. Through these journeys, they have learned to have the heart of a follower and how that is a necessary component to developing the heart of a leader. Having known both authors personally, I believe it is





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their desire to develop great leaders by calling them to be great followers first.

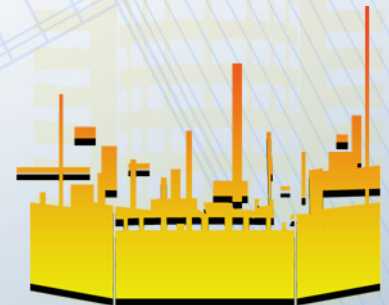
For the reader who would have a difficult time accepting the call to follow, I encourage them to set their ego aside for the duration of this manuscript. I would hope that they see this text not as an attack on their insecurities but as a humble compliment to the sacred call of leadership.

For the reader who accepts what is written here and readily accepts the call to follow, I commend them as they have demonstrated a heart that is preparing to lead others.

David Crandall



# INTRODUCTION



I was just off the shore about 20 feet or so. I had just finished carrying my pack and canoe across a portage to get to the next lake. I placed the canoe on the still water, jumped in and pushed off the shore to get away from the bugs which were everywhere due to the rain the day before. As I sat in the canoe, I took a drink of water from the lake and pulled out the map. I had an idea of where I needed to go on the lake to get to the next portage but I had never been here before, so it was more of a guess.

On the map, I located where I thought I was and then where I had to go. On the map I needed to round a few points that would take me past some peninsulas and then turn into a bay on the right. The portage should be in that bay on the left as I entered it. I could not see the portage but had a basic bearing of where I needed to go. If I was right, I would be able to see each of the natural terrain features that were on the map. The only way to know for sure was to set off for the first point of a peninsula and re-orient myself from there. So off I went, paddling across a lake that I could barely see the opposite side of. As the distance grew behind me, separating me from the shore I had come from, I realized that my risk was growing greater as I was further from shore and in deeper waters.

I was trying to navigate the waters with a map and knowledge of the terrain but the truth is that I just started the journey across the lake with a guess of where to go.

Much like my experience on the lake, I am trying to figure out how to lead correctly. I've been attempting to do so and have been wrestling with the current model of instruction



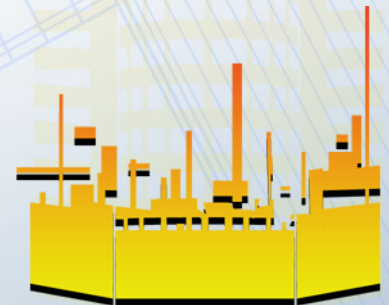
that is available to those following others who are already leading.

If followership is the beginning of leadership, why has no one framed out what that looks like? I would like to share my observations with those of you who are in the midst of this struggle as well and those who have already successfully navigated these waters. I believe that my experience with leadership, as well as my experience on the lake, is similar to many who are seeking to learn leadership.

Understand that I am aware that I have just left shore and am now heading across the waters. I do not have the answers to all the questions that I pose but, am responding to them in relation to where I am in the midst of the process. I will most likely change my perception as I grow closer to the other shore. I will have to make adjustments and corrections regularly as I round points and pull into and out of different bays that I cross. Along the way, I choose to always grow and listen to those who are with me, behind me, or ahead of me.

It was after this experience in the woods that I started interaction with Josh and pulled him into the process of helping me figure out what this was all about. This book is the result of us working through this and we invite you to join us as we walk through what we have been learning.

Personal Development  
Comes First

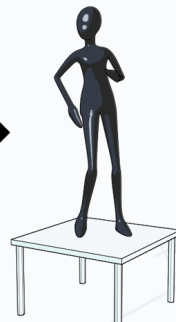


Everything you do in leadership starts on the inside. When you want to truly impact your world it works outward; when it goes from the outside in it is called influence.



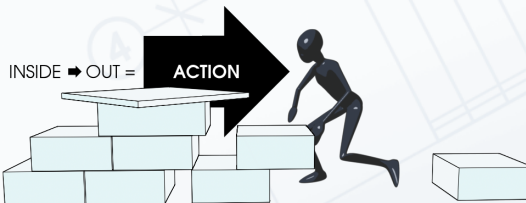
OUTSIDE → IN =

**INFLUENCE**



You are being impacted and influenced by something else and if you are not careful it could alter your foundation.

While what you do (action) will help you change and adjust to continue your learning, it won't alter your foundation.



INSIDE → OUT =

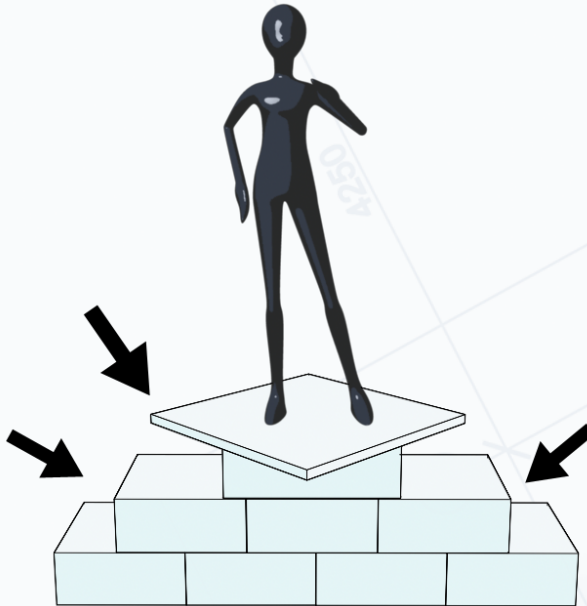
**ACTION**



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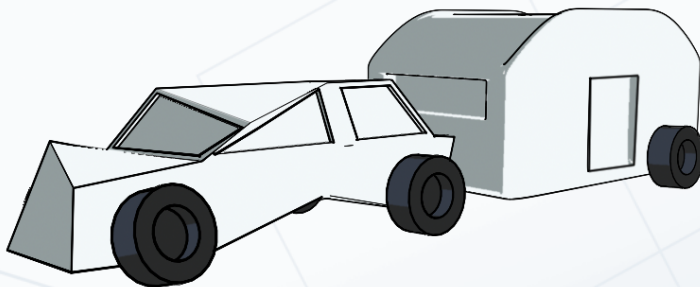
That's how a correct structure that's been built on top of a foundation is changed, but the preferred method is to lay a solid foundation then build the structure upon it.



There are two key reasons why leaders always work on developing themselves:

- 1. Example.** To expect something of your followers, or peers, you must be able to do it or BE it yourself. This means that you better have started the journey toward it. This will make it easier to call them to the same standard because you are pursuing it together.
- 2. Conviction.** Many of the leaders that I (Tim) have interacted with seem to take leadership because of their convictions. To them, it is a moral decision. I know for me it's the same way much of the time. I see something that needs to get done and I know that I may be the only one who sees it. Therefore I feel it is my responsibility to get it done.

The bottom line is this: if the truck is not working right then you cannot expect it to pull the trailer. You cannot expect to lead people when you are in shambles.

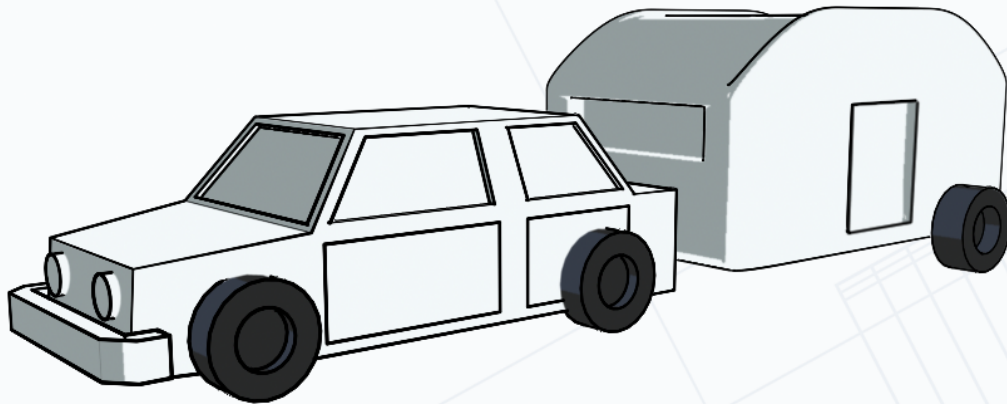




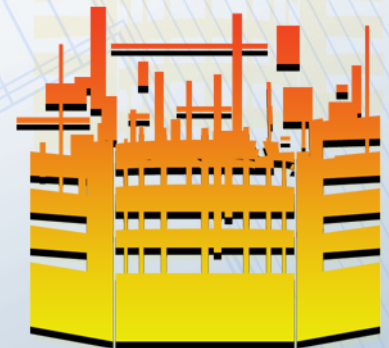
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Get up, start where you are, and move forward. Once you've tasted what it's like to improve, you'll come back for more. It is an ever-virtuous cycle that holds a lifetime of reward.

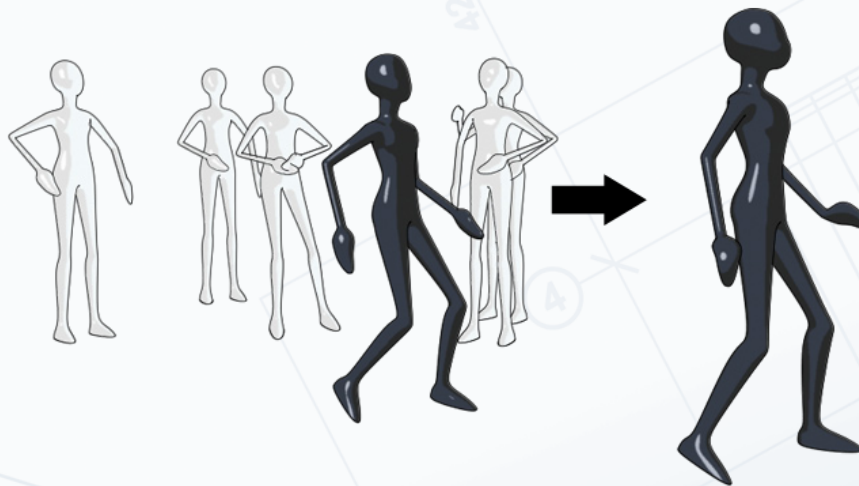


Why Where I Am Is  
So Valuable



Why is followership the first step to leadership? This is one of the main questions that I have been asking. Don't all good leaders struggle to follow? We thought that was what made them able to start out on their own - their dissatisfaction with the status quo.

What we have begun to grapple with is what makes it so important. Every leader is a follower, and every leader has followers. One of the best ways you can lead is to be an example of followership to those who follow you. They will see you follow; make no mistake about it, they are watching.



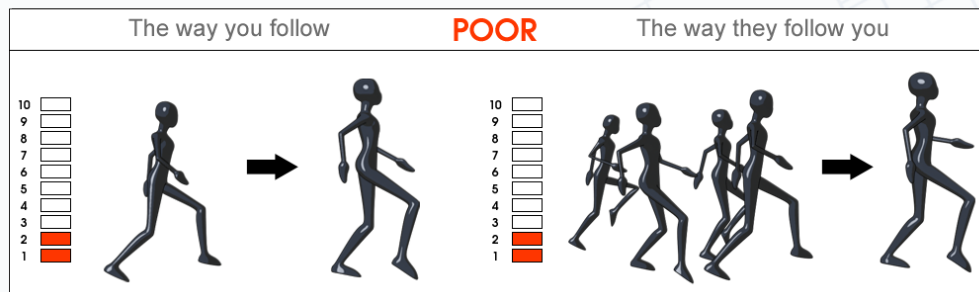
First, we would like to mention that every leader is also a follower. Let's look broadly at what the majority of those leading others are in - what many call "middle management". This means that they are between subordinates and supervisors (like the previous diagram shows). There are those few that seem to be leading everything without following anyone - we call them CEO, President, or Owner.

These men and women follow as well; we just do not see it as clearly. They have boards, committees, and other groups that they must submit to. Take Congress for instance, the President has the ability to veto their decision; however they have the ability to veto his veto. It provides checks and balances.



No matter the role or title there is always someone or something that you will follow, someone you are accountable to for responsibility. A leader always has to follow certain rules, laws and parameters. In following them they are responsible to them and are held accountable to them.

Once we realize that every leader follows in some respect, it is easier to see how valuable followership is. The level of effective followership of a leader will directly reflect the effectiveness of the followership seen under that leader by his followers.





The examples set in culture, attitude, work ethic, values, and followership are all mimicked by those under your leadership.

We have started to see its importance but are still wrestling with why is it the first step to leadership, Here are three conclusions that seem to point to the reason for it being a first step:

**1. Occupational Proficiency.** While such characteristics of leadership as integrity, boldness, humility, and creativity are consistent across occupational lines, there is one that changes from field to field. That is proficiency. All leaders need to learn the hard skills associated with their job and the jobs of their people, but this looks very different from job to job.

True leaders can lead in any environment as long as they take the time to learn the hard skills associated with the new environment. In learning these new skills a leader must submit himself to learning what he needs to know in order to lead effectively.

While I (Tim) was a Corporal in the Marine Corps we were assigned a new Platoon Commander who had just finished school and we were his first platoon of Marines. He made the best move he could have on his first day. He stood before us in formation and told us for him to lead us effectively he needed to understand what we did. He spent the

next month learning the jobs of his Marines by asking and learning from us. The respect that he gained from our platoon during that time was significant. I will never forget the lesson I learned from him during that month.

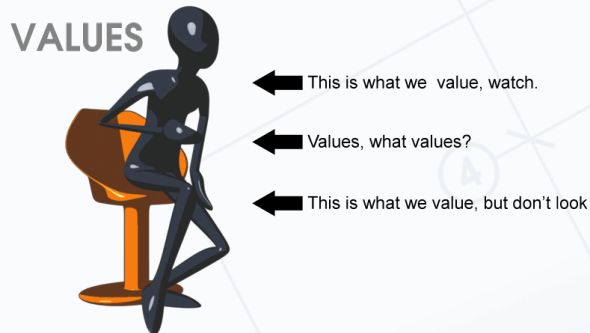
**2. Effective Change.** It is easy for any critic to look in from the outside and tell you what needs to change. The far more difficult action is to effect that change in a sustainable way.

This is done first by learning and operating within the current model and process. For a leader to create positive change he must first learn what the reasons are for the way things are done. Then understand how those processes work. After the leader has a solid understanding of the goals that need to be achieved and the processes of which are being used to achieve then they can begin to change the processes. For the change to be sustainable and efficient the leader must understand what happens and then implement the correction necessary to affect them in a positive way.

After the first month of my Platoon Commander learning our jobs and our specialties, he began learning how we trained to learn more and become more proficient. In time he was then able to make some changes that improved our way of training, therefore increasing our overall ability to perform. The willingness of the Marines came from their confidence that he understood the current process accurately enough to envision what positive change would look like.

**3. Culture and Climate.** The last conclusion we came to was that leaders must follow first to understand the culture and climate of the organization before they can operate effectively. The culture can be clearly seen in the rules and regulations that are in place within the organization. If a leader wants to effect change or see promotion he must learn the culture of what is and is not acceptable within the organization. This is learned through following.

An organization will have values that they operate by. Some communicate those values very openly and abide by them; some do not communicate them at all, while still others communicate one set of values and operate by another. A leader must assess the values and the mission of the organization and then be sure operate within them.





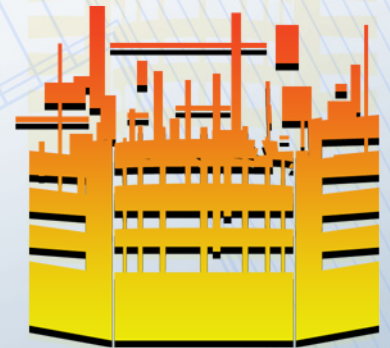
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My Platoon Commander started this learning when he went through Officer Candidate School, which is the boot camp for officers. During his time there he learned the rank structure, the Code of Military Justice, and the mission of the Marine Corps. As he took leadership of his first platoon he had to then learn the specific values and mission of this particular unit and chain of command. He had to take these into account as he learned the jobs of his Marines and then again as he looked to affect change to accomplish the mission more efficiently. Without understanding the culture and climate of the organization a leader will face tension from both subordinates and supervisors.

Followership has to come before leadership. If it does not, then any leader will find added obstacles as they attempt to lead. Those aspiring to lead must first follow to be sure they are proficient in the hard skills, are in a position to cultivate positive change, and understand the organization's culture and climate.



Whose Success Are We  
Concerned With Anyway?





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Whose success are we ultimately working toward? This is a question that we have often wrestled with. Our answer has almost always been that we are ultimately concerned with our own success. We have been willing to run over others to get there but learned quickly, that does not work.

When you run through people to gain your own success you quickly make enemies. With too many enemies it may be difficult to reach our view of what success is. What we needed to do was learn how to accomplish our goals while looking to help others reach theirs.



When in a position of a follower, identify the goals and vision of your leader. Then find out what success would look like if they were to achieve it.

Once you identify the goals of your leader, your goal is to help them achieve success. If you do, you will undoubtedly have grown as a result of that pursuit, thus becoming one step closer to your goal as well.

We have provided a worksheet to help you walk through this. “My Leader’s Goals” (you can find this at the end of this section on page 27) will give you a place to record your leader’s vision and goals, what success looks like for each and lastly, what your role is in seeing that success achieved. The main goal of the worksheet would be that you see how they work off of each other.

This is grounded at the level of why you are working for whom you are working. Why do people hire employees? To help them reach their goals. You are ultimately hired and paid to do as you are told to further their success. We do not get why this is so difficult for some people to understand. There are many who seem to believe that the employer exists to pay them and supply for their needs and meet their demands. This is what many call the entitlement mentality and these people usually get fired. They do not understand why they ultimately were hired in the first place.



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To become the best follower you can possibly be, you need to understand at a core level that you are not paid to do anything else but further the success of your employer.

Followers who understand this are eagerly handed more responsibility and ultimately handed the mantle of leadership. As your leaders trust you more to act in such a way that brings more and more benefit to them you will become more likely to see promotion and benefits.

**GOAL**



When the two visions compete the follower will begin to ask the question “How does this task help me reach my goal?”



The truth of the matter is that it probably does not. The hard-line of it though is that it does not matter. You have to do the task the way that your leader requested. There will be times that after you have learned the processes

**GOAL**



**GOAL**



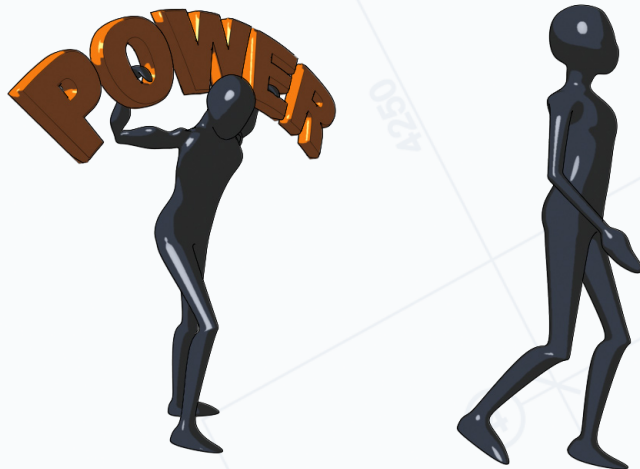
you are able to be the instrument of change. This is not one of those times.

This is absolutely crucial. **The best followers desire to see their leader succeed.**

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Those who do not should not be working there. The follower has much more power than we give them credit for. They control how fast the work gets done and therefore the efficiency of the system. They control the rate of growth, because they are the ones growing and they control the speed at which the organization will reach the desired goals, or whether they actually do.



As a follower, be willing to work to see the leaders goals achieved. Their success has to be your ultimate concern. You can add to or take from their ability to achieve success. It is all determined by how you work toward achieving that success.

We think it should be noted that those who realize that all this is taking place are also the ones that are looking to not only lead but to start or join others in beginning a revolution of some kind. If you consistently find yourself in the position of looking for better things and the leader in front of you is working at a different or lower standard than you it may be time for you to take what you have learned and start a revolution!

In summary, the follower needs to take on the mindset of the leader and take ownership in the leader's goals. Self-less-ness is the key here. Remember to be thinking of others - particularly your leader - when you're at this stage. In Bob Burg and John David Mann's book, *The Go-Giver*, the fictional story is given of a young go-getter salesman who is trying to climb the corporate ladder the traditional way, by being ferocious and looking out for himself. He realizes that it isn't until he starts giving – of himself, his time, and even some of his opportunities – that things start looking up for him. People notice him now as someone who is willing to help others, and it pays off for him in the long run. The follower needs to be someone who is willing to help others also.

This understanding is a foundational to which habits you form as you become a leader. Once you, the follower, eventually do become the leader, don't forget to commend those who are taking on your mindset and striving toward your goals (otherwise known as your followers). You've been in their shoes before, so you understand what it means to work towards someone else's success. By rewarding them for taking initiative, and helping you





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with your goals, you allow them to take ownership and be essentially a second-leader in the process.

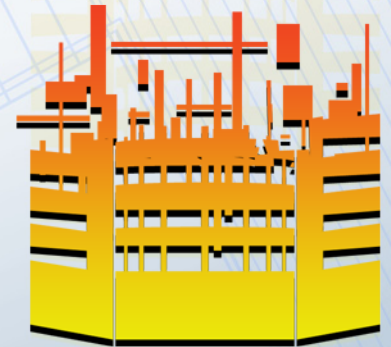
I (Josh) used to work for a company that had a profit-sharing program. Based upon years of service and accomplishment of goals, employees were able to receive a large bonus of the company's annual profit that was given to them individually. The idea behind this was created by the company's owner to get employees to think, act, and work as though they were the owners of the company themselves. What a novel idea! Once you become the leader, don't forget to include your followers in your successes. If they're doing it right, their success will be yours, and vice-versa.



### My Leader's Vision

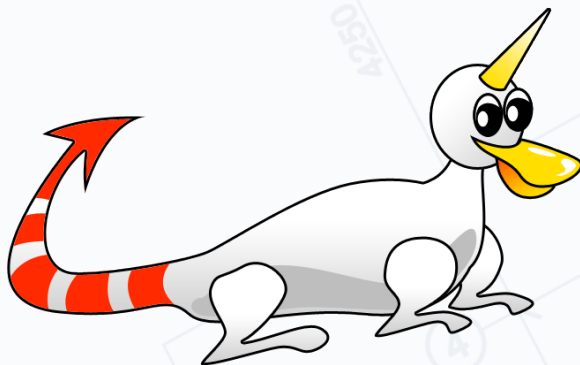
My Leader's Goals	Achievement	My Role In Achievement
Do not be discouraged if you are unaware of only a few, that is a good place to start. If you do not know any, now you know where to start.		

# Work Ethic is a Character Issue



Once you have identified what success would look like for your leader you have the hard task of helping them achieve it. The first thing you need to look at as you pursue your leader's success is your work ethic. Your work ethic will be a place where you will show by your actions what your motives are and the level at which you want to see success for your leader.

**Work ethic is an interesting animal.**

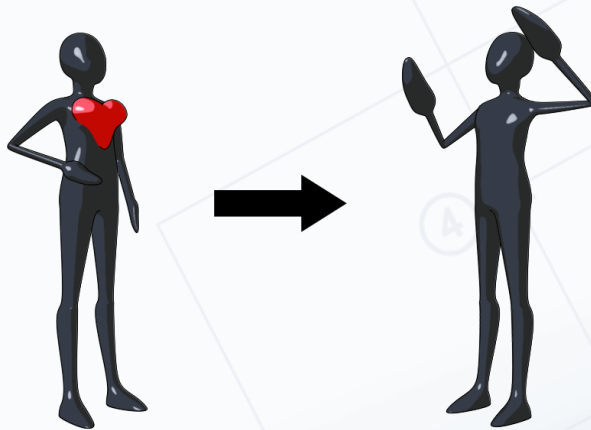


Make no mistake about it; your work ethic is a character issue. It reveals more about what is in your heart than you might think. Your motives will be on your sleeve when you work. Your leader will see it and so will your peers.

Let's define work ethic, then look at how it plays out in day-to-day performance, and finally, how we should work in different scenarios.

**Work Ethic = a set of values that result in hard work through actions and attitudes**

Your set of values will determine the level of your work ethic. Actions show your values and your attitude determines how you go about your actions. While your values are in your heart they show themselves clearly through your hands.





Work ethic stems from a set of values, which are often listed as the characteristics of a good leader. While most of them are accurate, the most important one is the understanding that you are paid to help your leader succeed. When you understand that, you value that success and work hard to see that they achieve it.

We have identified three things that you can look for in the way you work on a daily basis that will indicate the level of your work ethic:

- 1. The way you use your time.** When you are on the clock you should be working hard, looking for ways to help the organization improve and complete the mission. The time you are working is not your time but your employer's time. They have purchased it from you for their gain. You determine what you are worth. You are worth the amount of gain you produce for them. The time you are working is the time used to find how much gain you have produced.
- 2. The way you use your tangible resources.** The resources that are at your disposal include money, personnel, and equipment. The way you leverage the resources you have for the benefit of your employer will be a great indicator as to how strong your work ethic is.
- 3. Your attitude when asked to complete a task not in your job description.** Often the things that are in our job description we eagerly pursue; but the things that are tossed at us

throughout the process we cringe at significantly. When you have a good work ethic, you value the success of your leader and therefore should override whether the job description includes the added task or not.

We have provided a worksheet to help you get the most out of this section on work ethic. My Work Ethic (you can find this at the end of this section on page 34) is designed to help you see where your work ethic currently is and some simple next steps to take. The goal is to help you think through how to apply what we are discussing.

The hardest thing about work ethic is consistency. When we are working on something or with someone we enjoy it is easier to work hard. What happens though when you are handed a job that is not in your interest or assigned to work with or under someone you do not respect? These things should not vary the strength of your work ethic. The person who has a strong and consistent work ethic is extremely valuable to any organization. This person has the potential to become, to use Seth Godin's term, a linchpin.

If you find yourself in a situation where the work is less than desirable, aka "BORING", there's one crucial step you can do to liven things up – make it fun! Make a contest out of it, make a game out of it, turn on some motivating music, or strike up an interesting conversation with whomever you're working with on this task. This is simply an exercise in perspective. As the saying goes, "If life throws you a lemon, make lemonade!"

It will be difficult to work hard for someone that you do not respect (we will be covering this in more depth later) but when they are buying your time you are now responsible





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to work hard for their success. The greatest of followers will be looking to increase the productivity and output of their employer. When leaders see a follower acting in this way it often gives rise to promotion.

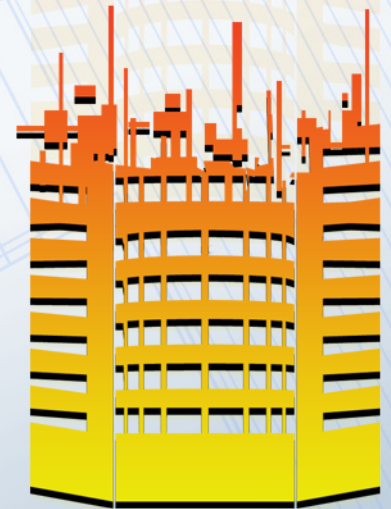
If you are no longer working for another and are now working for yourself, you know full well that your work ethic is what will carry you or kill you. We are both learning this now. It's a different animal then we thought!

**Work Ethic = a set of values that result in hard wrk through actions and attitudes.**

### Improving My Work Ethic

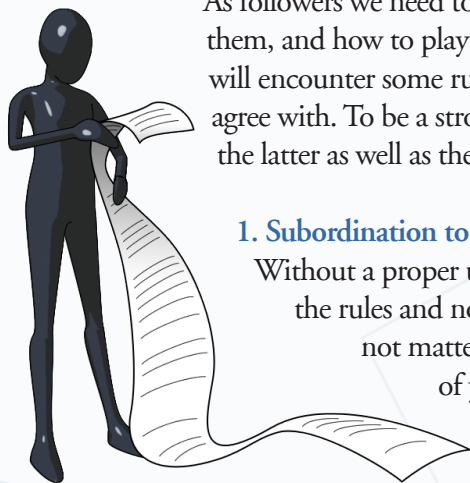
How do I currently use my time at work?	
How could I better use my time at work?	
How do I currently use my tangible resources?	
How could I better use my tangible resources?	
What tasks do I often complete that are outside of my job description?	
What kind of attitude do I have every time I am asked to complete them?	
How else could I respond to the added tasks when I am asked?	
Feel free to be creative with how to better use your time and resources.	

# What Rules Actually Accomplish





Rules are one of the ways that we identify that all people follow in one form or another. Everyone follows rules that are set before them. Rules have various purposes; some to protect us, some to protect others, and still more rules for the greater good of the whole, whether that be an organization, community or nation. In his book *The West Point Way of Leadership*, Larry Donnithorne says there are three major facets concerning rule. We believe that it would be helpful to address and elaborate on them here.



As followers we need to understand subordination to rules, reasons for them, and how to play by them. This is important because all followers will encounter some rules they agree with and some that they do not agree with. To be a strong leader one must learn how to interact with the latter as well as the former.

- 1. Subordination to rules.** This is the most important aspect of rules. Without a proper understanding of your role as the one who follows the rules and not as the one who writes them, the other two will not matter. Subordination to the rules is an understanding of your place and a willingness to submit to them.

This means that due to our place under them we do not have the opportunity to decide

whether they are accurate or silly. We waved that right by submitting to them. We also must understand that if we decide that we no longer choose to submit to the rules we will also immediately lose the privileges that we previously enjoyed while under them. While one is under the rules he does not have the ability to both disengage his submission to them and enjoy their protection at the same time.

**2. Reasons for rules.** Rules are in place for reasons. Some rules are for the safety of the individual or the community. Some others still are for the strength of a nation. There are, however, rules that are in place within certain organizations that reinforce the culture of the organization. These rules are in place to communicate the values and the standard of the organization. The aim of many is that if one is under them long enough they will begin to see the benefits of living with such rules.

To help identify the rules that you are currently under and the reasons for them we have provided a worksheet for you. “The Rules I am Under” (you can find this at the end of this section on page 39) will be used again in the next section so hold on to it.

**3. Playing by the rules.** The aspect of operating by the rules is really a question of example and influence. When you abide by the rules you communicate their validity to the rest of the organization.

However, the moment you break them you communicate that they are irrelevant to the

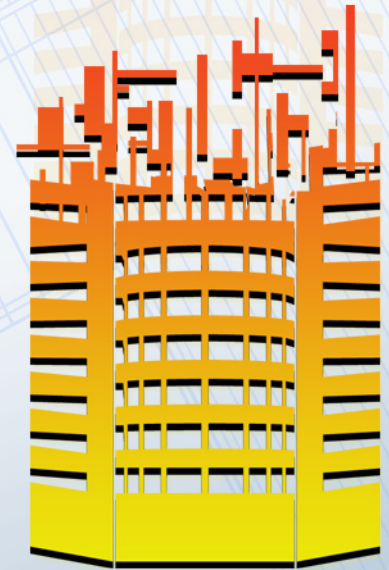
situation or to the individual. This will result in those you lead doing the same. When this happens your influence will shift on the scale. You will lose opportunities in exchange for furthering negative influence.



Rules have a place and have a purpose. Becoming a great leader requires that you buy into the whole of the organization and this includes following the rules. The rules are one way that your actions show whether you have bought in or not. Your influence will be shaped by the way you interact with the rules because people are watching.

The Rules I am Under		
Rules	Reason	My Response

What's In Your Heart





Most people will struggle with new rules that they do not understand, agree with, or think should not apply to them. I have been counted among them for sure. The issue here is not one of agreement with the rules or one of understanding them completely; most of the time this issue becomes one of motives.

As a follower your motives will determine what you think of the rules and how you react to them. I believe the reverse of this to be true as well; the way you react and abide by the rules placed over you shows your motives very clearly. Keep in mind what we talked about earlier, whose success are you most worried about? Your motives speak clearly to those over you through how you operate inside of the rules and regulations that they have put in place.

If you want to become the best leader that you can be, then it is important to pay attention to this point. Your peers see your motives today and they are deciding now whether they will follow you tomorrow.



Your motives will direct what you are looking to get out of your relationship with your workplace. If you want those leading you to succeed you will help them by working within or above the standards that they promote. Most likely they are not the ones that actually wrote it but are looking to those leading them to do the same.

Understand that motives play a big role in what habits you are making in your own leadership style as well. If you are consistently looking to help others succeed, namely those over you or next to you, then you are forming the habit that will carry over to those that will soon be below you. They, like you, want to know that those leading them are invested in their own development and success not just that of “the Man”.

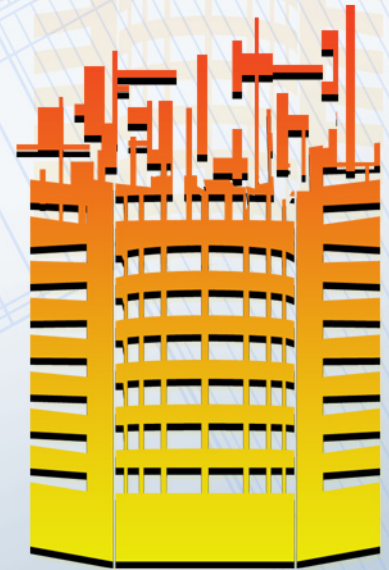


To help identify the way that your motives are seen by others in the way you respond to rules we have provided a worksheet for you. “The Rules I am Under” (you can find this at the end of this section on page 43) was used in the previous section for rules. Go back and write how you respond to the rules you listed whether you know their reasons or not.

This will serve you for years to come as you begin learning how to deal with people in very real ways. That brings us into the next section of Relational Development. Once you have begun developing yourself you can start taking that and turning it outward.

The Rules I am Under		
Rules	Reason	My Response

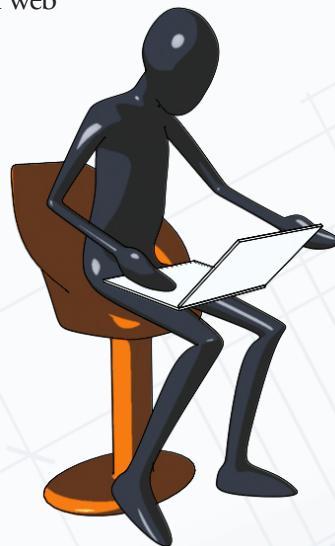
# Relational Development



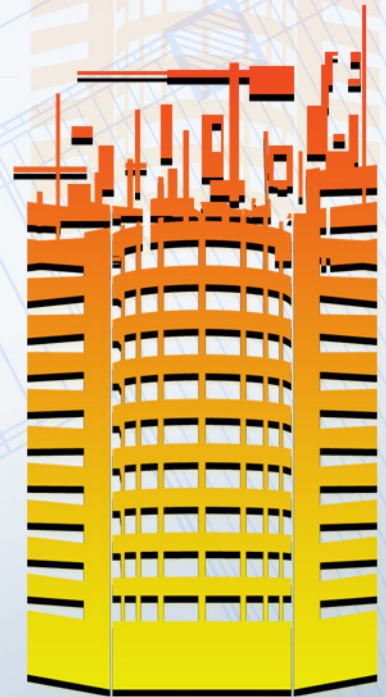
Unless you are one of the few who works without ever having any interaction with other people, you will find that you have to develop not only yourself but how you relate to those around you. This is relevant even if you are working through the Internet. How you relate to others through email or other various forms of web based communication falls into this area as well. Make sure that you do so in the correct ways.

Keep in mind that the most important relationship you have to be concerned with is that of the one you follow. If you are interested and invested in their success then you are looking for opportunities to help them, not tear them down. As you are working with others alongside of you, this can be done simply while your leader is in the room; but can be more powerful, and will be more memorable, when they are not.

Your main goal should be to continue to grow in your own leadership development; but that starts with following correctly. The things that you learn from following will be the foundations for the values that you have when you are leading. The ways in which you relate to people will be consistent, whether at the bottom or at the top.



# Why You're Not Up Front





# The CORE

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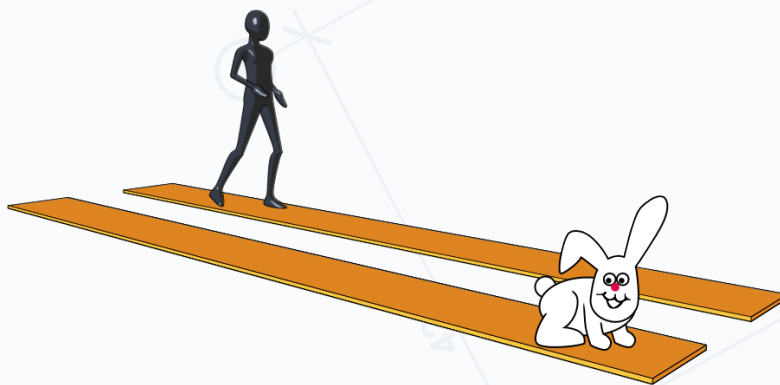
As mentioned, once you have spent time developing yourself you will begin noticing that the way you work with people plays a massive role in your development as a leader. We have heard it said that, “If you want to know if you are a leader look over your shoulder, if you are alone you are only going for a walk.”



Others say that if you are standing up for the right thing, even if no one else agrees with you, then you're leading. I would amend that to say that if you are standing and no one is with you, you're merely standing alone.



While the courage it takes to stand alone exhibits many qualities of good leadership, you must be leading PEOPLE. This is why relational development is so vital to leadership development. If you cannot deal with people then you might as well just go for a walk.



**Rabbit Trail:** That being said, the standing alone and walking the right path set the tone for who will follow you in the future. If you need to walk alone to be right or stand alone to stand on the side of right, you walk and you stand. Eventually someone will see it and follow you.

One of the first things that you need to learn as you grow in relating to those around you, and particularly the one leading you, is that there are reasons you are not leading (yet).

There could be any number of reasons but we wanted to point out three that we believe apply to almost all situations. They are each important because what they help you understand is that there is a reason that you are not leading yet and that you are still following. Let's look at each of them and see what to do about it.

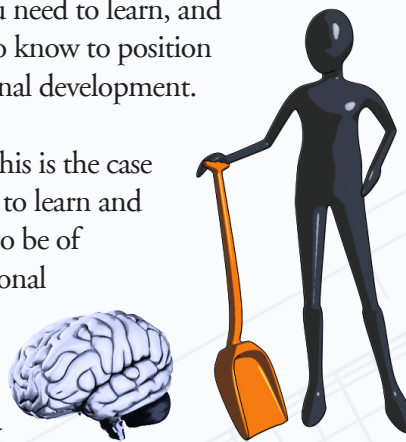
**1. Something you do not KNOW.** In this situation, understand that if there is something you do not know then there is something that your leader knows that you do not. Once

you have done this, try to identify all the things that you need to learn, and then pick your leader's brain to learn all that you need to know to position yourself for benefit to your leader as well as future personal development.

**2. Something you cannot DO.** When you realize that this is the case then, similar to above, identify the things that you need to learn and then begin learning them. This will again position you to be of larger benefit to your leader as well as increase your personal development.

Any time that you take the time to learn a new skill no matter how big or small, you have increased your ability to be effective. As you proceed, remember that a simple way to do this is to explain to your leader that you are interested in learning how to do a certain task and then ask for them to let you know when any opportunity to do so might arise. This not only helps position you to learn the skill but also communicates to your leader that you want to grow in skill and knowledge and that you want more responsibility.

**3. You have not taken the TEST.** For most jobs connected to the military, law enforcement, and many businesses there are certain tests that you must take that will position you





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for the next level of leadership. One of these tests might simply be time. Doing your time at a specific job, position, or rank before you are able to advance is a legitimate hurdle. If any of these may be the case or you are not sure, make a priority to ask your leader what you need to do to advance. Position yourself for advancement while finding ways to benefit your leader. As soon as the opportunity is available be sure to apply for or take the test so that you can continue to grow.

My (Tim's) father calls this "diversifying your career". If you do not continue to learn new skills or sets of knowledge you will not increase your options. Forget about your career for just a second, as you continue to grow as a person you will want to be sure and diversify your effectiveness.

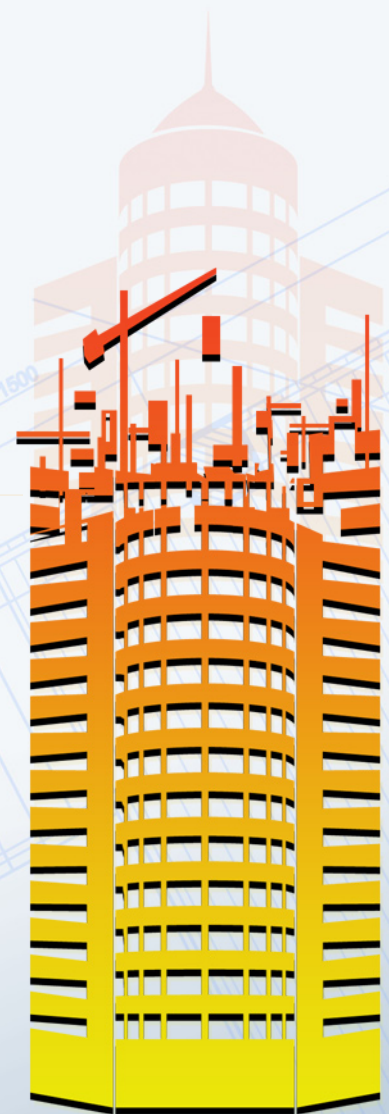
We have provided a worksheet for you that will help you see all the things you need and then put in place a strategy to obtain those things. "The Things I Need" (you can find this at the end of this section on page 52) is available for your use along with this section.



The Things I Need			
	To Know	To Do	To Take
Things I Need			
Getting it			
If you do not know this information off hand then seek it out and then begin planning how to obtain what you need.			



# Reluctant Respect



Have you ever worked under or alongside of someone that you did not respect? In the military or in business this is something that will happen often. We want to run you through what we have observed as both of us have been in business and in the military and have both dealt with this in different arenas.

First things first, those people are growing as well. Understanding that they are growing just like you, however, seems to only take your patience so far. When your patience runs thin, what do you do to maintain the level of respect needed as you develop your relational skills? Well, simply put - **emotional stability and self-control**.

The truth is that everyone has at one time worked for someone they found difficult to respect. If you have not done so yet, I assure you that you will in the future. It seems to be a fact of working with people. It has some grounding in differences of opinion or belief systems for sure, but sometimes it is more difficult to place your finger on.

When you are working under someone that you do not respect there are a few simple things that may help you in moving forward. Whether you desire to respect them or find them worthy of it or not, if you are striving to be a leader and want to work well with people you must learn to navigate this issue. It will surface again.



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Here are 3 ways that have been presented for attempting to navigate this mess. Each of these has a level of truth to it, but we would like to present you with a fourth option that we do not think many will like, but nonetheless we believe to be true. First let's look at the ones that have been presented in the past.

**1. Respect the position.** Positions do deserve respect. That is one of the main ways that structure and advancement help us keep order in society. However, when you are working with people directly day after day, it begins to wear on you and this will not endure, but do not discredit its validity.

**POSITION**



**2. Respect every person.** This again has a great amount of truth in it, but when you want to crack a joke it seems like they

**POSITION** are the exception to the rule.



**EVERYONE**

While I think we could all agree that we should respect every person as human beings, the difficulty comes in when their actions are less than respectful. This is where the respect falls apart because it doesn't differentiate between the person and their actions.

**3. Respect must be earned.** Due to the nature of the two points above, many people have fallen into a hole when it comes to showing respect. Moving the standard to say, “I do not have to show respect until someone has earned it.” The issue here is that it is a subjective standard. What one must do to earn our respect might be very different than what it takes to earn your respect. This being said, it is easy to see why it breaks down so quickly.

What we present is this: **It is about YOU not them.** This is the most significant thing to learn because it puts not only the responsibility on you but it also puts the respect on



you. The respect you show reflects the amount of respect you hold. This is not about the amount of respect that you receive from others but has to do with the way you live your life and the value you attach to your own character.

When someone places a high value on their character, the way that they interact with others (worthy of respect or not) shows where their personal character is. The strength of heart and fortitude of character is



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what holds the weight here, not the worth of the person being given respect; it's about the person giving it.

**Remember-** as you navigate this issue of respect, you are setting foundations for your values as a leader as you are a follower. Respect is more valuable to the one giving it than the one receiving it.

Helping Those You Follow





As you are looking for ways to grow as a leader you will continue looking for ways to improve your relationships with the people around you. This includes not only learning from your leaders but also learning about your followers. This will have a significant impact on how you relate to the work that needs to be done. Be sure that your motive for doing this is to help your leader and not for some selfish gain. This can be accomplished with a few easy steps.

To help guide you through this we have provided a worksheet, “My Role In The Tasks” (you can find this at the end of this section on page 62), that will help you see your role is in their tasks and what you can do to streamline the workflow.

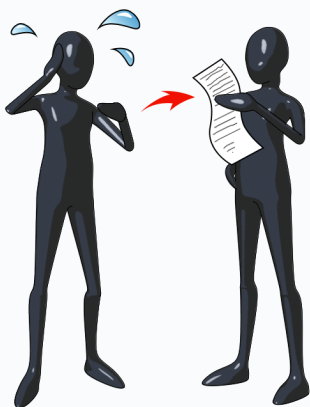
**1. Regular tasks.** Begin by understanding what it is that your leader does on a regular basis. These tasks may be on a daily, weekly, monthly, or quarterly basis. These will be the tasks that cause your leader the most stress. They are the type of tasks that require your leader to come in early and stay late to ensure that they get accomplished the right way.

**2. Your role.** Identifying those tasks helps with your understanding of what needs to happen for your leaders but this step makes you invested personally into the process. Go through each of the tasks and list all the ways that you contribute to this task in your regular duties.



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This might be something you do on a daily basis that contributes to the stress that it causes them. This may be a one-time thing you have done that could save them a lot of time. Either way, once you have identified what your role is, start thinking of ways to make it easier for your leader.

**3. Workflow.** Once you understand the process that your leader is going through and you have already begun learning new skills and sets of knowledge, you can begin looking at the big picture and try to find ways to streamline the process for your boss. In seeing the whole process you will start picking things out that could be done in a more

efficient way. These are now your responsibility to address. This will not be that difficult as by now you are personally invested in the process.

Your overall objective here is to make it easy for those that you follow. This can be difficult at times and may seem like you are carrying the extra load or going the extra mile. As preparation for your future leadership, this is good training. Plain and simple, leaders carry an





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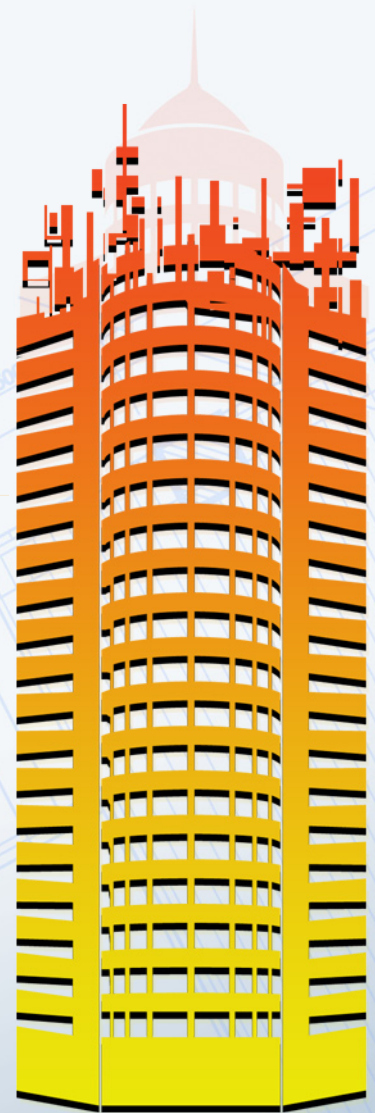
unfair load. This seems to be a universal truth, and the sooner that you (as a follower) can understand this, the sooner you won't be taken back by it when you are the leader. But don't worry, most leaders will notice your hard work and will be grateful. Remember though, like respect, this is more about the foundations you are laying in how you relate to people than it is about whether your leaders acknowledge your hard work.



### My Role In The Tasks

Tasks	My Role	Streamline The Workflow

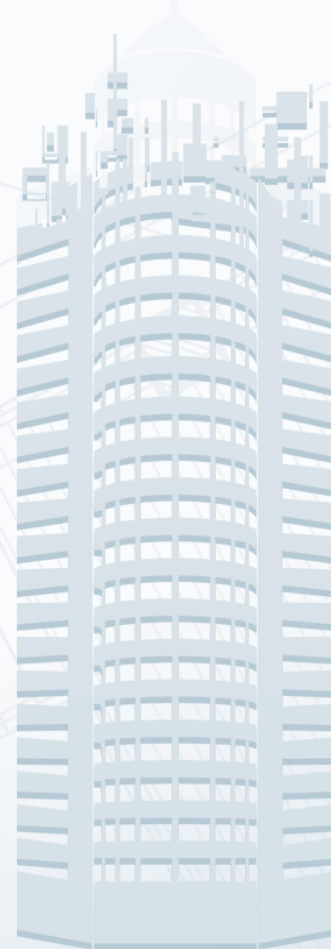
So You Have Questions



Having questions is never a bad thing. One of my mentors, Dr. Dennis Wilhite, always says, “Without questions there is no learning.” I agree. The quality of your questions however, determines the quality of your education. If you do not ask any questions you will not have any learning. If you ask dumb questions you will experience poor learning and so on. So ask questions.

The problem with questions is that most people do not know when to ask them. They think to themselves at the moment that they are unsure one of two things...either that if they do not ask it now it will not be relevant later, or it is a foolish question. Let's look at each of these quickly and then we will offer up our suggestions of the best way to deal with questions.

**1. It will be Irrelevant.** This is true only in a very few situations. Most of the time, the emergency of the question is what we would refer to as a “manufactured emergency”. The

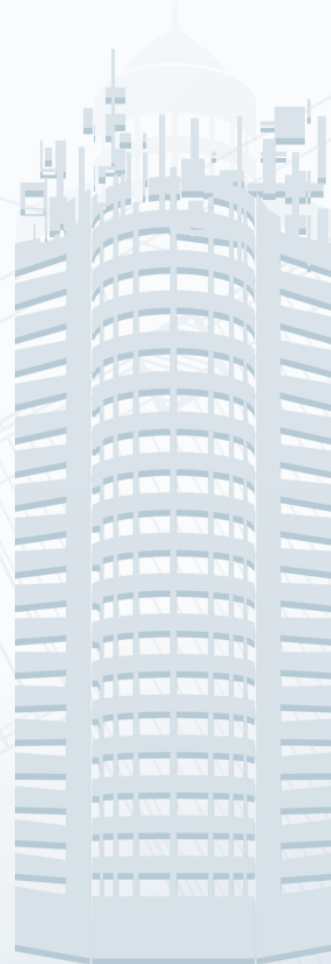




question can wait and in this case it should. The tendency here is to never ask the question because as time passes we either lose interest or do not want to revisit the issue.

**2. It is a Foolish Question.** This might well be accurate depending on the situation. I will always encourage asking questions but also many ask questions not because they do not know the answer or where to find it, but because they are lazy. If you could find the answer to the question yourself, you need to learn on your own. Leadership and laziness don't mix. There is something to be said for those that respond to a question along the lines of "Good question; go find out and let me know." This helps people search and learn on their own.

Let us offer a suggestion. While I (Tim) was in the Marines I had a NCO (Non-Commissioned Officer) that would always get mad at me for asking questions. At first I always thought it was because he did not want me to succeed. As I grew, it finally clicked when he explained to me that it was not the question that bothered him but the timing. There are very few questions that should not be asked. Most of the time we just need to wait for the right moment. Often just a half hour can make a huge difference even when asking the exact same question.



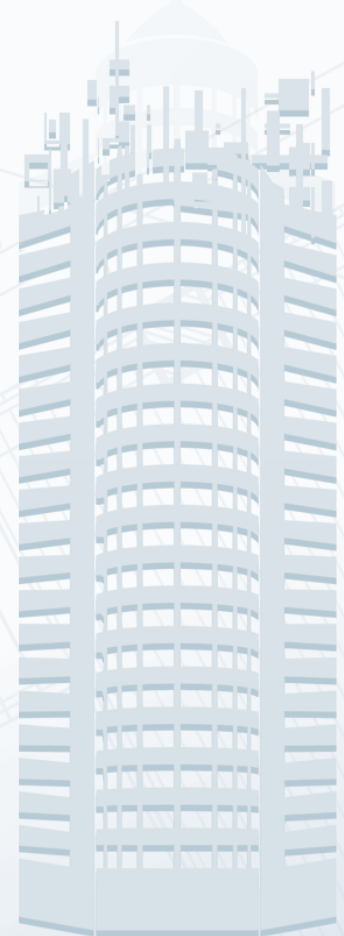
## BAD QUESTION



## GOOD QUESTION



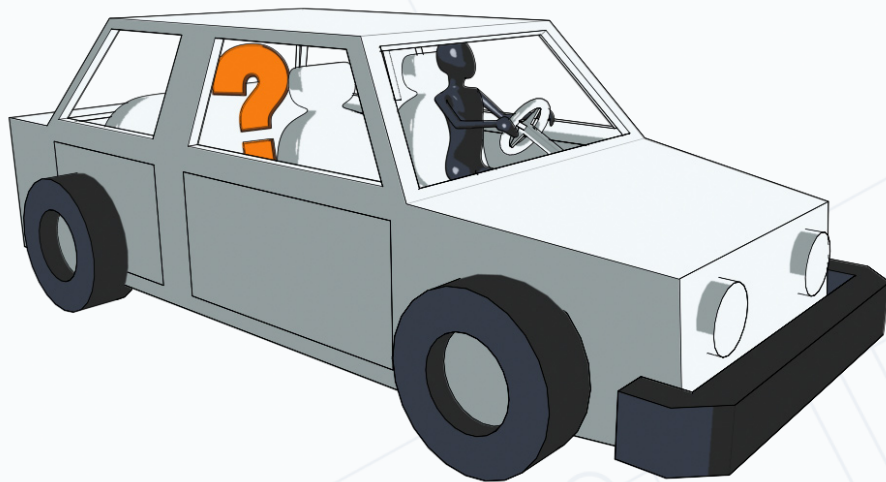
When someone asks you to do something, asking why at that moment only breeds disrespect. Leaders can feel this and it grates on them. Once your leader asks you to do



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something your primary task is to complete their request. For us to understand why takes a back seat.

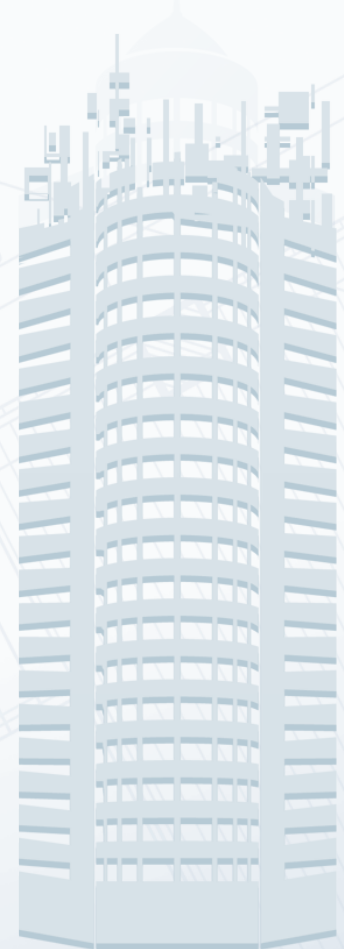


The way I begun working through this was to interact with my NCO after I had completed the task. I would return to let him know that the task was completed and proceed by asking, “Why did you have us do that?” or “Why did we need to do it in that particular way?”

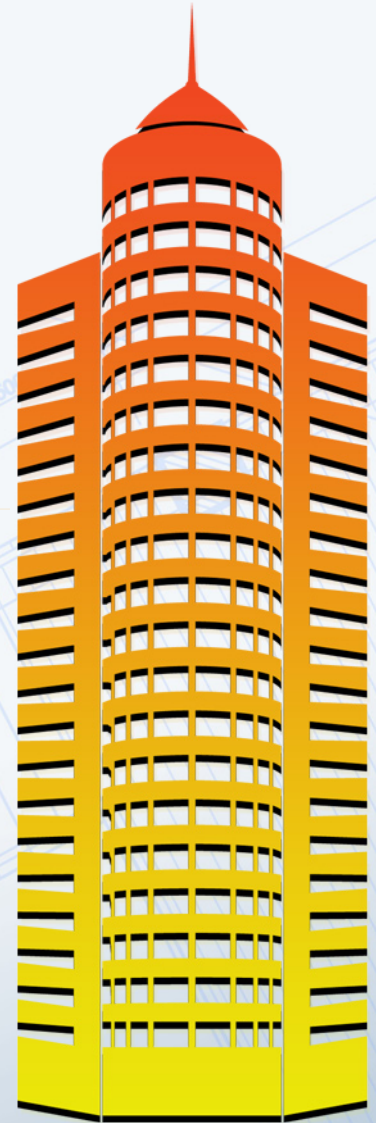


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This proved to be very beneficial as I continued to learn from him and was able to extend my knowledge base significantly. If those who know how to do something will always have a job and those who know why to do something will always be the boss, then I always wanted to be the one leading out front. I wanted to know the “**WHY?**” We believe that if you are reading this you want the same thing.



# The 'US' Approach



As you gain knowledge of how your leader is built, their processes and tasks, you will notice quickly what areas they are very strong in. You will want to help them exploit those areas for the best of your overall mission. The other end of the spectrum however is their weaknesses. If you see their strengths then you also have identified their weaknesses. Most likely you saw those first.

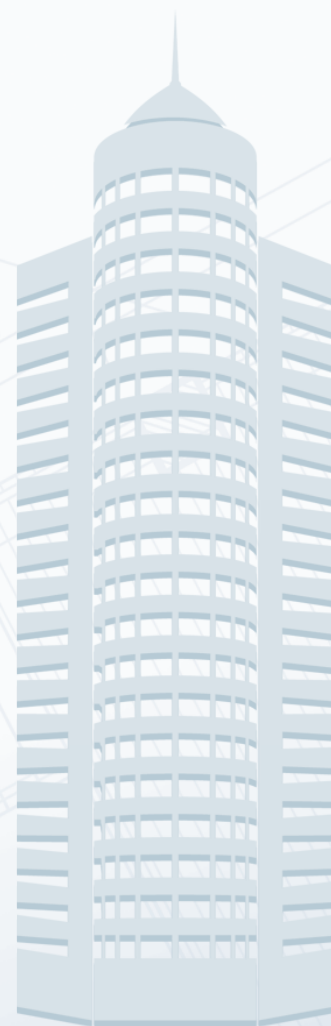
You will want to recall that all your peers notice the same things in your leader and are paying attention to the way you are reacting to it. If you struggle with that concept, thinking that they do not pay attention to you that well, then let's do a little exercise. List five of your peers who work under the same leader as you do, then next to their name how they react to and speak of your leader when they are not around.

To help illustrate this we have provided a worksheet, "They Are Watching Me" (you can find this at the end of this section on page 73), that will help you see how much people pay attention to you.

If you can identify these things in them I assure you that they can do the same for you. This has to do with the respect you give your leader as we discussed earlier.

**Here is how you help your leader when you notice their weaknesses.**

**1. List them out.** Write down all the weaknesses that you see in your leader. This is not to be ultra-critical or take out your frustration but in an attempt to help them. Write this list





down the left side of a piece of paper.

**2. List out your strengths.** On the right side of a piece of paper, write down all of your strengths. These can be in any area that you have. Again, the goal is not to be critical of them and pat yourself on the back. The goal is to help them be more effective as you work together.



**Not 'US' Approach**

**3. Draw the lines.** Read through the two lists and draw a line from your strengths to their weaknesses that align. You will want to identify the top two or three areas in which you can be creative. Start with one of the connections and begin brainstorming for ways to either assist your leader with tasks in those areas or ways that you can make a solid contribution that will raise the level of the project before it even hits his desk.



**The 'US' Approach**

To help identify the ways that your strengths are able to compliment your leader we have provided a worksheet for you.

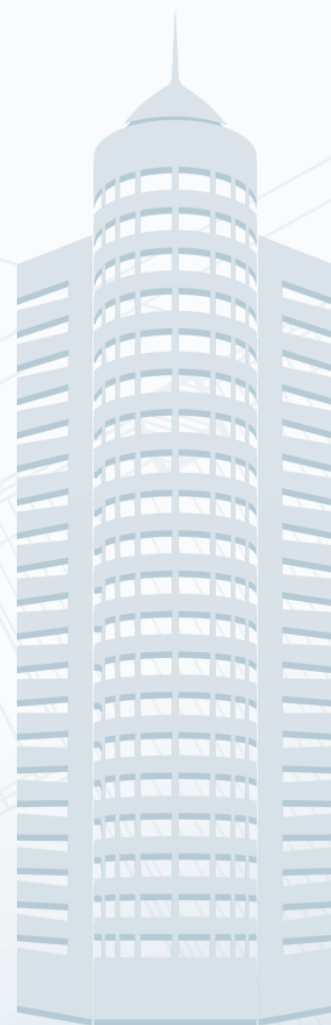
“The US Approach” (you can find this at the end of this section on page 74) can be a powerful tool if you let it.



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Your focus here depends highly on your motives. Wanting success for your leader is honorable, but helping them achieve it by supplementing their weaknesses is taking it to another level. They build on each other. If your motives are pure then your assistance will compound that motive. However, if your motives are completely selfish then assisting your leaders in this way will only compound those motives. You need to see weaknesses as your opportunity to contribute to the team not opportunity to alienate others from the team.

This boils down to leading people. They will see your motives and they will be able to determine your character. Then they will either follow you or not. If the foundation is rotten then you cannot expect any kind of stable structure.



They Are Watching Me	
Peer Names	How They React

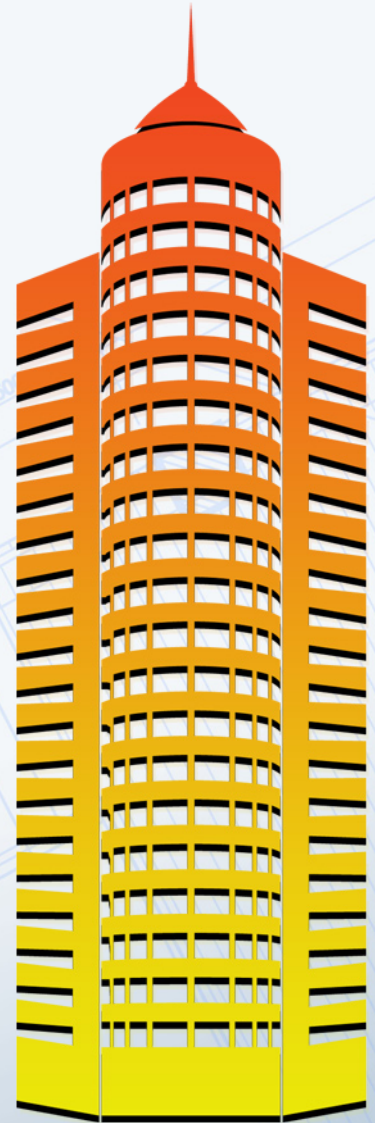
## The US Approach

### Their Weaknesses


### My Strengths


Remember this is about working together to accomplish a goal not to break down another or puff up yourself.

Conclusion



The big picture of all that we talked about through now is that you lay a solid foundation for being the best leader you can be. This is easy to see in hindsight and from outside the glass box, but as you are living it, it can be a bit like driving through the mountains in heavy fog. When you are striving for leadership you cannot settle for taking a walk all by yourself. Each of the topics mentioned will help you lay a solid foundation so that when the time comes you will be ready. If your foundation is off, the whole structure will be compiled of making minor adjustments. Take the time in the laying of your foundations and the structure will go up smoothly.

As you follow others you will be forming and shaping your own philosophy of leadership. Out of this is where you will lead as you continue to grow as a leader. As you grow, your philosophy of leadership will begin to flesh out into your daily activities. What you will find is that most of what you do, you have been doing for years. The entire time you have been focusing on your personal and relational development you have been shaping your leadership as well.

When the theories of leadership become real life applications in your life you will build on what you already know and what you have already learned. Continue to grow aggressively and you cannot fail. One of the best ways to begin leading people is to lead other followers to follow your leader. This is mainly done with the simplicity of actions. Your attitudes will speak volumes and your work ethic will continuously convey your values. In an age







## Foundational Truths for Learning Leadership Right Where You Are.

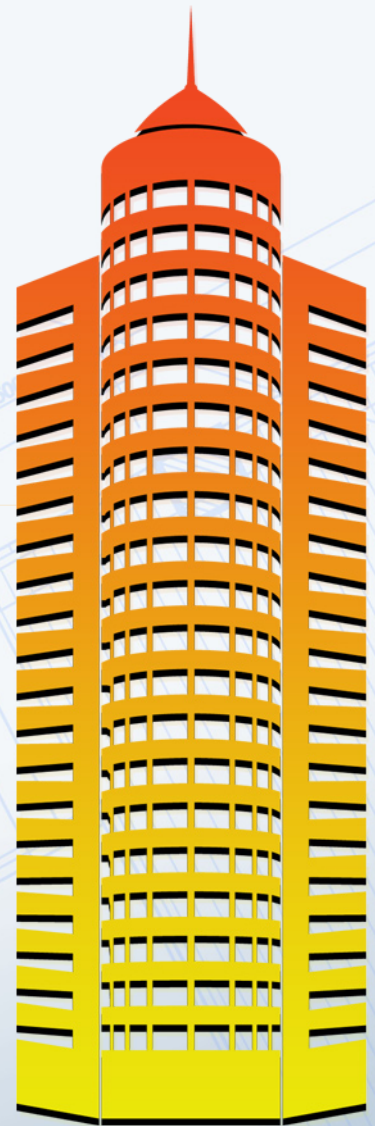
when values and morals are relative it continues to amaze us that those that hold to a high standard consistently rise to the top. You will be noticed, if not by your leaders, by your peers.

When those around you notice you in these ways you will be in a position to lead them to better help those in front of you. This will only help you as you continue to grow as a leader. Every leader has to follow someone. They have some rules that they have to play the game by and some authority they have to answer to. If you can learn to lead those around you to follow with character those that you are following, it will only serve you in the future on a larger scale.

As you continue to grow in leadership and push forward influencing those around you, we challenge you to never stop learning. If you stop learning you will stall on what you are able to teach and impart to others. We believe that the principles that are contained above are able to help you regardless of profession or position, whether you work for a large company or work for yourself. Take them, practice them, and teach them. Your influence knows no bounds.



# About The Authors



### Timothy Morris

No matter what Tim has come across, he has found a way to make it better or at least has tried with everything he has.

Tim earned a Masters focusing on leadership after serving as an Infantryman in the Marines. His leadership was sharpened while working with a leadership development company for the last 4 years. His experience leading and mentoring others becomes evident in all his interaction with people. Tim is the author of [Intentional Influence](#), a leadership development website that aims to encourage and challenge others to pursue an intentional level of influence and impact on the world around them.

Tim currently lives in Pennsylvania with his wife and son. You can find him online at his website [Intentional Influence](#)

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### Josh Crocker

Josh Crocker is a husband, father, entrepreneur, soldier, lover of sports and the outdoors, and a continuing student of leadership and self-development. He is also the author of [Taking Fun Seriously](#) ([www.joshcrocker.com](http://www.joshcrocker.com)), a blog founded for the purpose of drawing attention to the enjoyment of life. Taking Fun Seriously embraces the challenges of life, while adding a sense of fun and enjoyment to each and every moment. As Josh says,

“A change in perspective is usually the cure for taking a dull situation and making it an extraordinary one. Change your perspective each minute and it adds up to a great hour. Do it every hour and you've got a great day. Add those days up and it makes a great life!”

You can find Josh online through his website

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