



# Why Leaders Fail and the 7 Prescriptions for Success

## Participant Guide

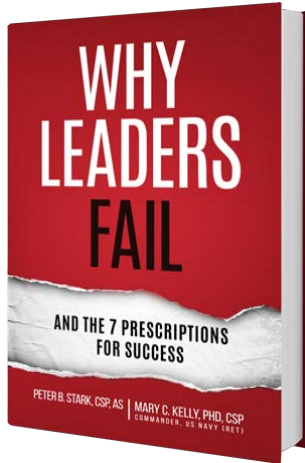
*"Winning isn't getting ahead of others,  
it is getting ahead of yourself."*  
-Roger Staubach

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As a speaker, author, and corporate advisor, Mary provides individuals and organizations with strategies to improve productivity and profit growth through leadership and economic development.

## Program Overview:



Many good people, when they assume to leadership positions, struggle. Good leadership seems easy in theory but actually living, executing, and fostering strong, effective leadership in corporations and organizations is tough.

How can we ensure success? What do successful leaders do differently? What are the surprisingly common mistakes that many leaders unknowingly make that derail their success? Using current data and case studies collected through years of corporate and military leadership, We'll explore why so many leaders fail, and how to avoid the hidden pitfalls,

Leadership is most critical during times of crisis. Leadership happens when things are tough and there are problems to solve. Why Leaders Fail and the 7 Prescriptions for Success shows participants how to be even better leaders.

## Learning Objectives:

- Gain insights into behaviors that may be sabotaging the loyalty of direct reports
- Understand why their top talent may not be performing up to their potential
- Align team goals with organizational mission using Mary's tools to maximize profitability
- Develop awareness of how leaders are perceived by direct reports, peers, & supervisors
- Includes a personalized leadership assessment to help identify leadership strengths and weaknesses

*"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others."*

-General Douglas MacArthur

## 7 Prescriptions for Leadership Success

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

6 \_\_\_\_\_

7 \_\_\_\_\_

Are your employees feeling L.O.S.T?

L

\_\_\_\_\_

O

\_\_\_\_\_

S

\_\_\_\_\_

T

\_\_\_\_\_

How do people show that they feel L.O.S.T.?

1

\_\_\_\_\_

2

\_\_\_\_\_

3

\_\_\_\_\_

## Characteristics of a Great Leader

Think of one specific person who is a great leader. Put their initials here \_\_\_\_\_.

List their best leadership characteristics.


## Characteristics of a Poor Leader

Think of one specific person who is a poor leader. Put their initials here \_\_\_\_\_.

List their worst leadership characteristics.


## Create Vision

To have a clear vision going forward it has to be big enough to be encouraging, motivational, and provide direction.

Our vision at work is:

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**Three** clear and compelling goals to achieve that vision are:

<b>1</b>	<hr/>
<b>2</b>	<hr/>
<b>3</b>	<hr/>

## Exercise!!!

Write down as many as you remember. No cheating! 😊

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Now grade yourself: \_\_\_\_\_



## Communication

Communication solves a lot of leadership challenges.

“Communication is the #1 way we get things done. It is also the #1 way we mess things up!”

	Best for	Worst For
Face to Face meetings		
Email		
Text		
Phone call		
Conference call		
Trello/Slack		

*“Communicate, communicate, over communicate, and communicate some more.”*  
-Mary Kelly

# Trust

What causes people to lose trust at work?

<b>1</b>	
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	
<b>6</b>	
<b>7</b>	
<b>8</b>	
<b>9</b>	
<b>10</b>	

Please take this assessment, where 1 is strongly disagree, 2 somewhat disagree, 3 agree, 4 somewhat agree, and 5 strongly agree

<b>Vision</b>						
1	I articulate a clear and compelling sense of the organization's vision and strategic direction	1	2	3	4	5
2	I make sure that the unit's goals are compatible with goals of the overall organization	1	2	3	4	5
3	I set clear, long-term direction for my work group	1	2	3	4	5
4	I have a positive outlook and vision	1	2	3	4	5
5	I focus on goals and activities that support the larger organizational goals rather than narrow, territorial, or personal concerns	1	2	3	4	5
<b>Trust</b>						
6	I follow through and keep my commitments	1	2	3	4	5
7	I keep my boss and department well informed on news that affects them and their jobs	1	2	3	4	5
8	I am easily accessible when needed	1	2	3	4	5
9	I respect others' viewpoint and expertise	1	2	3	4	5
10	I am open and honest/candid with people	1	2	3	4	5
<b>Care</b>						
11	I show genuine concern for employees as individuals	1	2	3	4	5
12	I anticipate coworkers' needs, seek ways to help others, and willingly assist others when asked	1	2	3	4	5
13	I give credit and recognition where it is due/when they do a good job	1	2	3	4	5
14	I place a high value on the balance between work and home life	1	2	3	4	5
15	I take the time to listen to others' questions or problems	1	2	3	4	5
16	I keep an open mind when hearing other's opinion	1	2	3	4	5

<b>Fair</b>						
18	I set and enforce clear priorities to guide employees' work	1	2	3	4	5
19	I teach and coach all people skillfully to help them handle specific challenges and problems	1	2	3	4	5
20	I exhibit behaviors/actions that are predictable and consistent day-to-day	1	2	3	4	5
21	I treat everyone fairly	1	2	3	4	5
22	I deal with performance problems on my team in a timely manner	1	2	3	4	5
<b>Team Building</b>						
23	I foster a sense of teamwork and build enthusiasm for group projects and assignments	1	2	3	4	5
24	I encourage employees to share information and ideas to ensure the success of the organization	1	2	3	4	5
25	I ask questions that allow me to better understand others' needs/concerns before stating my opinion	1	2	3	4	5
26	I reward collaborative team-oriented behaviors	1	2	3	4	5
27	I identify problems in their early stages	1	2	3	4	5
<b>Respect</b>						
28	I am respected by my direct reports	1	2	3	4	5
29	I hold staff accountable for maintaining high performance standards	1	2	3	4	5
30	I provide constructive feedback for improvements in a timely manner	1	2	3	4	5
31	I maintain an effective balance between completing tasks and building workplace relationships	1	2	3	4	5
32	I am productive at achieving the desired result	1	2	3	4	5
<b>Confidence</b>						
33	I exhibit appropriate humility through my words and actions	1	2	3	4	5
34	I accept responsibility and admit when I have made a mistake	1	2	3	4	5
35	I put current focus and effort into perspective by honoring the past and creating excitement for the future	1	2	3	4	5
36	I seek development opportunities where I can grow and expand my skills and experience	1	2	3	4	5
37	I demonstrate my commitment to developing people by investing my time and energy to identify employees' development needs and I am effective at helping to meet those needs	1	2	3	4	5

## Questions for Leadership Improvement

What can I improve that would make me a better leader for my direct reports/teams?

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My direct reports say I'd be an even better supervisor if I:

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What can I improve that would make me a better peer?

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How can I support my coworkers to help them be more successful at their jobs?

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## Workplace Characteristics

Look at the list of characteristics. Which **three** do you bring to the workplace?

1

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2

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3

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Are these the characteristics

Your teammates need	Yes	No	Maybe
Your boss needs	Yes	No	Maybe
Your direct reports need	Yes	No	Maybe

# ASK!

## 7 Tips for Building a Great Team

<b>1</b>	Collaborate to create a team _____ of the team's purpose and desired _____.
<b>2</b>	Set clear, challenging _____ and then clarify the _____ of team members.
<b>3</b>	Hold team members _____ for the desired results.
<b>4</b>	Lean into _____. Deal quickly with behaviors that undermine the success of the team.
<b>5</b>	Value and recognize the team's success, and individual team members' _____.
<b>6</b>	Hold consistent _____ that add value for each member of the team.
<b>7</b>	Be a great team _____ and a great team _____.
	Play the right role at the right time and lead the team to a win!

Many leaders practice A.A.A.

A

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A

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A

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When leaders do not hold everyone to a standard, what are the negative outcomes?

1

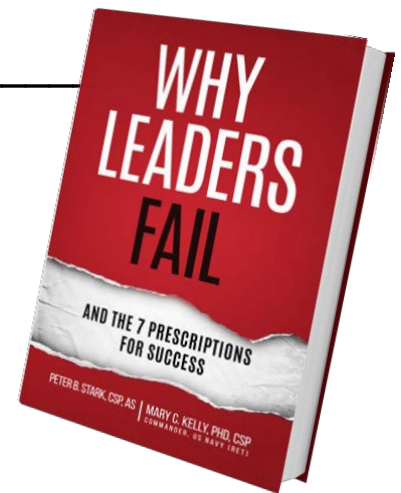
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2

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3

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## Leaders Uphold Standards

What are the advantages to the employee when leaders uphold standards?

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Where are the advantages to other employees when leaders uphold standards?

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Where are the benefits to customers/clients/other parts of the organization when leaders uphold standards?

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## 7 Tips for Earning Respect

1	It is more important to be _____ than to be _____.
2	Some team members are not good fits for their roles. Help them find _____.
3	Design an organizational structure based on _____ and not _____.
4	Lean into _____. Conflict can be _____ in leading teams to even better outcomes.
5	Hold people _____.
6	Create an environment where employees find it _____ to be _____.
7	Make decisions in the best _____ of the team or organization.

## Questions for Leadership Improvement

What can I do that would make me more supportive of my boss?

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What are some possible areas for improvement?

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My best methods for learning are:

Books	Articles	Brainstorming
Videos	Youtube	One-on-one conversations
Conferences	Discussions	Asking questions
Role Playing	Google	Getting coaching

How am I going to achieve this learning?

Over the next \_\_\_\_\_ (1,2,3) \_\_\_\_\_(days, weeks, months) I am committed to improving/learning:

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What activities would further my learning objectives? Ex. Attend conferences, join a mastermind group, find or form a book club, explore chamber of commerce events, sign up for networking opportunities, commit to a philanthropic club

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Many people don't achieve their full potential because they do not define and work toward goals. When writing a goal, start with "I will" and assign a date for completion.

My goal: \_\_\_\_\_  
\_\_\_\_\_

Goals are challenging because everyone has obstacles. Where are some obstacles you might encounter? What are solutions?

**Obstacles**

**Solutions**

<b>1</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		

What are **five** action steps to take to make the goal a reality?

**Action**

**Due Date**



<b>1</b>			
<b>2</b>			
<b>3</b>			
<b>4</b>			
<b>5</b>			