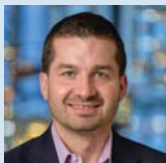




# JOHN K'S LEADERSHIP TIPS

- 1** What got you to your leadership position is different than what will make you a good leader. **Focus on your leadership, not individual contributor skills.**
- 2** **It's all about PEOPLE.** I believe that only sustainable source of differentiation is having the best people. It's on you, our leaders, to make sure we have the best people and we are getting the most out of them. How much time do you spend everyday thinking about your people?
- 3** **Give yourself time to think.** As a leader you set the direction. How much time do you give yourself to reflect on your decisions? Time to think about what's working and what's not? About your team and what the next change that you will drive is? My calendar almost always shows full, but its not because I am sitting in meetings all day. I block time in my calendar to think.
- 4** **Delegate.** You get more done and have more time to think if you allow your team to work independently. By delegating you will also insure you are not the bottleneck for your team. To delegate effectively you have to empower and trust your team. If you don't trust your team look in the mirror and reflect if you are not doing something right or if you have the wrong team.
- 5** **Start with asking "why?".** Large organizations develop what I call organizational inertia. Organizational inertia is when we start doing things primarily because we always have. Ask why we are doing something before you just start doing.
- 6** **Focus on what you control.** Minimize how much time you spend worrying about what everyone else has to do. It's too easy to focus your energy on how someone else or some team should be doing their job. Execute on what you control.
- 7** **Own your dirt.** As Greg Brown says, "act like an owner and not a manager". The best leaders are accountable. They "own it". They make decisions as if their part of the company was their own private business. And when something is wrong, they accept the responsibility and do not blame their team or others.
- 8** **Listen.** I recently heard Jack Molloy say "you have 2 ears and one mouth...you should spend at least twice as much time listening as you do talking". Your employees have good ideas and good feedback on your decisions. Listen to them, you will make better decisions and be a better leader.
- 9** **Inspect what you expect.** Follow up is critical. Don't just assume everything is going well. Follow up builds accountability, which drives personal ownership within your teams and ultimately... drives results.
- 10** **Do the hardest thing first everyday.** Its human nature to procrastinate, to do everything except that hard thing, and avoid tough issues. Many times those hard leadership issues are about people. Ask yourself, do your friends and family know more about an issue you are having with an employee's performance then the actually employee does?



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