

DEMYSTIFYING LEADERSHIP SERIES

10 Values of
HIGH IMPACT
Leaders



MACK STORY

10 Values of High Impact Leaders

MACK STORY

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DEDICATION

To the many people I have met along the way who have helped me grow as a person and as a leader. There have been many of you who have impacted me in ways you may never know.

I want to express special gratitude to those who were on the hundreds of cross-functional, Lean Kaizen event (continuous improvement) teams I have led over the years. You helped me sharpen, define, and refine my leadership skills through practical application. We also improved many processes together along the way.

We truly made a difference with others who wanted to make a difference with us.

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I want to acknowledge the late Stephen R. Covey. He wrote *The 7 Habits of Highly Effective People* which provided my initial leadership insight and has been the foundation for my personal transformation. After reading hundreds of leadership books, *The 7 Habits of Highly Effective People* is still #1 on my all-time favorites list.

I want to thank John C. Maxwell for his endless inspiration and example and for mentoring me in person and through his many leadership books, especially *The 5 Levels of Leadership* which remains #2 on my all-time favorites list.

INTRODUCTION

*“There are leaders, and there are those who lead.
Leaders hold a position of power or influence.
Those who lead us inspire us.” ~ Simon Sinek*

Leadership is Influence

Do you believe the person with the most influence, in any given situation, at any given time is the leader of the group? Notice, I didn't ask if the person with the most power, the highest rank, or the biggest title is the leader of the group. Think about the question deeply for a moment.

Forget all the questions that may be popping into your mind as you consider your answer. Keep your thoughts simple. If you have the most influence among a group of people, are you the leader of the group? Yes or no? Without a doubt, the person with the most influence is always the leader.

Do you believe you will be better off with more or less influence? Personally? Professionally? What would change in both areas if your influence increased?

My mentor, John C. Maxwell said it best, *“Leadership is influence. Nothing more. Nothing less.”* The person with the most influence is the leader of the pack. As you read this book, understand the word influence can be used in place of the word leadership at any time. They are synonyms. Train yourself to use them interchangeably. But most importantly, when you speak with others, be sure to define leadership as influence to help them better understand they too are leaders, regardless of whether or not they have a formal position of authority.

My belief that everything rises and falls on influence led me to write [*Defining Influence: Increasing Your Influence Increases Your Options*](#). In *Defining Influence*, I help the reader discover many principles of influence and fully understand everyone has influence. Therefore, based on my belief in John Maxwell's definition of leadership, everyone is a leader.

The question is not, "*Are you a leader?*" But rather, "*What kind of leader are you?*" And most importantly, "*What type of leader do you want to become?*" How far do you want to grow?

Are you intentionally working to increase your influence? Should you be?

What would happen if your influence increased in every situation? Would your life be better? Would the life of those around you be better? Would you achieve better results? Would your income be more likely to increase? Would you have more options?

Increasing your influence always increases your options.

Consider the last time you were mad, sad, upset, or frustrated at home or at work. Was it because you had too much influence or not enough? Not enough.

Consider a time when you needed help with a project and couldn't get it. Was it because you had too much influence or not enough? Not enough.

I believe everything we ever achieve will be based on the amount of influence we have with others. However, I also believe in order to develop our influence with others, we first must influence ourselves. We must lead ourselves well before we can lead others well. If we want to lead better, we must be better. We must make a greater impact than we are making today.

10 Values of High Impact Leaders

“The future is in you now.” ~ Terry A. Smith

People follow others for one of two reasons. They either *“have to”* or *“want to.”* It’s really that simple.

We don’t want to be low impact leaders that others have to follow. We want to be more than the boss, the mom, or the dad. We want to build relationships and become high impact leaders others want to follow.

I remember something John Maxwell said in a lesson I heard him teach some time ago. He said, *“There is a 40% increase in productivity when comparing those who want to follow the leader with those who have to follow the leader.”* Wow! A 40% increase in productivity is amazing. I’ve witnessed plenty of this in my career and think the difference may actually be greater than 40%.

Pause and consider your work history and what you know about your friends and family members. Do most people report to someone they have to follow or someone they want to follow? Do you hear them praising their boss or complaining about their boss?

A more important question to consider is, *“Would you rather report to someone you have to follow or someone you want to follow?”* If you have a formal position of authority, look back at those following you. Are they following you because they have to or because they want to?

If you have multiple people reporting to you, your relationship with each of them will be different. If you don’t have a great relationship, they may follow you only because they have to; you’re the boss. If you do have a great relationship with them, they want to follow you, not because you’re the boss, but because you have taken the time to build a solid relationship with them.

I believe people who love going to work and enjoy being with the people they work with and report to will

be 40% more productive if not more. What I know is people who follow someone only because they have to tend to only do what they have to do. You may have heard them say, *“I’m just here to get a check.”* or, *“They don’t pay me to think.”* or, *“It’s not my job.”*

You can also rest assured the boss pays them the least possible amount to keep them on the job. Likewise, they are doing the least amount of work to keep a job. Everyone is losing.

When you hear those comments, you can be confident these people are following someone because they have to. What are they leaving on the table? How is poor leadership impacting their career? Their future? Their families? Their health?

However, when you hear someone say, *“How can I help?”* or, *“I know you only asked for this, but I thought it might be helpful if I went ahead and did a few more things too.”* or, *“Whatever it takes, I’ll make it happen. You can count on me.”* you know there is a strong and well developed relationship that serves as the foundation for the actions and thoughts of this person. These people are following because they want to. They are engaged in their job.

Over the last few decades, the focus has shifted from management to leadership to team leadership. To understand the difference, you must understand we *must* manage things and processes. Things and processes do not think and feel. However, we should always lead people. People can think and feel, and they do. They do have an opinion, and they do want to express it. And most importantly, they want to feel like their opinions and ideas matter. They truly want to be part of the team.

“The guy who puts the ball through the hoop has ten hands.” ~ John Wooden

10 Values of High Impact Leaders

The 10 Values

Our values are the foundation upon which we build our character. I'll be sharing 10 values high impact leaders work to master because they know these values will have a tremendous impact on their ability to lead others well. You may be thinking, *"Aren't there more than 10 leadership values?"* Absolutely! They seem to be endless. And, they are all important. These are simply 10 key values which I have chosen to highlight.

Since leadership is very dynamic and complex, the more values you have been able to internalize and utilize synergistically together, the more effective you will be. The more influence you will have.

"High performing organizations that continuously invest in leadership development are now defining new 21st century leadership models to deal with today's gaps in their leadership pipelines and the new global business environment. These people-focused organizations have generated nearly 60% improved business growth, reported a 66% improvement in bench strength, and showed a 62% improvement in employee retention. And, our research shows that it is not enough to just spend money on leadership training, but rather to follow specific practices that drive accelerated business results." ~ Josh Bersin

Do you want to become a high impact leader?

I believe everyone is a leader, but they are leading at different levels.

I believe everyone can and should lead from *where they are*.

I believe everyone can and should make a high impact.

I believe growth doesn't just happen; we must make it happen.

I believe before you will invest in yourself you must first believe in yourself.

I believe leaders must believe in their team before they will invest in their team.

I truly believe *everything rises and falls on influence*.

There is a story of a tourist who paused for a rest in a small town in the mountains. He went over to an old man sitting on a bench in front of the only store in town and inquired, "Friend, can you tell me something this town is noted for?"

"Well," replied the old man, "I don't rightly know except it's the starting point to the world. You can start here and go anywhere you want."¹

That's a great little story. We are all at "the starting point" to the world, and we "can start here and go anywhere we want." We can expand our influence 360° in all directions by starting in the center with ourselves.

Consider the following illustration. Imagine you are standing in the center. You can make a high impact. However, it will not happen by accident. You must become intentional. You must live with purpose while focusing on your performance as you develop your potential.

10 Values of High Impact Leaders



Why we do what we do is about our *purpose*.
How we do what we do is about our *performance*.
What we do is about our *potential*.

Where these three components overlap, you will
make a **HIGH IMPACT**.

I hope you enjoy this journey discovering *10 Values of High Impact Leaders*. Let's get started.

1

THE VALUE OF VISION

Vision is the foundation of hope.

***“When there’s hope in the future,
there’s power in the present.” ~ Les Brown***

Vision begins with passion and ends with purpose. Vision is all about knowing where you’re going.

When it comes to vision, our passion allows us to see more clearly short term. However, our purpose is what allows us to see clearly long term.

Do you like feeling stuck? Financially? Relationally? Personally? Professionally? I’ve never known anyone who enjoys that feeling.

Do you believe that to be where you are there was a time when you were uncomfortable? Personally? Professionally?

Do you believe a vision you developed in the past brought you to where you are today? Personally? Professionally?

When I talk to people about vision, they can usually reflect back to when they were working toward being where they are today. They understand without a vision on some level in the past, even if it was a low level vision, they would not be where they are today.

I believe a great vision begins with great passion. Without passion, we have very little vision. Our vision is mediocre at best. We must tap into our passion until we discover, uncover, define, and refine our purpose.

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I believe the more intentional we are, relative to our personal growth, the more likely we are to always be growing toward our purpose. I believe this to be true for individuals and organizations. I believe we must follow our passion in order to find our purpose.

Too often, people who are searching in life find what they will settle for and stop looking for what they were searching for.

Unfortunately, many people will go to their grave never discovering their *why*. *Why* they were on this earth. Instead, they will choose to settle for mediocrity instead of greatness. Why would anyone settle for mediocrity when they could have greatness?

It's simple. It's easy to be mediocre, and it's hard to be great. It takes a lot of work to continually develop yourself, but finding your *why* is worth the struggle.

“When we discover what we are willing to pay a price for, we discover our life’s mission and purpose.”

~ Kevin Hall

I believe enhanced vision is a byproduct of growth. As we grow, we can see farther into the future. At the most basic level, growth can only occur when we change the way we think.

We must grow to develop our vision. The more we grow the greater our capacity to develop a clear, accurate, and achievable vision. Once we have grown enough to develop a clear vision, we must then grow toward our vision.

I believe transforming our vision into our reality is a byproduct of our discipline.

Discipline is the bridge between knowing (seeing the vision) and doing (transforming the vision into reality). It's a bridge we must cross every day. When we cross it,

we move closer to realizing our dreams, but our vision is also projected farther at the same time. When we move forward, we can see farther.

As we grow, so grows our vision.

When we are not growing, there is no chance of moving beyond our current situation and circumstances. We are suffering from a self-imposed blindness and cannot see the possibilities the future holds for us. If we can't see it, we can't find it. If we can't find it, we won't benefit from it.

What we have done in the past has brought us to where we are today. If we were supposed to be someplace else, we would already be there. We are always exactly where we are supposed to be based on all of our previous growth. Our current way of thinking will keep us in place assuming nothing externally changes.

But, we know everything around us is changing at an ever increasing pace. If we don't grow, adapt, and change, we will be left behind. In today's fast paced world, there is no such thing as sitting still. In life, we are either progressing or regressing. We must further develop our thinking if we want to increase our capacity to develop a vision beyond what we can currently see.

“The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn, and relearn.” ~ Alvin Toffler

As we grow and develop our minds, we will begin to think differently. We will also begin to be different. We will begin to actually achieve more than we could have ever imagined in the past. When we intentionally change our thoughts, our thoughts will automatically change our lives.

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We will begin to develop the ability to imagine the potential for our lives farther into the future and begin to see the potential that lies deep within us begin to rise to the surface as our new reality. We will also begin to develop intuition in our areas of giftedness, where we have the most natural talents and abilities.

We may begin our personal growth journey for ourselves, but there will come a time when we will have grown so much our vision for ourselves begins to encompass others. If we believe in other people and we believe we have a responsibility to assist others on their journey, we will naturally gravitate towards those who want and need our help. As we grow ourselves, there will be a natural tendency to begin to help grow our organization, those within it, and those around us in our personal lives too.

“Every wise leader, whether a manager, a military officer, or a mother — should consider how to lead those who follow him or her as if inspiration were the only leadership leverage.

Good leaders inspire people. They breathe life into individuals and groups. They animate organizations. They breed the contagion of enthusiasm. They excite people to dream the dreams, take the risks, and make the sacrifices that are necessary to create better futures.” ~ Terry A. Smith

High impact leadership begins with growing yourself and ends with you having the desire and ability to effectively grow and develop others. Our true purpose is not success. It is to achieve significance as we help lift others. We cannot lift another without also lifting ourselves.

Success is about what we do for ourselves.
Significance is about what we do for others.

Which person do you think will have more influence
and have the ability to earn more during a lifetime?

- Someone who can't lead themselves well?
- Someone who demonstrates the ability to lead themselves well?
- Someone who can lead themselves and others well?

Being successful, and ultimately significant, is determined by your ability to influence others to achieve success at a high level.

Who would you rather follow? Someone with no vision that's happy with the status quo? Or, someone with a great vision who is constantly advancing themselves and others to a higher level? The answer is obvious: someone with great vision and the ability to turn their vision into reality.

If you want to lead at a high level, you must have a vision and aspire to transform it into reality through endless growth.

“A master in the art of living draws no sharp distinction between his work and his play; his labor and his leisure; his mind and his body: his education and his recreation. He hardly knows which is which. He simply pursues his vision of excellence through whatever he is doing, and leaves others to determine whether he is working or playing.

To himself, he is always doing both.” ~ L. P. Jacks

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Transformation Turns Vision into Reality

Where will you have the greatest influence? You will discover you have the greatest influence in the area where you also have the greatest passion. What motivates and inspires you will give you the energy and authenticity to motivate and inspire others.

“You will not grow without attempting things you are unable to do.” ~ Henry Cloud

In order to fully leverage your passion to increase your influence, you must use it to find, reveal, and refine your *why* – your purpose.

Discovering your purpose doesn't happen accidentally as you go through life. It happens intentionally as you grow through life. Once you discover your purpose, you do not stop. You cannot stop. You focus on it for the rest of your life as you begin to live life on purpose for a purpose.

Every day you allow your passion to fuel your growth is a day you discover more and learn more about your purpose. When your vision flows from your passion and purpose, you find clarity and become highly effective and highly influential. Play becomes work, and work becomes play. For these lucky few, they are able to trade in their two day weekend for a seven day weekend.

The 10 Foundational Elements of Transformation

1. Thought is the Foundation of Choice

If you already knew what you need to know, you would already be where you want to go. Until we change what we think, we will not change what we

do. Our thoughts are only real to us. No one else is aware of them. They can and do lead to other private thoughts. However, they only become known to others when they lead us into conscious action, when we make a physical choice. When we act, our thoughts are translated to the world as choices, and who we are on the inside is revealed on the outside.

The Choice Formula:

Thought + Emotion + Action = Choice

Thought – something we are consciously aware of in our mind

Emotion – something we subconsciously feel based on our thoughts

Action – something we do based on our thoughts and emotions

“The outer world of circumstance shapes itself to the inner world of thought.” ~ James Allen

2. Choice is the Foundation of Vision

Developing a vision, big or small, is a choice. We must think on purpose about our purpose. There is no conscious action without conscious thought. When it comes to creating a vision for ourselves, our life, our team, or our organization, we must intentionally tap into our passion and purpose to begin to think of what could be. We can turn our potential into our reality. The quality of our choices depends on the quality of our thoughts.

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At this level, we choose to dream of what is possible. We let our imaginations run wild. What do we want to be? Who do we want to become? Where do we want to go? We don't ask, "*Can we do it?*" We ask, "*What is possible?*" An effective vision taps into our strengths not our weaknesses. We will have the greatest impact and receive the greatest reward when we stay in our strength zone.

"Vision is not enough. It must be combined with venture. It is not enough to stare up the steps; we must step up the stairs." ~ Vaclav Havel

3. Vision is the Foundation of Hope

Several years ago, I discovered a rather odd but impactful story about the power of hope. I was amazed by it! In it, an experiment was being performed with laboratory rats to measure their motivation to live under different circumstances.

Scientists dropped a rat into a jar of water that had been placed in total darkness (no vision), and they timed how long the animal would continue swimming before it gave up hope and allowed itself to drown. They found the rat usually lasted little more than three minutes without hope. Then, they dropped another rat into the same kind of jar, but instead of placing it in total darkness, they allowed a ray of light (hope) to shine into it.¹

Under those circumstances, the rat kept swimming for 36 hours!

That's 720 times longer than the one in the dark without hope!

Because the rat could see (vision), it continued to have hope. If that is true for a rat, imagine the amount of hope a strong and powerful personal vision will provide to each of us. We are much more capable of imagining and reasoning ourselves into a brighter future, one filled with light instead of darkness.

Once we have a clearly defined vision, we must again ask ourselves, *"Is it possible my vision could become my reality?"* We should also seek reinforcement from those around us who believe in us and our mission. Without hope, our vision will fade into darkness just as it did with the rat. But with hope, the light continues to shine brightly on our vision giving us a reason to *"keep swimming."* We must maintain hope that our vision will become our reality.

Knowing it is in fact possible will give us hope. Having faith in the vision will give us hope. Having people believe in us and our vision will give us hope. Knowing others have done what we want to do will give us hope.

Hope is not a strategy. However, hope is necessary to develop a strategy. Why? Without hope, you won't develop a strategy. Without hope, your vision is doomed. Without hope, you will remain bound.

"Where there is no belief or hope for growth to be real, it is no longer attempted. People, or organizations, enter into a state of sameness, and as we have seen, that is really when things are no longer alive. Death is taking over not growth."

~ Henry Cloud

4. Hope is the Foundation of Sacrifice

Without hope, there will be no sacrifice. If we don't believe strongly enough in ourselves and our vision, we will not have the strength or desire to make the sacrifices needed to transform our vision into our reality. We are exactly where we are supposed to be based on our choices and the sacrifices we've made leading up to today. If we want to move closer to our vision, we must make different choices and additional sacrifices. Sacrifice is giving up something of lesser value now for something of greater value later.

Why is sacrifice so hard? Because we feel the loss immediately. However, we may not feel the gain for days, weeks, months, or years. When we begin to discover our purpose, we will also begin to value some things more than others. Then, those things of lesser value holding us back will begin to naturally drop away. We must give up to go up. Then, we must give up even more to stay up. But ultimately, we must give up even more if we want to go up more.

Think about fitness. You must give up to get fit. You must continue to give up to stay fit. And, if you want to go to a higher level of fitness, you must give up even more.

“Men and women who have accomplished much have sacrificed much. Nothing given – nothing received. No weeping – no reaping.”

~ John C. Maxwell

5. Sacrifice is the Foundation of Discipline

Unfortunately, sacrifice alone will not convert

your vision into reality. When we sacrifice, we remove things from our life that are holding us back. We rid ourselves of those things that are tapping into our resources such as time, money, and energy. Recovering some of our most valuable resources is only half the battle. Once we have made additional resources available, we must intentionally use them to advance ourselves toward our vision.

We must develop self-discipline. As we progress from knowing and begin doing, we are crossing the bridge called discipline. Crossing this bridge allows us to begin turning our goals, dreams, and vision into reality. Discipline is giving ourselves a command and following through with it. We must do the right thing for the right reason at the right time if we are going to be effective.

“If you do what is easy, your life will be hard. But if you do what is hard, your life will be easy.”
~ Les Brown

6. Discipline is the Foundation of Growth

As we develop discipline, we begin to grow toward our vision. The more discipline we have the more growth we will achieve. When we take the right steps toward our vision, discipline allows us to convert our sacrifices into growth. Growth is about reaching and stretching. John Maxwell often speaks about the Law of the Rubber Band. He says, *“People are like rubber bands, we are only adding value when we are being stretched.”*

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Often, what we are reaching for can only be obtained by letting go of something we have been holding on to.

Growth doesn't just happen. It doesn't simply come with age. If it did, all of the older people would be more successful than all of the younger people. That's just not how it works. We must make a choice to be intentional about growth.

We do not become fit accidentally. Likewise, we will not grow accidentally. We must develop an intentional growth plan we know will move us toward our vision. You should also know you can change without growing, but you cannot grow without changing.

*“Growth is painful. Change is painful.
But, nothing is as painful as being stuck
somewhere you don't belong.” ~ Zig Ziglar*

7. Growth is the Foundation of Change

Overall, we will be more effective if we stay growth oriented instead of goal oriented. That does not mean we do not set goals. Sure we do. We should always set goals that support our continuous growth. Keep in mind, the goal of growth is not change for the sake of change. The goal of growth is positive change. What determines if the change is positive? It keeps moving you closer to your vision.

Where will you see the most benefit when your growth leads to change? Character growth will always produce the greatest results because it acts like a multiplier relative to your competency. You will see

the most positive change when you work in areas of weakness relative to your character.

The second area where your growth will show up is in your competency. However, when working to create positive change relative to your competency, you should always work in areas of strength where you are naturally gifted. Character will take you most of the way, and competency will take you the rest of the way.

*“When we are faced with change,
we either step forward into growth or
backward into safety.” ~ Abraham Maslow*

8. Change is the Foundation of Success

Without change, there can be no improvement. But beware, just because you change doesn't mean you will become successful. You must change the right things for the right reasons. If you truly want success, don't focus on becoming successful. Focus first on becoming more valuable. As you become more valuable, you will become more successful. The most valuable people are also the most successful people.

If you'll develop the habits of success, you'll make success a habit. Successful people invest time and money to grow and develop themselves because *they* value themselves and know this truth: **Life IS hard!** So, they take responsibility for making it a little easier.

Success is all about you and what you have achieved.

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However, to make a high impact, you must shift your focus to significance which is all about helping others become successful. Significance is not about how far we advance ourselves but how far we advance others.

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” ~ Jack Welch

9. Success is the Foundation of Significance

High impact leaders do not stop at success. They hunger for more. Not for themselves, but for others. They understand success is just a stepping stone along the path toward significance. When I was training leaders in Guatemala with John Maxwell in 2013, I remember John saying, *“Once you have tasted significance, nothing else will satisfy you.”* That trip to Guatemala was life changing for many of us. We went there to give to others, but we received much more than we gave.

With significance, what started out as a simple vision for your own personal growth has now compounded into a vision to help others achieve and succeed. You no longer have to sacrifice for yourself. You have already succeeded. But, if you want to taste significance, you now must sacrifice for the benefit of others.

Most won't do it. But, the few who do will move far beyond success to achieve a life of significance. Those who have achieved significance will leave a legacy through the success of others.

“You and I live in an age when only a rare minority of individuals desire to spend their lives in pursuit of objectives which are bigger than they are. In our age, for most people, when they die it will be as though they never lived.”

~ Rusty Rustenbach

10. Significance is the Foundation of Legacy

When you choose a life of significance, your life is no longer only about you, what you have accomplished and what you want to accomplish. It's far bigger than any one individual. It's about touching the lives of others in a way that what you leave in them flows into others. When you achieve significance your influence is multiplied through others. Significance is not about you, but it starts with you.

Your legacy will not be defined by what you leave behind *for* others. It will be defined by what you leave behind *within* others. What will determine if your vision becomes your legacy? It won't be you. It will be those who felt valued by you. It will be those who were able to allow your influence to pass through them and into the lives of others.

“The things you do for yourself are gone when you are gone, but the things you do for others remain as your legacy.” ~ Kalu Ndukwe Kalu

Note: Since publishing this book, I have expanded these thoughts into a book of their own titled [“10 Foundational Elements of Intentional Transformation: How to Become Your Best Self.”](#)

2

THE VALUE OF MODELING

Someone is always watching you.

*“Who we are on the inside is
what people see on the outside.” ~ Mack Story*

[CLICK/TAP HERE TO ORDER](#)

CHAPTER CONTENT REMOVED FOR PROMO

*“If we are not modeling what we’re teaching, then
we are teaching something else.”
~ Abraham Maslow*

3

THE VALUE OF RESPONSIBILITY

***When you take responsibility,
you take control.***

*“What is common sense is not always
common practice.” ~ Stephen R. Covey*

CHAPTER CONTENT REMOVED FOR PROMO

*“Where success is concerned, people are not
measured in inches, or pounds, or college degrees,
or family background; they are measured by the
size of their thinking. How big we think
determines the size of our accomplishments.”
~ David Schwartz*

4

THE VALUE OF TIMING

It matters when you do what you do.

“It’s about doing the right thing for the right reason at the right time.” ~ Mack Story

CHAPTER CONTENT REMOVED FOR PROMO

John C. Maxwell said it this way:

- *The wrong action at the wrong time leads to disaster.*
- *The right action at the wrong time brings resistance.*
- *The wrong action at the right time is a mistake.*
- *The right action at the right time results in success.*

5

THE VALUE OF RESPECT

To be respected, you must be respectful.

“Go see, ask why, and show respect.”

~ Jim Womack

CHAPTER CONTENT REMOVED FOR PROMO

“When you treat people like idiots, they will often meet your expectations.” ~ Linda Kaplan Thaler

6

THE VALUE OF EMPOWERMENT

***Leaders gain influence by
giving it to others.***

*“Leadership is not reserved for leaders.”
~ Marcus Buckingham*

CHAPTER CONTENT REMOVED FOR PROMO

“I was not interested in flattery or fluff. Rigidity gets in the way of creativity. Instead of salutes, I wanted results.” ~ Captain D. Michael Abrashoff

7

THE VALUE OF DELEGATION

***You should lead with questions
instead of directions.***

*“Delegation 101: Delegating ‘what to do,’ makes
you responsible. Delegating ‘what to accomplish,’
allows others to become responsible.”*

~ Mack Story

CHAPTER CONTENT REMOVED FOR PROMO

“Never delegate methods, only results.”

~ Stephen R. Covey

8

THE VALUE OF MULTIPLICATION

None of us is as influential as all of us.

“To add growth, lead followers.

To multiply, lead leaders.” ~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

“Good leaders look at people’s strength and make use of it; great leaders look at people’s potential and make the best of it.” ~ Denis G. McLaughlin

9

THE VALUE OF RESULTS

Leaders like to make things happen.

*“Most people fail in the getting started.”
~ Maureen Falcone*

CHAPTER CONTENT REMOVED FOR PROMO

“The more decisions a leader makes, the further he or she is away from leading a high performance team. Make too many command decisions, and you’ll doom yourself and your team to mediocrity.” ~ Mark Miller

10

THE VALUE OF SIGNIFICANCE

Are you going to settle for success?

*“Significance is a choice that only
successful people can make.”
~ Mack Story*

CHAPTER CONTENT REMOVED FOR PROMO

“You are not here to merely make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.” ~ U.S. President, Woodrow Wilson

CONCLUSION

***High impact leadership is
about creating momentum.***

*“When high impact leaders create momentum, they
build upon it. They don’t rest upon it.” ~ Mack Story*

CHAPTER CONTENT REMOVED FOR PROMO

*“If you want a better life personally and/or
professionally, you have to ask yourself this question,
‘Who am I surrounding myself with, day to day?’
Those who support and create energy for change? Or
those who are stuck in the comfort of what is?”
~ Henry Cloud*

To learn more about my books, audiobooks, podcast,
etc., please visit: TopStoryLeadership.com or
BlueCollarLeadership.com

NOTES

Introduction

1. John C. Maxwell, *Developing the Leaders Around You: How to Help Others Reach Their Full Potential* (Nashville, TN: Thomas Nelson, 1995), 25

1. Value of Vision

1. John C. Maxwell, *Becoming a Person of Influence: How to Positively Impact the Lives of Others* (Nashville, TN: Thomas Nelson, 1995), 71

ABOUT THE AUTHOR

Mack's story is an amazing journey of personal and professional growth. He married Ria in 2001. He has one son, Eric, born in 1991.

After graduating high school in 1987, Mack joined the United States Marine Corps Reserve as an 0311 infantryman. Soon after, he began his 20 plus year manufacturing career. Graduating with highest honors, he earned an Executive Bachelor of Business Administration degree from Faulkner University.

Mack began his career in manufacturing in 1988 on the front lines of a large production machine shop. He eventually grew himself into upper management and found his niche in lean manufacturing and along with it, developed his passion for leadership. In 2008, he launched his own Lean Manufacturing and Leadership Development firm.

From 2005-2012, Mack led leaders and their cross-functional teams through more than 11,000 hours of process improvement, organizational change, and cultural transformation. Ria joined Mack full-time in late 2013.

In 2013, they worked with John C. Maxwell as part of an international training event focused on the Cultural Transformation in Guatemala where over 20,000 leaders were trained. They also shared the stage with internationally recognized motivational speaker Les Brown in 2014.

Mack and Ria have published 20+ books on personal growth and leadership development. In 2018, they were invited to speak at Yale University's School of Management. They also had nearly 75,000 international followers at the end of 2018 on LinkedIn where they provide daily motivational, inspirational, and leadership content to people around the world.

Mack and Ria inspire people everywhere through their example of achievement, growth, and personal development.

Clients: ATD (Association for Talent Development), Auburn University, Chevron, Chick-fil-A, Kimberly Clark, Koch Industries, Southern Company, and the U.S. Military.

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WHAT WE OFFER:

- ✓ [32 books, journals](#) and [audiobooks](#)
- ✓ [Keynote Speaking](#): Conferences, Seminars, Onsite
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- ✓ [Blue-Collar Leadership® Development](#)
- ✓ Corporate Retreats
- ✓ [Women's Retreat \(with Ria Story\)](#)
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Excerpt (Chapter 3 of 30) from
Blue-Collar Leadership® & Culture
The 5 Components for Building High Performance Teams

THE IMPACT OF CULTURE

THOSE WHO WORK THERE WILL DETERMINE
WHO WANTS TO WORK THERE

“I think the most important and difficult thing is to create a culture in the organization where leadership is really important. It’s important for people in the company to realize that this is a growth-oriented company, and the biggest thing we have to grow here is you, because it’s you who will make this company better by your own growth. ~ Jim Blanchard

Listen to the voices of leaders who are losing the labor war:

- “We just can’t find any good people.”
As if...there aren’t any good or great people.
- “Due to the low unemployment rate, there just aren’t any good people left.”
As if...the only people who can be offered a job are those without a job.
- “In today’s labor market, those who want to work are already working.”
As if...those who are working at one place can’t decide to work at a different place.
- “When we do get good people, they won’t stay.”
As if...the problem is always with the people and never with their leaders.

10 Values of High Impact Leaders

One thing I know about leaders who make these and similar comments is this: Their culture is a competitive disadvantage. Someone else has the advantage and is winning the battle for the good and great people. The good and great people certainly aren't out of work wishing they had a job. They're working someplace else.

Until a leader is aware of the problem, they can't address the problem. In case it's not obvious, the problem is their culture. The leader owns this problem whether they want to or not. Every time I hear these comments, and I hear them a lot, I know I'm talking to a leader who doesn't know what they don't know.

Ria and I hear leaders across varying blue-collar and white-collar industries repeatedly making these comments as we travel across the USA speaking on leadership development. These voices seem to be getting louder and louder. In fact, these voices are an inspiration for this book.

There are many leaders in blue-collar industries needing help. I want to help them stop searching for good people and start attracting great people. The transformation won't happen overnight. However, until it starts happening, it's not going to happen. My intention is to use this book to raise awareness while providing a transformational road map for those leaders who want to make their culture their greatest competitive advantage.

We were speaking in Louisville, KY recently to owners of blue-collar organizations. Afterward, one approached and said, "There isn't a magic pill is there? I think we all hoped there was." I replied, "No sir. There isn't a magic pill or an easy button. This is how you build a high performance team and an exceptional culture that will attract, retain, and support them. There is no other way."

Your culture is always attracting certain types of people and repelling others. Who we are is who we attract. This principle applies to individuals as well as organizations. The culture within your organization is negatively or positively impacting those within the organization, and some who are outside the organization.

The key point is to understand the people inside your organization are constantly providing the most influential type of advertising about your organization and the leaders within it. It's called word of mouth advertising. How your team is feeling inside the organization will determine what they're saying outside the organization.

If what they're saying about their leaders and the organization to others is good, it'll be easier to find good people. If what they're saying is great, it'll be easier to attract great people. But, if what they're saying is bad, finding good people will be hard, if not impossible.

Remember the voices at the start of this chapter? Those leaders had team members who were sharing bad word of mouth advertising about the organization. Unless those leaders choose to change, nothing will change.

Common sense reveals it's easier to win the labor war while attracting great people instead of searching for good people. However, what's common sense isn't always common practice. Often, it takes uncommon sense to act on things that are commonly understood. Creating an organizational culture that will attract and retain great people requires leaders with uncommon sense.

The best led companies aren't impacted by labor shortages because they're consistently attracting the best and the brightest people to their organizations.

"If we lose sight of people, we lose sight of the very purpose of leadership." ~ Tony Dungy

Excerpt (Trait 3 of 30) from
Blue-Collar Leadership® & Teamwork
30 Traits of High Impact Players

BE RESPONSIBLE

MAKING THIS CHOICE GIVES YOU A VOICE

“Total responsibility for failure is a difficult thing to accept, and taking ownership when things go wrong requires extraordinary humility and courage.”

~ Jocko Willink

The higher we climb up the organizational chart or the higher we climb up the pay scale, the harder it is for many of us to remain humble. However, as high impact team players, it's our responsibility to choose to be humble regardless of our status or income. And if necessary, it's also our responsibility to learn what it truly means to be humble.

Humility is a choice that high impact players will make.

If you haven't accomplished much or done much, it's a little easier to remain humble. I believe as a whole the blue-collar workforce is naturally more humble simply because of who we are and where we come from. However, I also believe some who climb their way up from the entry-level positions let it go to their heads.

I want to remain a humble high impact player. That's on me. Not letting my success go to my head is my responsibility. I've also gone a step farther and made helping others do the same my responsibility. High impact team players always do more than is required.

Each of us is responsible for choosing our values and those values will determine our circumstances and the impact we have, especially when it comes to teamwork.

Just as humility is sometimes a hard choice for those with a high position or status, taking responsibility is often a hard choice for those in a low position or status. But as I've learned over the years, taking responsibility seems to be a hard choice for many regardless of their title, position, rank, status, or income.

When it comes to teamwork, low impact players dodge responsibility like it's a deadly disease. They may disappear when the task is being addressed or begin to make excuses as to why they can't help and shouldn't be asked to help. That creates distrust.

High impact players know a secret: When low impact players are whining, it's easy to start shining. They also know how to shine. It's actually pretty simple. They just listen for whining, and then step up and say, "I'll do it."

At that moment, the high impact player builds trust by simply taking the responsibility. The next responsibility of the high impact player is to follow through and get results. If they don't, they will create distrust with the team and the leaders. If they do, they will build additional trust with the team and the leaders.

Leaders are ultimately responsible for making things happen. If they don't make things happen, it won't be long before they are replaced by someone else who will be given the same mission. High impact players know the quickest way to build trust with a leader is to help them get results, so that's what they focus on doing.

As they develop a reputation for helping the leaders get results, their influence increases with those leaders. Because of their choice (taking responsibility and following through), they earn a voice. As time passes, the high impact players are asked their opinions much more often than the low impact players.

As a result, the high impact players begin to influence the leader's choices and the team's direction. They're still on the team, but they're playing at much higher level. Those who

10 Values of High Impact Leaders

are willing to make things happen are also given more chances to make things happen.

High impact players are never just along for the ride. They want to drive. They see the big picture. They don't shy away from responsibility. They wake up everyday looking for an opportunity to shine.

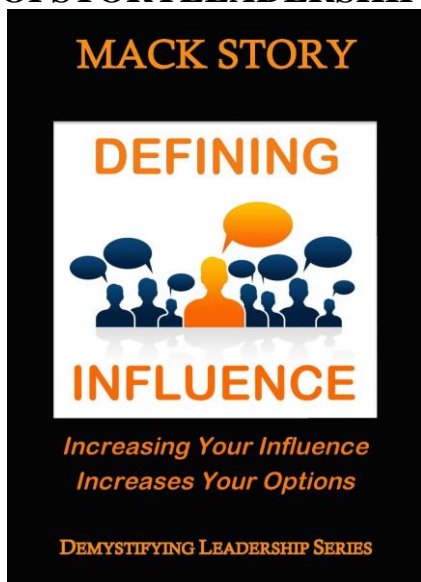
Imagine a team full of low impact players where everyone is dodging responsibility on every front. The leader will be frustrated, and the team will be frustrated. And little, if anything, will get accomplished. Unfortunately, these types of teams are common. Depending on your circumstances, it may be too easy to imagine this team. If so, don't miss what's right in front of you: endless opportunities to shine.

Now imagine a very different team, one filled with high impact players. They could be given the exact same mission as the frustrated low impact team. However, no one would be frustrated. The mission would be accomplished. Instead of being focused on finding excuses, the entire team would be focused on finding a way to make it happen. In that case, everyone shines.

What's the major difference between the two teams above? Attitude. Low impact players tend to have a negative attitude. High impact players always have a positive attitude. Attitude is a choice. If we can choose to be positive or negative, why not choose to be positive.

“Responsibility includes two important ideas – choosing right over wrong and accepting ownership for one’s conduct and obligations.” ~ Charles G. Koch

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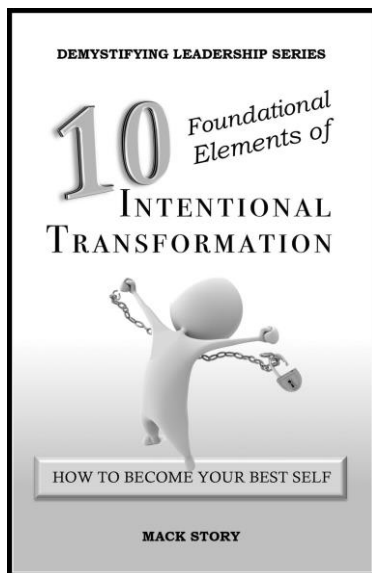
Are you looking for transformation in your life? Do you want better results? Do you want stronger relationships?

In [*Defining Influence*](#), Mack breaks down many of the principles that will allow anyone at any level to methodically and intentionally increase their positive influence.

Mack blends his personal growth journey with lessons on the principles he learned along the way. He's not telling you what he learned after years of research, but rather what he learned from years of application and transformation. Everything rises and falls on influence.

10 Values of High Impact Leaders

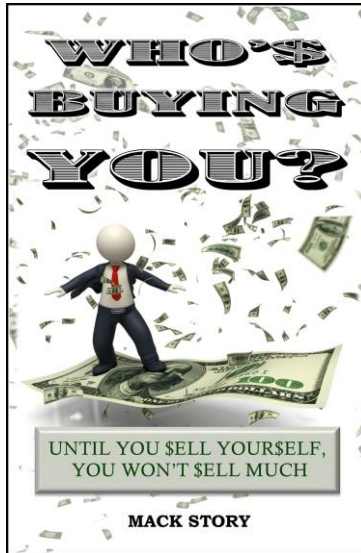
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[10 Foundational Elements of Intentional Transformation](#) serves as a source of motivation and inspiration to help you climb your way to the next level and beyond as you learn to intentionally create a better future for yourself. The pages will ENCOURAGE, ENGAGE, and EMPOWER you as you become more focused and intentional about moving from where you are to where you want to be.

All of us are somewhere, but most of us want to be somewhere else. However, we don't always know how to get there. You will learn how to intentionally move forward as you learn to navigate the 10 foundational layers of transformation.

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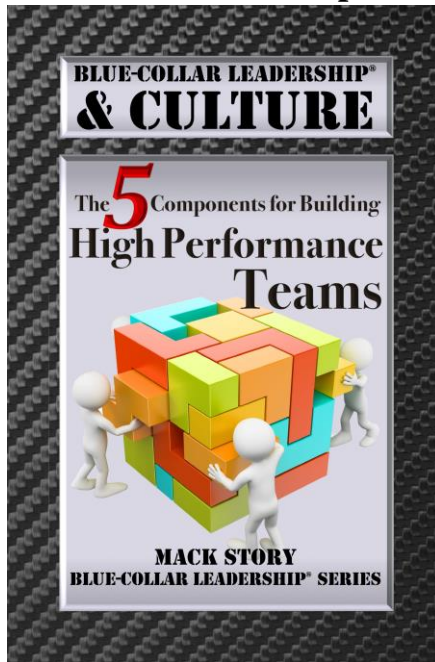
“Sales persuasion and influence, moving others, has changed more in the last 10 years than it has in the last 100 years. It has transitioned from buyer beware to seller beware” ~ Daniel Pink

So, it's no longer "Buyer beware!" It's "Seller beware!" Why? Today, the buyer has the advantage over the seller. Most often, they are holding it in their hand. It's a smart phone. They can learn everything about your product before they meet you. They can compare features and prices instantly. The major advantage you do still have is: YOU! IF they like you. IF they trust you. IF they feel you want to help them.

[This book](#) is filled with 30 short chapters providing unique insights that will give you the advantage, not over the buyer, but over your competition: those who are selling what you're selling. It will help you sell yourself.

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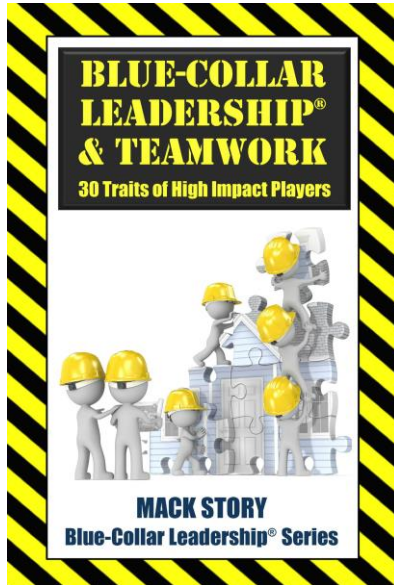
It's easier to compete when you're attracting great people instead of searching for good people.

[*Blue-Collar Leadership® & Culture*](#) will help you understand why culture is the key to becoming a sought after employer of choice within your industry and in your area of operation.

You'll also discover how to leverage the components of The Transformation Equation to create a culture that will support, attract, and retain high performance team members.

Blue-Collar Leadership® & Culture is intended to serve as a tool, a guide, and a transformational road map for leaders who want to create a high impact culture that will become their greatest competitive advantage.

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Are you ready to play at the next level and beyond?

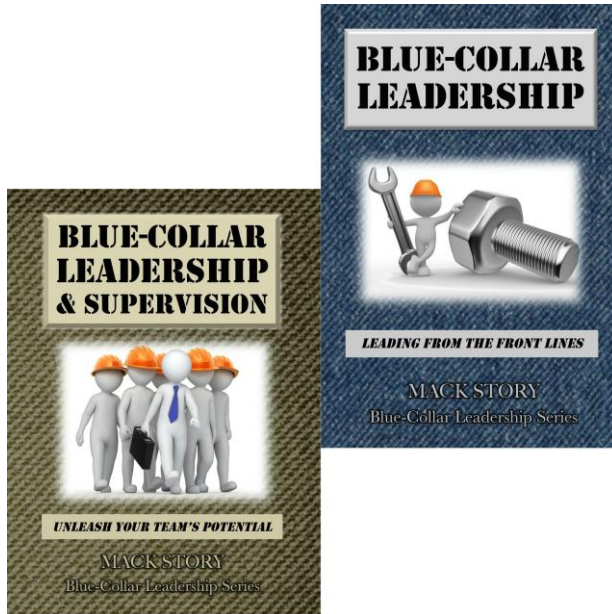
In today's high stakes game of business, the players on the team are the competitive advantage for any organization. But, only if they are on the field instead of on the bench.

The competitive advantage for every individual is developing 360° of influence regardless of position, title, or rank.

[*Blue-Collar Leadership® & Teamwork*](#) provides a simple, yet powerful and unique, resource for individuals who want to increase their influence and make a high impact. It's also a resource and tool for leaders, teams, and organizations, who are ready to Engage the Front Line to Improve the Bottom Line.

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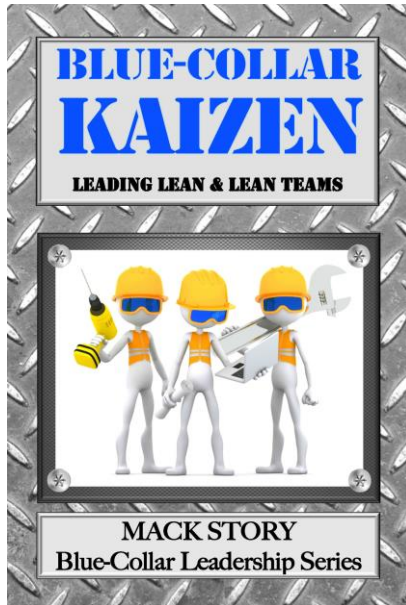
"I wish someone had given me these books 30 years ago when I started my career on the front lines. They would have changed my life then. They can change your life now." ~ Mack Story

[Blue-Collar Leadership® & Supervision](#) and [Blue-Collar Leadership®](#) are written specifically for those who lead the people on the frontlines and for those on the front lines. With 30 short, easy to read 3 page chapters, these books contain powerful, yet simple to understand leadership lessons.

Note: These two Blue-Collar Leadership® books are the blue-collar version of the MAXIMIZE books and contain nearly identical content.

Down load the first 5 chapters of each book FREE at:
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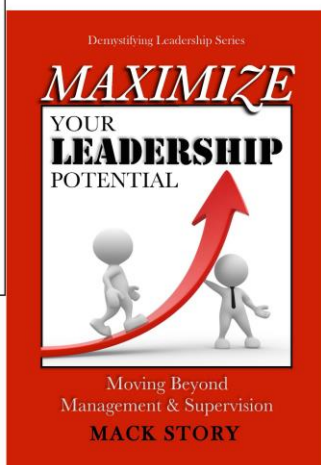
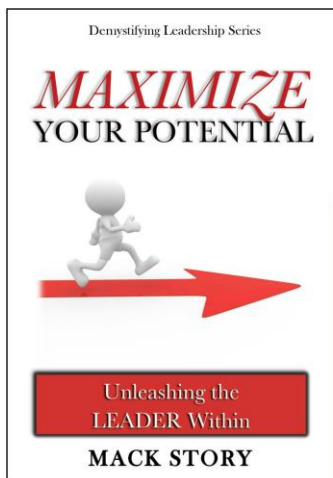
The biggest challenge in process improvement and cultural transformation isn't identifying the problems. It's execution: implementing and sustaining the solutions.

[*Blue-Collar Kaizen*](#) is a resource for anyone in any position who is, or will be, leading a team through process improvement and change. Learn to engage, empower, and encourage your team for long term buy-in and sustained gains.

Mack Story has over 11,000 hours experience leading hundreds of leaders and thousands of their cross-functional kaizen team members through process improvement, organizational change, and cultural transformation. He shares lessons learned from his experience and many years of studying, teaching, and applying leadership principles.

10 Values of High Impact Leaders

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"I wish someone had given me these books 30 years ago when I started my career. They would have changed my life then. They can change your life now." ~ Mack Story

MAXIMIZE Your Potential will help you learn to lead yourself well. *MAXIMIZE Your Leadership Potential* will help you learn to lead others well. With 30 short, easy to read 3 page chapters, these books contain simple and easy to understand, yet powerful leadership lessons.

Note: These two MAXIMIZE books are the white-collar, or non-specific, version of the Blue-Collar Leadership® books and contain nearly identical content.

ABOUT [RIA STORY](#)

Mack's wife, Ria, is also a [motivational leadership speaker](#), author, and a [world class coach](#) who has a unique ability to help people develop and achieve their life and career goals, and guide them in building the habits and discipline to achieve their personal view of greatness. Ria brings a wealth of personal experience in working with clients to achieve their personal goals and aspirations in a way few coaches can.

Like many, Ria has faced adversity in life. Raised on an isolated farm in Alabama, she suffered extreme sexual abuse by her father from age 12 to 19. Desperate to escape, she left home at 19 without a job, a car, or even a high school diploma. Ria learned to be resilient, and not just survive, but thrive. (Watch her 7 minute TEDx talk at RiaStory.com/TEDx) She worked her way through school, acquiring an MBA with a 4.0 GPA, and eventually resigned from her career in the corporate world to pursue a passion for helping others achieve success.

Ria's background includes more than 10 years in healthcare administration, including several years in management, and later, Director of Compliance and Regulatory Affairs for a large healthcare organization. Ria's responsibilities included oversight of thousands of organizational policies, organizational compliance with all State and Federal regulations, and responsibility for several million dollars in Medicare appeals.

Ria co-founded Top Story Leadership, which offers [leadership speaking](#), [training](#), [coaching](#), and consulting.

Ria's Story From Ashes To Beauty

by Ria Story

The unforgettable story and inspirational memoir of a young woman who was extremely sexually abused by her father from age 12 to 19 and then rejected by her mother. (Watch 7 minutes of her story in her TEDx talk at RiaStory.com/TEDx)

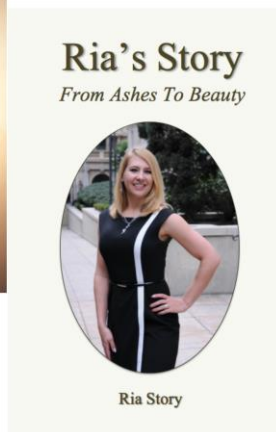
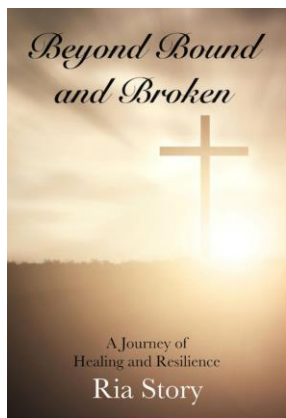
For the first time, Ria publicly reveals details of the extreme sexual abuse she endured growing up. 13 years after leaving home at 19, she decided to speak out about her story and encourage others to find hope and healing.

Determined to not only survive, but also thrive, Ria shares how she was able to overcome the odds and find hope and healing to Achieve Abundant Life. She shares the leadership principles she applied to find professional success, personal significance, and details how she was able to find the courage to share her story to give hope to others around the world.

Ria states, "It would be easier for me to let this story go untold forever and simply move on with life...One of the most difficult things I've ever done is write this book. Victims of sexual assault or abuse don't want to talk because they want to avoid the social stigma and the fear of not being believed or the possibility of being blamed for something that was not their fault. My hope and prayer is someone will benefit from learning how I was able to overcome such difficult circumstances. That brings purpose to the pain and reason enough to share what I would rather have left behind forever. Our scars make us stronger."

Available at Amazon.com in paperback, audio, and eBook. To order your signed copy, to learn more about Ria, or to book her to speak at your event, please visit: RiaStory.com/TEDx

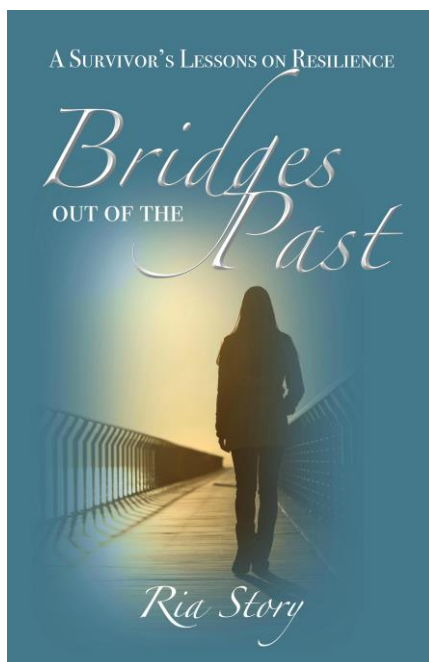
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In *Beyond Bound and Broken*, Ria shares how she overcame the shame, fear, and doubt she developed after enduring years of extreme sexual abuse by her father. Forced to play the role of a wife and even shared with other men due to her father's perversions, Ria left home at 19 without a job, a car, or even a high-school diploma. This book also contains lessons on resilience and overcoming adversity that you can apply to your own life.

In *Ria's Story From Ashes To Beauty*, Ria tells her personal story of growing up as a victim of extreme sexual abuse from age 12 – 19, leaving home to escape, and her decision to tell her story. She shares her heart in an attempt to help others overcome their own adversity.

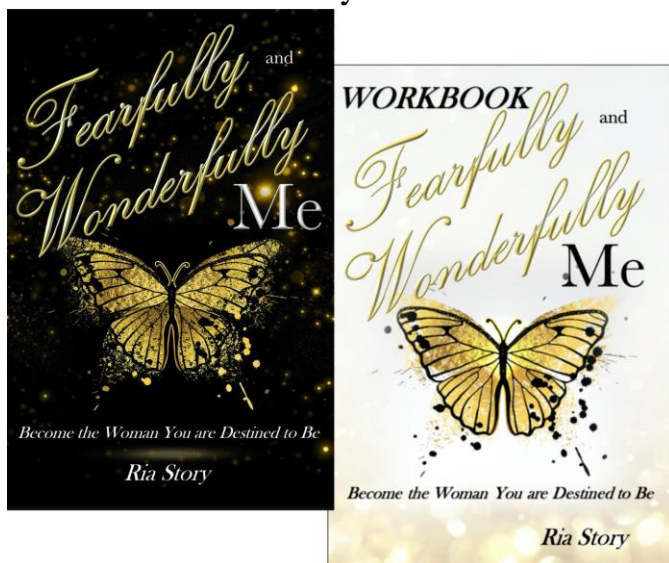
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It's not what happens to you in life. It's who you become because of it. We all experience pain, grief, and loss in life. Resilience is the difference between "*I didn't die,*" and "*I learned to live again.*" [In this captivating book on resilience,](#) Ria walks you through her own horrific story of more than seven years of sexual abuse by her father. She then shares how she learned not only to survive, but also to thrive in spite of her past. Learn how to overcome challenges, obstacles, and adversity in your own life by building a bridge out of the past and into the future.

(Watch 7 minutes of her story at RiaStory.com/TEDx)

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You have untapped potential to do, have, and be more in life. But, developing your potential and becoming the best version of yourself will require personal transformation. You will have to transform from who you are today into who you want to become tomorrow.

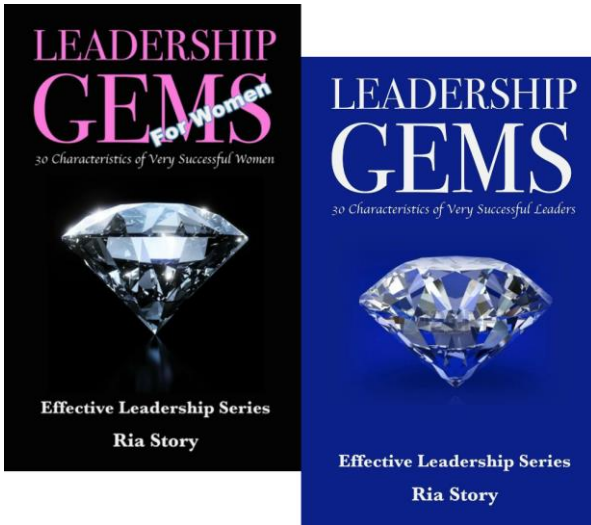
Gain unique insight in, "[Fearfully and Wonderfully Me: Become the Woman You are Destined to Be](#)" and the accompanying workbook to help you: believe in yourself and your potential; embrace your self-worth; overcome self-limiting beliefs; increase your influence personally & professionally; and achieve your goals & develop a mindset for success. These two resources will empower you to own your story, write a new chapter, and become the woman and leader you are destined to be.

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You have untapped potential waiting to be unlocked. To be successful requires us to have knowledge of the principles of success, awareness of how to utilize them, and discipline to intentionally apply them. There are no shortcuts to success, but we can travel much faster when we have an achievement model we can apply. [This model](#) will help you develop more influence personally and professionally, execute an action plan for personal success, and maximize your potential in life. Both women and men alike will find practical and relevant information to immediately apply to their situation and improve the outcome.

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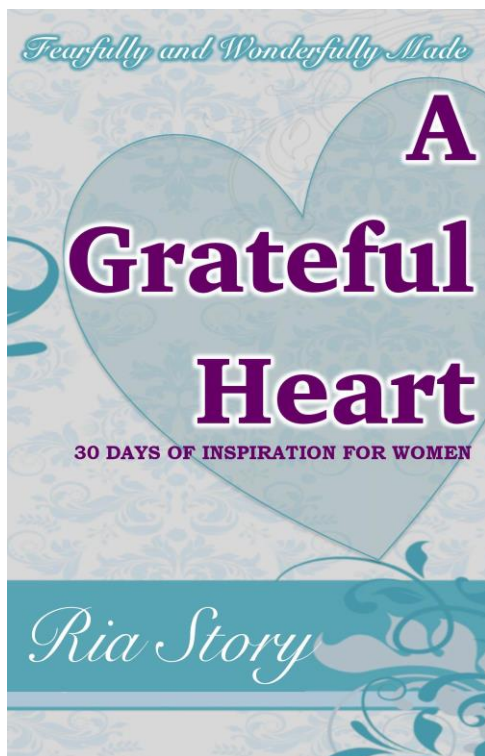
Note: Leadership Gems is the generic, non-gender specific, version of Leadership Gems for Women. The content is very similar.

Women are naturally high level leaders because they are relationship oriented. However, it's a “man’s world” out there and natural ability isn’t enough to help you be successful as a leader. You must be intentional.

Ria packed [these books](#) with 30 leadership gems which very successful people internalize and apply. Ria has combined her years of experience in leadership roles of different organizations along with years of studying, teaching, training, and speaking on leadership to give you these 30, short and simple, yet powerful and profound, lessons to help you become very successful, regardless of whether you are in a formal leadership position or not.

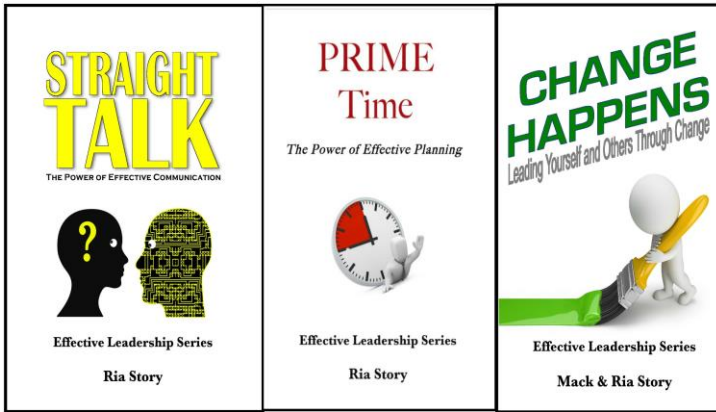
10 Values of High Impact Leaders

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Become inspired by [this 30-day collection of daily devotions for women](#), where you will find practical advice on intentionally living with a grateful heart, inspirational quotes, short journaling opportunities, and scripture from God's Word on practicing gratitude.

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Ria's *Effective Leadership Series* books are written to develop and enhance your leadership skills, while also helping you increase your abilities in areas like communication and relationships, time management, planning and execution, leading and implementing change. Look for more books in the *Effective Leadership Series*:

- [*Straight Talk: The Power of Effective Communication*](#)
- [*PRIME Time: The Power of Effective Planning*](#)
- [*Change Happens: Leading Yourself and Others through Change*](#) (Co-authored by Mack & Ria Story)

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Top Story Leadership



Leadership Speaking & Development *Leadership Made Simple*

- Leadership Development/Personal Growth
- Organizational Change/Transformation
- Communication/Trust/Relationships
- Time Management/Planning/Execution

Top Story Leadership simplifies foundational leadership principles into everyday language and easy to apply and understand concepts, so organizations and individuals can turn potential into reality. Mack and Ria Story are Certified Speakers and Trainers. They are published authors with more than 20 books available on leadership development, personal growth, and inspirational topics.

- Equip Organizational Leaders
- Encourage Positive Change
- Educate & Empower
- Engage the Front Line to Improve the Bottom Line

“What clients have to say...”

“My first words are, GET SIGNED UP! This training is not, and I stress, not your everyday leadership seminar! I have attended dozens and sent hundreds to the so-called ‘Leadership-Training.’ I can tell you that while all of the courses, classes, webinars, and seminars, had good intentions, nothing can touch what Mack and Ria Story provide. I just wish I had it 20 years ago!”

~ Sam McLamb, VP & COO, CMP

“We would highly recommend Mack and Ria as speakers...their presentation was inspirational, thought-provoking, and filled with humor. They taught us some foundational leadership principles.”

~ Stephen, President-elect, WCR

“Mack and Ria understand people! The dynamic team made such an impact on our front line supervision that they were begging for more training! We highly recommend Mack and Ria!”

~ Rebecca, Director of Process Improvement, GKN



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