

BLUE-COLLAR LEADERSHIP® & SUPERVISION



UNLEASH YOUR TEAM'S POTENTIAL

MACK STORY

Blue-Collar Leadership® Series

Blue-Collar Leadership® & Supervision: Unleash Your Team's Potential

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Mack Story

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ISBN: 069274418

ISBN-13: 978-0692744116 (Top Story Leadership)

DEDICATION

To those with the courage to accept a leadership position,
especially those who did it without any leadership training.

When you look at your leader, what do you see?

When your team looks at you, what do they see?

What you know matters.

Who you are matters more.

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ACKNOWLEDGMENTS

I would like to thank the many front line, blue-collar leaders who helped me accomplish some amazing things in my 20 years in the manufacturing industry, especially those who were team members on the hundreds of kaizen events I led.

Two of the greatest lessons I learned from front line supervisors:

1. The most respected leaders always respect others.
2. The most effective leaders walk through the door to serve their team, not to be served by their team.

1

IN THE BEGINNING...

THE CHALLENGE OF NOT KNOWING WHAT YOU DON'T KNOW

"Principle-centered people are constantly educated by their experiences. They read, they seek training, they take classes, they listen to others, they learn through both their ears and eyes...they discover that the more they know, the more they realize they don't know." ~ Dr. Stephen R. Covey

The more I learn the more I become aware of all that I don't know. More awareness leads to more reading, learning, and applying, which leads to an even higher level of awareness of all that I don't know. It never ends.

I call it "dumber by the book." Sure, I learn more with every book, but I also become aware of so much more that I don't know. As I read to increase my knowledge and understanding, I also feel less knowledgeable or "dumber" overall because I'm now aware of so much more I don't know but need to know. It happens with every leadership book I read.

In his book, *The 8th Habit*, Dr. Stephen R. Covey illustrates our "circle of knowledge," what we do know, as a solid area in the shape of a circle. He also refers to the "circle of ignorance," what we don't know, as everything that's along the outside edge of our "circle of knowledge." If we knew those things, they would be in our "circle of knowledge." But, we don't know about them. We're only *aware* of them. So, they remain in our "circle of ignorance."

I like to call the edge of the "circle of knowledge" the *perimeter of awareness*. Along your perimeter of awareness, you

find those things you're aware of but don't yet truly know and understand.

There are also many other things you need to know that are currently well beyond your perimeter of awareness. They are in your *area of ignorance*. At the moment, you're completely unaware of them and won't become aware of them until you expand your "circle of knowledge." There's a good chance you're expanding it right now.

When your "circle of knowledge" expands, your perimeter of awareness automatically expands. As it does, you become aware of some things previously in your area of ignorance. Those are the things you didn't know you didn't know. You still don't know them. But at least now, you know that you need to know. In other words, your awareness has increased.

If you choose to learn about those things, you grow and the cycle repeats. If you choose not to learn about them, you're done growing. When you're done growing, you're done. At best, you stay where you are. At worst, you begin to slip backward and get passed over by those that choose continuous growth.

The more we know, the more we realize what we don't know. Interestingly, learning this principle provides us with a new perspective of what's going on within us and others.

Those among us that think they know it all, don't know much *at all*. They have a *tiny* "circle of knowledge" (about the size of the period at the end of this sentence) which explains their *tiny* perimeter of awareness. Because *know it alls* don't know much about anything, they're not aware of how much there is to know about everything. Therefore, they think they know it all. They're not necessarily dumb people. They simply have an extremely large area of ignorance.

You can consider your "circle of knowledge" generally. Or, you can consider it very specifically. As you read this book, you're increasing your "circle of knowledge" very specifically relative to learning leadership principles. Leadership can be defined simply with one word: INFLUENCE.

After 20 years in the manufacturing industry, I resigned

from the corporate world in 2008 to launch my own Lean Manufacturing Consulting firm. At the time, I had worked my way up to the position of Lean Manufacturing and Quality Manager reporting directly to the Plant Manager.

My first 10 years were spent as a front line, entry-level factory worker (CNC machine operator) doing the hard work and responsible only for myself. Then finally, I began to work my way up after starting and eventually graduating from college. Much of that story can be found in my book, *Defining Influence*. (You can read the introduction in the back of this book.)

I worked my way up from the bottom to second from the top with only one formal leader above me on site. What's interesting is I never received any leadership training. NONE! However, I was asked to and expected to lead others. This happens ALL the time. It may have happened to you.

At the time of my resignation, I was responsible for leading hundreds of people. Few people reported directly to me, but I was responsible for getting all of them to buy-in to process improvements, endless change, and to improve quality.

I wasn't exposed to leadership training until I resigned. I had done well. In my 20 year corporate career, I had been promoted 14 times. I thought I knew a lot about leadership, and I did. But, I still didn't know what I didn't know.

Formal leadership development was in my *area of ignorance*. A friend gave me a one hour leadership audio lesson. He placed it on my *perimeter of awareness*. I listened to it and expanded my "*circle of knowledge*" which also expanded my *perimeter of awareness*, and I began to know what I didn't know.

Odds are high that this may be your first exposure to formal leadership development. Either way, I plan to place a few things on *your* perimeter of awareness. *I hope you're ready.*

"If you have already been trying hard, maybe trying harder is not the way. Try different." ~ Dr. Henry Cloud

2

DEMYSTIFYING LEADERSHIP

MOVING BEYOND MANAGEMENT AND SUPERVISION

"Leadership is about taking responsibility for lives not numbers. Managers look after our numbers and our results, and leaders look after us." ~ Simon Sinek

Wow! Simon nailed it. Unfortunately, the reality is most people experience management instead of leadership.

Is that your reality? How does your boss treat you? Like a person or an object? Does it matter? How does it make you feel? Does it impact your performance? Pause and think about it.

What is *your* team's reality? How do you treat them? Like a person or an object? Would some say a person? Would some say an object? Does it matter?

I'm asking you to look in the mirror. Every high impact leader's journey begins *in the mirror*. Most likely, you found it easier to look out the window at your boss than to look in the mirror at yourself. Choosing to be a high impact leader isn't easy. You must do a lot of work on the inside if you want to be highly effective on the outside.

I refer to the leaders Simon described above as *high impact* leaders. I hope you are one or choose to become one. Also, any reference to the term manager when discussing the leadership of people is purely related to those people who are in a position of authority that choose to continue treating their team members like objects, instead of like people. Those managers either don't value high impact leadership (I can't help them at all), or they simply don't know what they don't know

(I can help them a lot).

High impact leaders look after their people. Managers always look after themselves and rarely, if ever, look after their people beyond what is required. This book is *not* about the management of people or the supervision of people. Anyone can manage and supervise if they have a position of power and the authority to do so. This book *is* about helping you become highly effective as a high impact leader.

Don't misunderstand me. Unless you are the absolute top leader in the organization, you *must* be a manager of things and processes. And, you *should* be a leader of people. However, if you are the top leader and you want to only lead, you can always hire others to do all of the managing of things and processes for you with a few exceptions along the way.

To say it simply, we *must* manage things and processes because they don't think or feel. But, we *should* lead people because they do think and feel. Unfortunately, when you have a position of authority, you can take the easy road and choose to *manage* the people too. Or, at least, you can until they do some thinking and change departments or work addresses. When that happens, you can no longer manage *or* lead them. We choose our actions, but not our consequences.

During my 20 years in the blue-collar workforce before I started my own consulting business, I didn't work with many high impact leaders. I can actually count them on one hand and still have a few fingers left over. And, I remember them all. All the rest chose to manage those of us that worked *for* them.

You don't work *for* high impact leaders. You work *with* them. They know it, and you know it. You don't work *with* managers. You work *for* them. They know it, and you know it.

Is your boss a manager or a high impact leader? Most likely, you knew the answer instantly because you've already been thinking about it. I hope you've also been thinking about this question too: "Do those who report to me work *for* a manager *or with* a high impact leader?"

They already know the answer just as you already knew the answer about your boss before you started reading this book.

I've simply provided some new terms and some new ways of looking at it.

How do you know when you're in the presence of a high impact leader? It's simple. You'll feel it. How do you know when you're in the presence of a manager? It's simple. You'll feel it. However, what you feel in each case will be tremendously different. The leader will generally leave you feeling good. The manager will generally leave you feeling not so good.

The question you need to ask yourself at this point is: Do I want to become a more effective leader of people, a high impact leader? If yes, you're in for a treat. Because I'm going to share some golden nuggets of wisdom that will help you launch your career as a high impact leader, *if you apply them*.

Many of these nuggets I learned during my 11,000 hours of leading cross-functional teams through process improvement, organizational change, and cultural transformation, without a position of direct authority over any of the team members. I was an outsider, a consultant, hired to lead groups of strangers. Most of the time they didn't want to change, so I had to build trust and influence them to buy-in to me first and my vision second. We always achieved amazing results together.

Many of these nuggets will also come from the hundreds of leadership books I have read, the thousands of hours of leadership audios I have listened to, and the numerous leadership seminars I have attended. I have validated what I'm sharing with you by first applying it in my professional life at work and also my personal life at home.

I hope becoming a high impact leader excites you, it should. If so, you must be prepared to climb the leadership mountain.

"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. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent." ~ Douglas MacArthur

3

CLIMBING THE LEADERSHIP MOUNTAIN

YOU'VE BEEN GIVEN A LEADERSHIP POSITION, BUT WILL YOU LEAD?

"Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could." ~ Steve Jobs

Will you move beyond management and supervision and choose to lead? Will you become bigger than your position?

Unfortunately, very few front line bosses are expected to lead. Most often, their boss isn't leading them and doesn't know much about high impact leadership themselves. Far too often, their goal is to just make it through the day.

I wrote this book to help you help yourself. I've been mining leadership nuggets for years, so my intent on these pages is to remove the dirt and give you page after page of pure gold relative to accelerating your leadership climb. Although this is a short and simple book, it is a tremendously powerful tool of transformation if learned and applied. Soak it up. Highlight or underline the key points. Use it as a tool, and reference it as you grow. Don't give it away.

If this is your first leadership book, you will discover that becoming a high impact leader has *little* to do with your boss developing you and *everything* to do with *you* developing yourself. The leadership mountain is always there waiting to be climbed. However, *you must choose* to climb it.

No company or boss ever invested a single dollar on

leadership development for me. They all expected me to be a good manager, and I was. But, I also chose to become a leader of people without realizing exactly what I was doing at the time. And once I discovered what you'll learn from this book, which took me many years, I began to accelerate my climb up the leadership mountain. It's a privilege for me to help you do the same.

If you're fortunate enough to work with a high impact leader, you have a huge advantage over those who don't because you will have tremendous support during your climb. You will have someone come along-side you to not only *help* you grow and develop as a leader, but they will also continue to grow and develop *with* you.

What does it mean to be given a position? It means someone believes you have potential. That's a good thing. Congratulations! You have been plucked from the forest and placed at the bottom of the leadership mountain. Notice, I didn't say placed at the top of the leadership mountain. Far too often, someone who does a good job is simply offered a position of authority: team leader, line lead, lead man, supervisor, manager, etc. In other words, they become a boss.

Position has a lot to do with managing things, processes, and people, but it has very little to do with leading people.

Managing people from a position of authority is about motivating them to do what is expected. Motivation comes from the outside, from someone else. When you're effective, you're considered a highly effective manager.

But, leading people is about inspiring them to choose to do more than expected, to do it better than expected, and to do it before it's expected. Inspiration comes from within.

What does it take to climb the leadership mountain and to grow beyond your position? First, you must be able to responsibly and effectively manage the things and processes in your area of responsibility. Managing is about what you know and what you can do: ability, skills, knowledge, etc. Managing is something you *must* do. It is a job *requirement*. If you don't do it, your boss will find someone else that will. You will then be

removed from the base of the leadership mountain and cast back into the forest. *You must master your position.*

Managers stop there. They think mastering their position is the goal. To become a high impact leader, you must continue to climb. You begin by building solid relationships on a foundation of trust. It's not about position. It's about people. Building relationships has a little to do with what you know, competency, and a lot to do with who you are, character.

As you build trust, people become inspired by you instead of driven by you. Your influence increases far beyond what comes with your position. You still have your position, but now you're leading with influence instead of managing with authority. This increased influence with your team translates into better results: increased engagement, retention, and productivity along with improved morale and teamwork. When you make a bigger difference, your leadership *will* be noticed.

If you've managed to climb this high, you're now at the top of the leadership mountain. You are a great leader, but you're not a high impact leader. High impact leaders do more than successfully climb the leadership mountain. You may be wondering, "If I'm at the top, what else can I do?"

What separates high impact leaders from great leaders is this. High impact leaders don't stand on top of the mountain and enjoy the view. High impact leaders go back down the mountain and help others navigate their way to the top, just as I'm doing with you right now. Climbing the leadership mountain is about success, but helping others climb the leadership mountain is about significance.

When you're able to climb to the top of the leadership mountain, then go back down and effectively help others climb their way to the top, you will be a high impact leader.

I'll now begin helping you navigate your way to the top of the leadership mountain. Once we're there, I'll also help you go back down and bring some others up with you. *Let's climb.*

*"To excel in leadership, you must first master followership."
~ S. Truett Cathy*

4

UNDERSTANDING ARTIFICIAL INFLUENCE

THERE IS A DIFFERENCE BETWEEN
SOMEONE RESPECTING YOUR POSITION
AND SOMEONE RESPECTING YOU

"Into the hands of every individual is given a marvelous power for good or evil - the silent, unconscious, unseen influence of his life. This is simply the constant radiation of what man really is, not what he pretends to be."

~ William George Jordan

If you want to begin to lead beyond your position, you must be respected by those you want to influence. No one gives you respect. You can demand respect all day long, but it's a waste of time. I always laugh (on the inside) when I hear someone demand respect. You will never be respected because you demand to be respected, at work or at home. It's simply not going to happen.

Think about it from your own point of view. If there's a boss or manager you don't like because of who they are as a person, can they demand respect from you and get it? Absolutely not. You may respect their position. But, you will never respect them simply because they demand it. You *must* respect their position to *keep* your job. But, you don't have to respect *them* to keep your job.

A position will give you authority but not influence. Influence must be earned by first earning respect. The more you are respected the more influence you will gain. Everything I'm sharing in this book, *if applied*, will help you earn respect

and increase your influence with others.

Having a position or title such as Mom, Dad, Coach, Boss, Supervisor, Manager, VP, President, CEO, Owner, etc. gives you authority and control over other people. I call this *artificial influence*. Artificial influence creates the *illusion* that you have *real* influence. However, if you choose to influence people using only artificial influence, you are not leading. You are simply managing. Sure you may accomplish a lot, but what are you leaving on the table?

You can easily validate the principle of artificial influence by considering those bosses you've had, or now have, that you would never follow if they didn't control your pay, your time off, your promotions, etc. If you only follow a boss because you *have to*, their influence is *not* real. It's artificial. And unfortunately for the company, most likely, you will only do what you have to do.

The title of boss is one that is simply given, often by another manager with artificial influence. However, when it comes to real influence, managers are not in the same league as leaders. If you develop real influence based on character-based principles that you have internalized, then you will *earn* the right to lead. When you do, those reporting to you will do much *more than they have to* simply because they *respect* you.

A high impact leader operates from a position of real influence, not artificial influence or authority.

Listen to the voices of those with *artificial* influence:

- How am I supposed to make something happen when those people don't report to me?
- I can't make them do anything. They don't report to me and won't do anything I tell them to do.
- I can't get anything done in that department. They report to someone else, not me. It's useless to try.
- How can I be responsible for their results when they don't report to me?
- If you want me to make it happen, you've got to give me the authority over those people.
- My hands are tied. They don't report to me.

Phrases like those are always spoken by a manager, never by a leader. I've heard them spoken many times in my career by managers who don't have a clue about leadership. The only influence they have at work is directly tied to the authority, *artificial influence*, which is associated with the position they hold. Without it, they wouldn't accomplish much of anything.

I remember being in a facility as a consultant once. I needed some help from a few team members in a different department, so I asked the manager I was working with if it would be okay if I went over and asked them for some help. He said, "You'll have to wait. I'll have to get an interpreter because none of them speak English." I said, "Okay, I'll go wait over there." I thought it was interesting. When I got there, they all spoke English to me. Leadership is influence.

Managers make things happen with people that *have to* help them. Leaders make things happen with people that *want to* help them.

Most managers have never read a leadership book and can't understand a leader doesn't need authority to make something happen. Leaders only need *influence* to make something happen. Leadership is *not* about who *has* to help you. Leadership is about who *wants* to help you.

Research studies have repeatedly shown a 40% productivity increase when comparing people that *want to* follow a leader with those that *have to* follow a manager.

A manager thrives on artificial influence and is not interested in developing himself or others in order to capture this massive loss of productivity. That's what leaders do, not managers.

How do you influence? What is your style? Are you a director or a connector? Do you tell or sell? What would change if you had more real influence in every situation?

"When we look at people who disobey their leaders, the first question we ought to ask is not, 'What's wrong with those people?' but rather, 'What's wrong with their leader?'"

It says that responsibility begins at the top."

~ Malcolm Gladwell

5

DEFINING YOUR LEADERSHIP STYLE

DO OTHERS FOLLOW YOU BECAUSE THEY HAVE TO OR BECAUSE THEY WANT TO?

"I suppose leadership at one time meant muscles; but today it means getting along with people." ~ Mahatma Gandhi

You're given a position, and you're told what and who to manage. But, *how* you lead is up to you. The position does not define you. You define the position. Your *values* will determine if people follow you because they have to or because they want to. It's all about your style. How do you operate?

No one but you can, or will, determine your leadership style. When it comes to climbing the leadership mountain, your leadership style can launch you like a rocket, or it can hold you back like an anchor. *Your values will determine your style.* Who you are on the inside is what people will experience on the outside.

Most often, the managers who hired me when I worked as a process improvement consultant typically thought I was extremely gifted and could do amazing things.

Actually, I usually didn't know very much about what they were doing, how they were doing it, or why they were doing it.

I want to share a story to illustrate two very different leadership styles based on two very different values.

The manager in this story had over 30 years of experience in their operations. I didn't have any.

What I do have is a very effective leadership style that allows me to quickly connect with and influence people. This enables me to get their buy-in quickly, to get them to work together quickly, and to unleash the potential within them that their managers don't even know they have. Any high impact

leader can do the same thing.

I was leading a process improvement event as an outside consultant. The team's goal was to redesign the layout of a manufacturing work area to improve the work flow in order to make the process more productive.

A lot of changes were needed. It had been the way it was for many years. I was brought in by the top leaders, so everyone had to play along. They didn't have to change. If they didn't want to, they could have blamed me. They would have been right because I was the leader. I simply wouldn't have been invited back because I *was* ultimately responsible.

When I arrived on Monday morning, I was a stranger. I didn't have any formal authority. I was basically a hired leader, but the manager that hired me didn't understand that. If they would have, they wouldn't have hired me. First of all, they wouldn't have needed me. They would have already developed a team of internal leaders. And secondly, they would be out making things happen themselves.

Remember, I was new to the area. It was my first day on the job working with the team. Everything that happened or didn't happen that week was a direct result of my leadership style. I didn't have a clue about what they were producing. But, I knew they did. Without formal authority, my only option was to lead with influence by applying the principles I'm teaching you in this book. However, I had to do it quickly. I was only going to be with the team from start to finish for five days. We would not be planning. We would be doing.

My style involved coming in on Monday and immediately connecting with the team and conducting leadership training with them. I wanted to get to know them. I wanted them to get to know me. And, I wanted to share key leadership principles to get them in the right mindset to achieve amazing results together. I had done this many times before. It wasn't new for me, but it was new for the manager.

The manager, who was also a team member, had never participated in an event like the one I was leading. He didn't know what he didn't know. However, his style was built on a

foundation of pride and ego. He wanted those on the team to know he was the boss. The first thing he did when I started connecting with the team was roll his eyes. He was a manager of people. Then, he proceeded to let the team know we were wasting time. He thought we should be out on the shop floor making changes. After all, in his mind, that was the *only* reason we were there.

The manager's style was to come in and *take control* of the team. My style was to come in and *empower* the team. They had been controlled long enough. The manager's style was to give orders and do all the talking. My style was to ask questions and do all the listening. This was the type of environment where I truly learned to be a high impact leader. Situations like this were common as I built up over 11,000 hours of experience leading cross-functional teams like this through change.

Don't miss the point, this manager "owned" the area. He could have already made any changes he wanted. He didn't want changes. But, if changes were going to be made, he wanted to be in charge of those making them. Managers value being in control. Leaders value the team being in control.

I immediately focused on building trust with the team. I also ignored the manager's need for control and leveraged his strengths to benefit the team. He was there all week, but he had very little influence beyond his authority. He wanted to be in charge, and formally was, but I had the most influence. Positive influence trumps negative authority every time!

We made it happen in spite of his inability to lead and his desire to manage. He didn't have to know how to lead that week, I was doing the leading. He simply needed to follow.

The team delivered amazing results! They already had all the answers and knew what needed to be done. They simply hadn't been allowed to do it. My style of leadership released them. The manager's style had suppressed them. *Style matters, and it matters a lot!*

"Nobody wants a boss. Everyone wants a coach."

~ Art Williams

6

HIGH IMPACT LEADERSHIP

LEADERSHIP STARTS WITH YOU,
BUT IT'S NOT ABOUT YOU

*"What stands between you and your goal is your behavior."
~ Darren Hardy*

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CHAPTER CONTENT REMOVED FOR PROMO

"It is the capacity to develop and improve themselves that distinguishes leaders from followers." ~ Bennis and Nanus

ADDITIONAL RESOURCES

Check out the [Blue-Collar Leadership](#) website for Speaking and Training/Development Info

Watch what our clients have to say on the [Blue-Collar Leadership YouTube channel](#)

Listen/subscribe to the [Blue-Collar Leadership® Podcast](#).

7

MIRROR, MIRROR ON THE WALL

THE BEST LEADERS ARE
THE MOST SECURE OF ALL

"No amount of personal competency can compensate for personal insecurity." ~ Wayne Smith

CHAPTER CONTENT REMOVED FOR PROMO

"Saying 'I don't know' when you don't know is a sign of good leadership. Pretending to know when you don't is a sign of insecurity. By expressing your lack of uncertainty, you give the leaders around you permission to do the same thing. You send them an important message: In this organization, it is okay not to know. It is not okay to pretend you know when you don't." ~ Andy Stanley

8

FIRST IMPRESSIONS COUNT

IS YOUR INTENTION TO SERVE
OR BE SERVED?

"Having the tenacity to lead, and the humility to serve are the key ingredients of Transformative Leadership."

~ Amir Ghannad

CHAPTER CONTENT REMOVED FOR PROMO

"Without a doubt, one of the most significant factors in Chick-fil-A's cultural sustainability has been its commitment to the principle of servant leadership...We recognize the tremendous responsibility not only to lead, but also to serve those we lead." ~ Dee Ann Turner

9

WHO YOU ARE MATTERS

LEAD WITH CONFIDENCE, NOT ARROGANCE

"Leaders with confidence help people. Leaders with ego hurt people because they use and abuse other people."

~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

"The people are just fine; it's our leadership that's lacking. When people perform poorly, most leaders are quick to blame them, perhaps even fire them right away. It takes introspection and humility to admit, 'That might be a consequence of my poor leadership.'" ~ Bob Chapman

10

WALKING THE TALK

TRUST IS A LEADER'S BEST FRIEND

"Trust is the one thing that changes everything."

~ Stephen M. R. Covey

CHAPTER CONTENT REMOVED FOR PROMO

"A warm, trustworthy person who is also strong elicits admiration, but only after you've established trust does your strength become a gift rather than a threat."

~ Amy Cuddy

11

MOVING BEYOND COMMUNICATION

THE BEST LEADERS INTENTIONALLY CONNECT

"When dealing with people, you are not dealing with creatures of logic. You are dealing with creatures of emotion." ~ Dale Carnegie

CHAPTER CONTENT REMOVED FOR PROMO

*"The art of communication is the language of leadership."
~ James Humes*

12

SQUINT WITH YOUR EARS

LISTEN WITH THE INTENT TO UNDERSTAND

"Authentic listening is not easy. We hear the words, but rarely do we really slow down to listen and squint with our ears to hear the emotions, fears, and underlying concerns."

~ Kevin Cashman

CHAPTER CONTENT REMOVED FOR PROMO

"The most important thing in communication is to hear what isn't being said." ~ Peter Drucker

13

LEADING BY EXAMPLE

YOU'RE ALWAYS TEACHING WHAT
YOU'RE MODELING, REGARDLESS
OF WHAT YOU'RE TEACHING

*"Example isn't another way to teach,
it's the only way to teach." ~ Albert Einstein*

CHAPTER CONTENT REMOVED FOR PROMO

"We don't tend to drift into better behavior." ~ Bill Hybels

14

UNLEASHING YOUR TEAM

THE FRONT LINE DETERMINES THE BOTTOM LINE

"To truly get smart, you'll have to strain yourself on many levels. You'll read more than you ever thought you would. You'll have to think purposefully about what you've read and digest it into nuggets of insight. You'll need to put yourself out there, discussing these nuggets with colleagues and be willing to debate the issues. Often, you'll have to employ creative powers, associating unrelated facts or examples to give new insights." ~ Tim Sanders

CHAPTER CONTENT REMOVED FOR PROMO

"Praise isn't merely a reaction to a great performance; it is a cause of it. Less than a third of people report that they frequently receive praise or recognition for good work. This suggests that they did something at a level of excellence and no one praised them for it, or that they haven't performed at a level of excellence recently. Of course, neither is a good thing." ~ Marcus Buckingham

15

TWO POWERFUL THINGS

THE MIRROR AND THE WINDOW

"You can't change what you can't change. But, you've got to change what you can." ~ Nick Vujicic

CHAPTER CONTENT REMOVED FOR PROMO

*"A good leader takes a little more than his share of the blame, a little less than his share of the credit."
~ Arnold Glasow*

16

MAKE IT HAPPEN!

**LEADERS GET RESULTS,
MANAGERS PLAN TO GET RESULTS**

"The command-and-control approach is far from the most efficient way to tap people's intelligence and skills. To the contrary, I found that the more control I gave up, the more command I got." ~ Capt. D. Michael Abrashoff

CHAPTER CONTENT REMOVED FOR PROMO

*"The secret to getting ahead is getting started."
~ Mark Twain*

17

CLEARING THE PATH

LEADERS REMOVE THE OBSTACLES

"Leaders who navigate do even more than control the direction in which they and their people travel. They see the whole trip in their minds before they leave the dock. They have a vision for their destination, they understand what it will take to get there, they know who they'll need on the team to be successful, and they recognize the obstacles long before they appear on the horizon." ~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

"When you are an individual contributor, you try to have all the answers. When you are a leader, your job is to have all the questions." ~ Jack Welch

18

LEADING WITH QUESTIONS

THE BEST LEADERS ASK THE MOST QUESTIONS

"As we look ahead into the next century, leaders will be those who empower others." ~ Bill Gates

CHAPTER CONTENT REMOVED FOR PROMO

*"Some people assume we stumble onto our success, but the path of discovery is paved with interesting questions."
~ Bryan Cioffi*

19

HOW HIGH WILL YOU CLIMB?

DEVELOP YOURSELF WITH THE INTENTION OF DEVELOPING OTHERS

*"Your capacity to grow determines your capacity to lead."
~ Mark Miller*

CHAPTER CONTENT REMOVED FOR PROMO

*"If you work hard on your job you can make a living, but if
you work hard on yourself you can make a fortune."
~ Jim Rohn*

20

MOTIVATION IS NEVER ENOUGH

**MOTIVATION COMES FROM THE OUTSIDE,
BUT INSPIRATION COMES FROM THE INSIDE**

*"Every once in a while I will hear someone in leadership complain about the performance or competency of the people around him... We must never forget that the people who follow us are exactly where we have led them."
~ Andy Stanley*

CHAPTER CONTENT REMOVED FOR PROMO

*"You'll never get dumber by making someone else smarter."
~ Stanley Marcus Jr.*

21

ABUNDANCE ALLOWS YOU TO ACCELERATE

BE A RIVER, NOT A RESERVOIR

*"A candle loses nothing when it lights another candle."
~ Thomas Jefferson*

CHAPTER CONTENT REMOVED FOR PROMO

*"Leadership is an ability and responsibility for all.
Our definition of leadership is the ability to make those
around you better and more productive." ~ Jack Clark*

22

SUPERCARGE YOUR TEAM

FOCUS ON CHARACTER FIRST AND COMPETENCY SECOND

*"Do not tolerate brilliant jerks.
The cost to teamwork is too high." ~ Reed Hastings*

CHAPTER CONTENT REMOVED FOR PROMO

*"The ability to mobilize the skills and competencies of the
people around us has a bigger impact on our
performance than does the amount of
experience we have." ~ Liz Wiseman*

23

EVERYBODY MATTERS

THERE IS POTENTIAL IN EVERYONE

*"Treat a man as he appears to be and you make him worse.
But treat a man as if he already were what he potentially
could be, and you make him what he should be."*

~ Johann Wolfgang von Goethe

CHAPTER CONTENT REMOVED FOR PROMO

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

24

BELIEVE IN YOUR TEAM

THEY NEED TO FEEL IT, NOT HEAR IT

*"The very best leaders make us feel as if we are in control."
~ Jimmy Collins*

CHAPTER CONTENT REMOVED FOR PROMO

"It is a big step in your development when you come to realize that other people can help you do a better job than you could do alone." ~ Andrew Carnegie

25

FOCUS ON YOUR LEADERS

**WHEN YOU LEAD LEADERS, YOU
ALSO LEAD THEIR FOLLOWERS**

*"There is something more scarce than ability.
It is the ability to recognize ability." ~ Robert Half*

CHAPTER CONTENT REMOVED FOR PROMO

"Everyone wants to contribute. Trust them. Leaders are everywhere. Find them. Some people are on a mission. Celebrate them. Others wish things were different. Listen to them. Everyone matters. Show them." ~ Bob Chapman

26

THE WEAK LINKS

DON'T FIRE THEM, FIRE THEM UP

"As a leader, and ultimately a mentor, you have the responsibility and privilege to grow those around you and help them become their absolute best." ~ Mike Davis

CHAPTER CONTENT REMOVED FOR PROMO

"When you decide to pursue greatness, you are taking responsibility for your life. This means that you are choosing to accept the consequences of your actions, and to become the agent of your mental, physical, spiritual, and material success. You may not always be able to control what life puts in your path, but I believe you can always control who you are." ~ Les Brown

27

A BIGGER SACRIFICE

**WILL YOU CHOOSE TO LEAD
AT A HIGHER LEVEL?**

*"Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired, and success achieved."
~ Helen Keller*

CHAPTER CONTENT REMOVED FOR PROMO

"A great leader must make the choice to put other people's needs in front of his or her own." ~ Ria Story

28

CHANGE AND TRANSFORMATION

IT'S EASIER TO CHANGE,
BUT IT'S BETTER TO TRANSFORM

"Self-mastery is the hardest job you will ever tackle. If you do not conquer self, you will be conquered by self. You may see at the same time both your best friend and your worst enemy, by simply stepping in front of the mirror."

~ Napoleon Hill

CHAPTER CONTENT REMOVED FOR PROMO

"When we are faced with change, we either step forward into growth, or we step backward into safety."

~ Abraham Maslow

29

TOP PERFORMERS

THE CHALLENGE OF RETAINING YOUR GAME CHANGERS

"Those who build great companies understand that the ultimate throttle on growth for any great company is not markets, or technology, or competition, or products. It is the one thing above all others – the ability to get and keep enough of the right people." ~ Jim Collins

CHAPTER CONTENT REMOVED FOR PROMO

*"It is the future that pulls rather than the past that pushes."
~ Peter Koestenbaum*

30

THE ULTIMATE QUESTION

WILL YOU BE AN INFORMER
OR A TRANSFORMER?

*"I am not what happened to me,
I am what I choose to become." ~ Carl Jung*

CHAPTER CONTENT REMOVED FOR PROMO

*"Death is not the greatest loss in life. The greatest loss is
what dies inside us while we live." ~ Norman Cousins*

[Click here](#) to order *Blue-Collar Leadership® & Supervision* now.

Mack has also written [Blue-Collar Leadership® & Culture: The 5 Component for Building High Performance Teams](#), [Blue-Collar Leadership®: Leading from the Front Lines](#), [Blue-Collar Leadership® & Teamwork: 30 Traits of High Impact Players](#), and [Blue-Collar Kaizen: Leading Lean and Lean Teams](#). As of 2025, [Mack](#) and his wife, [Ria](#), have published [35 books on leadership development and personal growth](#).

[Watch an interview](#) with a frontline, blue-collar guy that has been using our books to facilitate high impact books studies with his team for years.

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 30+ books on personal growth and leadership development. In 2018, they were invited to speak at Yale University's School of Management. They also had over 80,000 international followers at the end of 2019 on LinkedIn where they provide 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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Excerpt from

Defining Influence:
Increasing Your Influence Increases Your Options

In *Defining Influence*, I outline the foundational leadership principles and lessons we must learn in order to develop our character in a way that allows us to increase our influence with others. I also share many of my personal stories revealing how I got it wrong many times in the past and how I grew from front-line factory worker to become a Motivational Leadership Speaker.

INTRODUCTION

**When You Increase Your Influence,
You Increase Your Options.**

*“Leadership is influence. Nothing more. Nothing less.
Everything rises and falls on leadership.” ~ John C. Maxwell*

Everyone is born a leader. However, everyone is not born a high impact leader.

I haven't always believed everyone is a leader. You may or may not at this point. That's okay. There is a lot to learn about leadership.

At this very moment, you may already be thinking to yourself, *“I'm not a leader.”* My goal is to help you understand why everyone is a leader and to help you develop a deeper understanding of the principles of leadership and influence.

Developing a deep understanding of leadership has changed my life for the better. It has also changed the lives of my family members, friends, associates, and clients. My intention is to help you improve not only your

life, but also the lives of those around you.

Until I became a student of leadership in 2008 which eventually led me to become a John Maxwell Certified Leadership Coach, Trainer, and Speaker in 2012, I did not understand leadership or realize everyone can benefit from learning the related principles.

In the past, I thought leadership was a term associated with being the boss and having formal authority over others. Those people are definitely leaders. But, I had been missing something. All of the other seven billion people on the planet are leaders too.

I say everyone is born a leader because I agree with John Maxwell, *"Leadership is Influence. Nothing more. Nothing less."* Everyone has influence. It's a fact. Therefore, everyone is a leader.

No matter your age, gender, religion, race, nationality, location, or position, everyone has influence. Whether you want to be a leader or not, you are. After reading this book, I hope you do not question whether or not you are a leader. However, I do hope you question what type of leader you are and what you need to do to increase your influence.

Everyone does not have authority, but everyone does have influence. There are plenty of examples in the world of people without authority leading people through influence alone. Actually, every one of us is an example. We have already done it. We know it is true. This principle is self-evident which means it contains its own evidence and does not need to be demonstrated or explained; it is obvious to everyone: we all have influence with others.

As I mentioned, the question to ask yourself is not, *"Am I a leader?"* The question to ask yourself is, *"What type of leader am I?"* The answer: whatever kind you choose to

be. Choosing not to be a leader is not an option. As long as you live, you will have influence. You are a leader.

You started influencing your parents before you were actually born. You may have influence after your death. How? Thomas Edison still influences the world every time a light is turned on, you may do things in your life to influence others long after you're gone. Or, you may pass away with few people noticing. It depends on the choices you make.

Even when you're alone, you have influence.

The most important person you will ever influence is yourself. The degree to which you influence yourself determines the level of influence you ultimately have with others. Typically, when we are talking about leading ourselves, the word most commonly used to describe self-leadership is discipline which can be defined as giving yourself a command and following through with it. We must practice discipline daily to increase our influence with others.

"We must all suffer one of two things: the pain of discipline or the pain of regret or disappointment." ~ Jim Rohn

As I define leadership as influence, keep in mind the words leadership and influence can be interchanged anytime and anywhere. They are one and the same. Throughout this book, I'll help you remember by placing one of the words in parentheses next to the other occasionally as a reminder. They are synonyms. When you read one, think of the other.

Everything rises and falls on influence (leadership). When you share what you're learning, clearly define leadership as influence for others. They need to understand the context of what you are teaching and

understand they *are* leaders (people with influence) too. If you truly want to learn and apply leadership principles, you must start teaching this material to others within 24-48 hours of learning it yourself.

You will learn the foundational principles of leadership (influence) which will help you understand the importance of the following five questions. You will be able to take effective action by growing yourself and possibly others to a higher level of leadership (influence). Everything you ever achieve, internally and externally, will be a direct result of your influence.

1. **Why do we influence?** – Our character determines *why* we influence. Who we are on the inside is what matters. Do we manipulate or motivate? It's all about our intent.
2. **How do we influence?** – Our character, combined with our competency, determines *how* we influence. Who we are and what we know combine to create our unique style of influence which determines our methods of influence.
3. **Where do we influence?** – Our passion and purpose determine *where* we have the greatest influence. What motivates and inspires us gives us the energy and authenticity to motivate and inspire others.
4. **Who do we influence?** – We influence those *who* buy-in to us. Only those valuing and seeking what we value and seek will volunteer to follow us. They give us or deny us permission to influence them based on how well we have developed our character and competency.

- 5. *When do we influence?*** – We influence others *when* they want our influence. We choose when others influence us. Everyone else has the same choice. They decide when to accept or reject our influence.

The first three questions are about the choices we make as we lead (influence) ourselves and others. The last two questions deal more with the choices others will make as they decide first, *if* they will follow us, and second, *when* they will follow us. They will base their choices on *who we are* and *what we know*.

Asking these questions is important. Knowing the answers is more important. But, taking action based on the answers is most important. Cumulatively, the answers to these questions determine our leadership style and our level of influence (leadership).

On a scale of 1-10, your influence can be very low level (1) to very high level (10). But make no mistake, you *are* a leader. You *are* always on the scale. There is a positive and negative scale too. The higher on the scale you are the more effective you are. You will be at different levels with different people at different times depending on many different variables.

Someone thinking they are not a leader or someone that doesn't want to be a leader is still a leader. They will simply remain a low impact leader with low level influence getting low level results. They will likely spend much time frustrated with many areas of their life. Although they could influence a change, they choose instead to be primarily influenced by others.

What separates high impact leaders from low impact leaders? There are many things, but two primary differences are:

- 1) High impact leaders accept more responsibility in all areas of their lives while low impact leaders tend to blame others and transfer responsibility more often.
- 2) High impact leaders have more positive influence while low impact leaders tend to have more negative influence.

My passion has led me to grow into my purpose which is to help others increase their influence personally and professionally while setting and reaching their goals. I am very passionate and have great conviction. I have realized many benefits by getting better results in all areas of my life. I have improved relationships with my family members, my friends, my associates, my peers, and my clients. I have witnessed people within these same groups embrace leadership principles and reap the same benefits.

The degree to which I *live* what I teach determines my effectiveness. My goal is to learn it, live it, and *then* teach it. I had major internal struggles as I grew my way to where I am. I'm a long way from perfect, so I seek daily improvement. Too often, I see people teaching leadership but not living what they're teaching. If I teach it, I live it.

My goal is to be a better leader tomorrow than I am today. I simply must get out of my own way and lead. I must lead me effectively before I can lead others effectively, not only with acquired knowledge, but also with experience from applying and living the principles.

I'll be transparent with personal stories to help you see how I have applied leadership principles by sharing: How I've struggled. How I've learned. How I've sacrificed. And, how I've succeeded.

Go beyond highlighting or underlining key points. Take the time to write down your thoughts related to the

principle. Write down what you want to change. Write down how you can apply the principle in your life. You may want to consider getting a journal to fully capture your thoughts as you progress through the chapters. What you are thinking as you read is often much more important than what you're reading.

Most importantly, do not focus your thoughts on others. Yes, they need it too. We all need it. I need it. You need it. However, if you focus outside of yourself, you are missing the very point. Your influence comes from within. Your influence rises and falls based on your choices. You have untapped and unlimited potential waiting to be released. Only you can release it.

You, like everyone else, were born a leader. Now, let's take a leadership journey together.

(If you enjoyed this Introduction to *Defining Influence*, it is available in paperback, audio, and as an eBook on Amazon.com)

Excerpt from

10 Values of High Impact Leaders

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.

Note: Illustration and 10 Values are listed on the following pages.



Why we do what we do is about our *purpose*.

How we do what we do is about our *performance*.

What we do will determine our *potential*.

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

10 Values of High Impact Leaders

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

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

3

THE VALUE OF RESPONSIBILITY

***When we take responsibility,
we take control.***

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

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

5

THE VALUE OF RESPECT

To be respected, we must be respectful.

“Go See, ask why, and show respect”

~ Jim Womack

6

THE VALUE OF EMPOWERMENT

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

“Leadership is not reserved for leaders.”

~ Marcus Buckingham

7

THE VALUE OF DELEGATION

***We 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

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*

9

THE VALUE OF RESULTS

Leaders like to make things happen.

“Most people fail in the getting started.”

~ Maureen Falcone

10

THE VALUE OF SIGNIFICANCE

Are you going to settle for success?

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

~ Mack Story

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.

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 4 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 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

Excerpt (Ch. 5 of 30) from
Blue-Collar Leadership®:
Leading from the Front Lines

THERE IS AN “I” IN TEAM

EVERY TEAM IS MADE OF “I”NDIVIDUALS

“I’m just a plowhand from Arkansas, but I have learned how to hold a team together – how to lift some men up, how to calm others down, until finally they’ve got one heartbeat together as a team. There’s always just three things I say: ‘If anything goes bad, I did it. If anything goes semi-good, then we did it. If anything goes real good, they did it.’ That’s all it takes to get people to win.” ~ Paul “Bear” Bryant

Paul “Bear” Bryant was one of the greatest college football coaches to ever lead a team of young men down the field. He was also a “*plowhand*” from Arkansas. A blue-collar worker. The blue-collar world has produced some of the greatest leaders of all time, so you should be proud and hold your head high. *Without them, the world as we know it would not exist.*

There’s nothing holding you back but you. As my blue-collar friend, Donovan Weldon, stated so well, *“The only person between you and success is you. MOVE! The only person between you and failure is you. STAND FIRM!”* Those are strong words of wisdom. Donovan started on the bottom just like you and me. But today, he’s the CEO of Donovan Industrial Service in Orange, TX near Beaumont.

Donovan’s success didn’t happen by accident. He made it happen. You can make things happen too! He’s a blue-collar leader that believes in and develops his team on a regular basis. I know because my wife, Ria, and I had the privilege of being brought in to speak to his team about leadership in 2014. They are making it happen on purpose for a purpose!

It’s time for you to stop playing small and start playing tall.

A college degree is not required for you to play at a higher level. Not having one is simply an excuse some people use to continue playing small. If you want a college degree, use what you will learn on these pages to find a way to get one. If you don't want a college degree, use what you learn on these pages to make it happen without one.

You are the key to your success. You must believe in yourself. You must grow and develop yourself, which is what you're doing as you read this book. Do not stop growing! And when the time is right, you must bet on yourself.

Understanding your role as a team member is another must. Those on the front lines often underestimate themselves because they can't see the big picture. They can't see the value they have to offer. Far too often, their boss isn't a high impact leader and needs a lot of growth and development too. Bosses are often given the title without any formal development.

When I write about the front lines on these pages, I'm not only talking about the people in entry level positions. They are obviously on the front lines, but they also have leaders that are on the front lines with them and various team members supporting them too. They can all learn from these pages.

This book was written specifically for anyone at any level that visits, interacts with, or works on the front lines.

The principles I share with you must be applied if you want to make a high impact and be recognized for leading from the front lines. Regardless of your position, the more you apply these principles, the more options you will have, and the more positions you will be offered as you climb even higher.

Teams are made up of "I"ndividuals, so there are many I's on every team, regardless of how many times you hear, *"There is no I in TEAM."* As a matter of fact, *you are one of them.* Every person on a team is an "I" and has the potential to lead (influence) the team, positively or negatively.

"Leadership is influence. Nothing more. Nothing less."

~ John C. Maxwell

You must understand there are many official and unofficial teams in the organization where you work. They are very dynamic and constantly changing.

When most of us think of which team we are on, we immediately think of our peers, the ones on the same crew, in the same department, or working on the same job. This is our core team, but it only represents the smallest team we're on. We also support other teams too, as others support our team.

When we choose to contribute beyond our immediate team, we are choosing to be part of a bigger team. Often, this only requires a choice to do so. Your choice to get involved in other areas sends a clear message to the high impact leaders.

When you play tall, you choose to contribute because you know it will increase your influence and your impact on the front lines. If you want to play tall, you should want to be noticed, to be selected, to volunteer, to share information, to accept more responsibility, and ultimately, to make a contribution at a higher level.

As a direct result of your choice to step up, your influence increases. You're demonstrating you can lead from the front lines and will be seen and respected by all high impact leaders as a high impact leader. Your actions will not go unnoticed.

When you play small, you choose not to contribute because you don't want to do more. If your goal is to coast until pay day, it won't be a secret you can keep. When you make every effort not to be noticed, not to be selected, not to volunteer, not to share information, not to accept responsibility, and ultimately to not contribute, *you will absolutely be noticed.*

As a direct result of your choice not to step up, your influence decreases. Your influence on the front lines and with your leaders will be diminished. You are more likely to become reactive and frustrated blaming others for what you have chosen. Blaming others will further reduce your influence.

You first make your choices, then your choices make you.

"The most valuable player is the one that makes the most players valuable." ~ Peyton Manning

Excerpt (Ch. 26 of 30) from
Blue-Collar Kaizen:
Leading Lean & Lean Teams

LEVERAGE THE TEAM

FOCUS ON STRENGTHS;
DEVELOP WEAKNESSES

“Instead of focusing on weaknesses, give your attention to people’s strengths. Focus on sharpening skills that already exist. Compliment positive qualities. Bring out the gifts inherent in them. Weaknesses can wait unless they are character flaws. Only after you have developed a strong rapport with the person and they have begun to grow and gain confidence should you address areas of weakness...and then those should be handled gently and one at a time.”
~ John C. Maxwell

High impact Lean leaders have a gift for turning a group of people into a team in a short period of time.

At the start of a kaizen event, calling the group of people a team is a poor use of the word team. They are simply a group of people assembled in a room about to be given a task to accomplish together. Most often, some want to be there, and some don't want to be there. Odds are, this specific group of people has never worked together on a project before.

Knowing about continuous improvement is a must if you're going to lead a kaizen event. However, knowing about continuous improvement (your competency) will not be the key to turning a group of people into a team of people. Turning a group of people into a team of people

is about having respect for the people. Your ability to quickly build a strong, functional team will be determined primarily by your character and secondarily by your competency. Your character is key in this area.

I've seen some very talented Lean leaders and others who have an extensive in-depth knowledge of Lean attempt to lead kaizen events. Most often, they struggle from the moment the event kicks off until the end. They know a lot about Lean but very little about leading people effectively. Why? Because their focus has been on learning Lean, not on learning leadership.

When it comes to growing, developing, and creating a new team, high impact Lean leaders know to focus on the team member's strengths in their area of competency and to develop their weaknesses in the area of character.

Each team member's competency strengths (what they know and can do), if leveraged, will launch the team forward. Each team member's character weaknesses (who they are) will hold the team back. This includes you.

High impact Lean leaders know there are always character issues. We all have them. A few of us are constantly working to improving ourselves, but many of us aren't. Focusing on character weaknesses is why high impact Lean leaders blend leadership development and personal growth components into all of their continuous improvement initiatives.

This is why I utilize the 20/80 rule I taught you in chapter 19. I didn't start using it by accident. I started using it by design. Until then, I only focused on leveraging the team's strengths. But, I hadn't been focused on developing their weaknesses. I'm sure you already know the root cause of most major problems that arise during kaizen events, whether with team members or people not on the team, is rooted in character issues.

The majority of Lean leaders focus only on the continuous improvement (competency) component of Lean. As a result, they provide no leadership in the area that will hold them and the team back the most, character development.

The reason Lean leaders do not address character development during kaizen events is because many of them are not addressing it in their own lives. In other words, because they are not leading themselves well, they cannot lead others well. Character development is always the missing link personally and professionally.

In the area of competency, ask questions and generate discussions to find out what people like or don't like to do. Don't assume they like to do what they are paid to do. I always have everyone introduce and speak about themselves before I talk about anything. I ask what their job is, how long they have been with the organization, what their previous job was, what their hobbies are, what they do for fun, how much Lean and event experience they have, and I ask them to tell me about their family.

The answers to these questions and the associated discussions allow me to connect and learn about their strengths. Then, I'm positioned to leverage the team.

“Humility means knowing and using your strength for the benefit of others, on behalf of a higher purpose. The humble leader is not weak, but strong...is not pre-occupied with self, but with how best to use his or her strengths for the good of others. A humble leader does not think less of himself, but chooses to consider the needs of others in fulfilling a worthy cause. We love to be in the presence of a humble leader because they bring out the very best in us. Their focus is on our purpose, our contribution, and our ability to accomplish all we set out to accomplish.” ~ Alan Ross

Excerpt (Toolbox Tip #15) from
Blue-Collar Leadership® Toolbox Tips:
60 Micro-Lessons to Maximize Your INFLUENCE



Toolbox Tip #15

Character counts. Who we are on the inside determines what others see, feel, and experience on the outside.

Why It Matters: When it comes to character, it's not about what we know. It's about who we are. People are most often hired for what they know, but they are most often fired for who they are. Our character will either launch us or limit us. Character is personal, but it's not private.

What We Do: We intentionally make choices that reveal a high degree of character. We make and keep commitments. We do what we said we would do, when we said we would do it, how we said we would do it, because we said we would do it. We ensure our motive, agenda, and behavior are aligned with positive, character-based principles. We say and do things that build trust.

What We Don't Do: We don't lie. We don't make and break commitments. We don't talk about others behind their backs. We don't fail to stand for what's right. We don't hang around negative people. We

don't do or say things that create distrust.

Bad Example(s): Blaming others for our behavior when things don't go our way. Speaking to others in anger. Pretending to know when we don't know.

Think About This

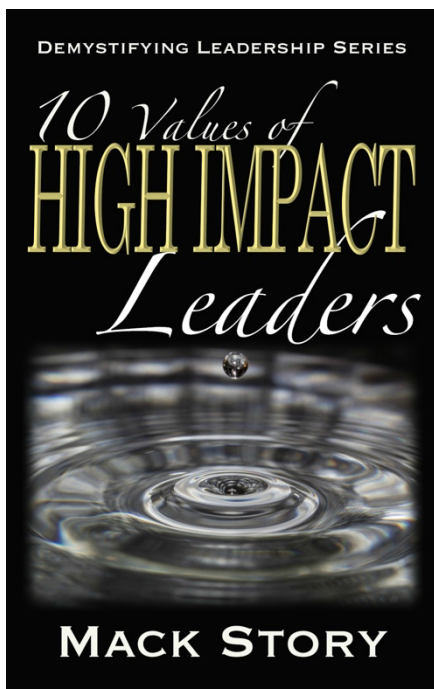
“Our reputations do not come from how we talk about ourselves. Our reputations come from how others talk about us.” ~ Simon Sinek

Allowing our pride and ego to prevent us from doing the right thing.

Ask Yourself: Do I ever blame others for my behavior? Do others control me, or do I control me? Who is responsible for my behavior? What does my behavior communicate to others?

What Do You Think?

Order books online at Amazon or
TopStoryLeadership.com



High impact leaders align their habits with key values in order to maximize their influence. High impact leaders intentionally grow and develop themselves in an effort to more effectively grow and develop others.

These *10 Values* are commonly understood. However, they are not always commonly practiced. These *10 Values* will help you build trust and accelerate relationship building. Those mastering these *10 Values* will be able to lead with speed as they develop 360° of influence from wherever they are.

**Order books online at Amazon or
TopStoryLeadership.com**

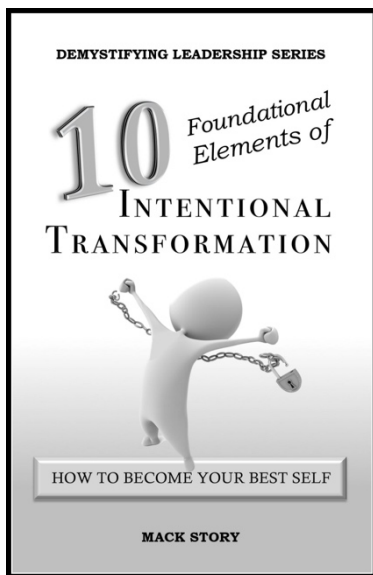


Are you looking for transformation in your life? Do you want better results? Do you want stronger relationships?

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.

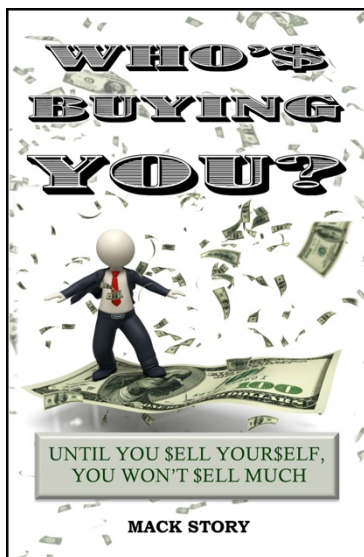
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10 Foundational Elements of Intentional Transformation serves as a source of motivation and inspiration to help you climb your way to the next level and beyond as you learn to intentionally create a better future for yourself. The pages will ENCOURAGE, 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.

Order books online at Amazon or
BlueCollarLeadership.com



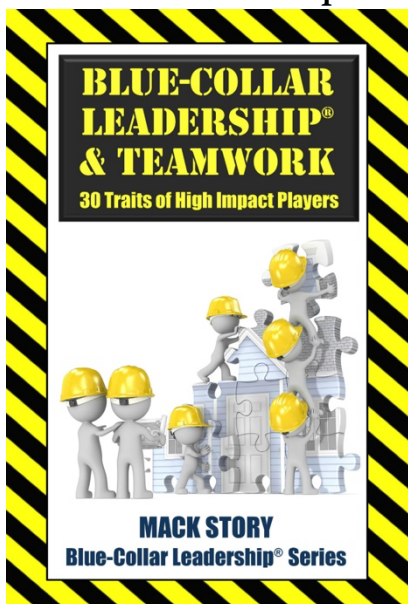
It's easier to compete when you're attracting great people instead of searching for good people.

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.

**Order books online at Amazon or
BlueCollarLeadership.com**



(Also available in Spanish)

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

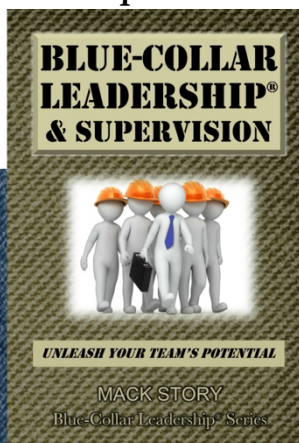
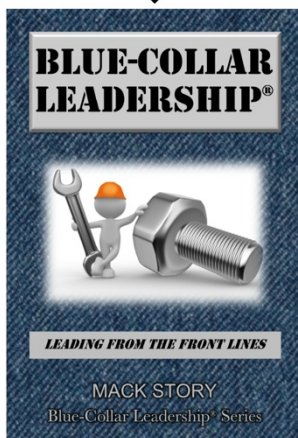
In today's high stakes game of business, the players on the team are the competitive advantage for any organization. But, only if they are on the field instead of on the bench.

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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**AVAILABLE
IN SPANISH**



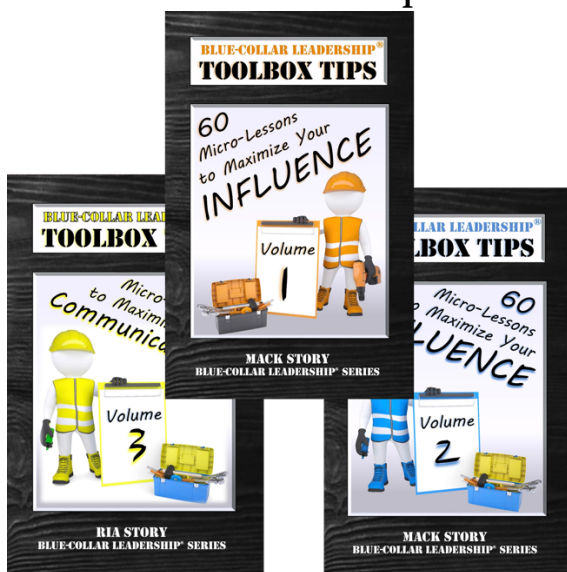
"I wish someone would have given me these books 30 years ago when I started my career on the front lines. They would have launched my career then. They can launch your career now." ~ Mack Story

Blue-Collar Leadership® and Blue-Collar Leadership® & Supervision were written specifically for those working on the front lines and those who are leading them. With 30 short, easy to read 3 page chapters, these books contain powerful, yet simple to understand leadership principles and lessons.

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

**Download the first 5 chapters of these books FREE at:
BlueCollarLeadership.com/download**

Order books online at Amazon or
BlueCollarLeadership.com



QUICKLY DEVELOP LEADERS AT EVERY LEVEL

Leaders are BUSY. That's why Mack and Ria Story created *Toolbox Tips*, a collection of powerful leadership principles delivered in a short and easy to understand format for quick and consistent workforce development.

Kick-off weekly meetings by reviewing a *Toolbox Tip* on **responsibility**, start your team safety meetings with a *Toolbox Tip* on **trust**, or begin your management team meeting with a *Toolbox Tip* on **character**.

Leverage the power of micro-learning with powerful, common-sense leadership principles. Quickly and consistently review, discuss, and apply *Toolbox Tips* to create a leadership culture filled with high impact individuals, high impact team players, and high impact leaders worth following.

**Order books online at Amazon or
BlueCollarLeadership.com**

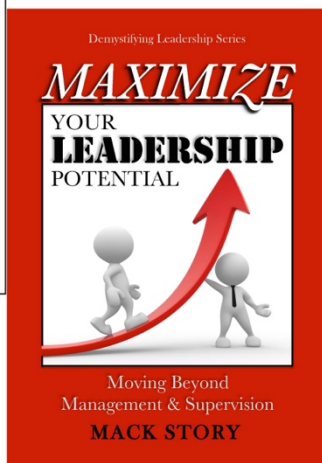
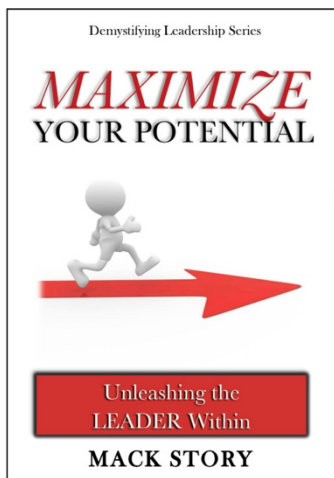


The biggest challenge in process improvement and cultural transformation isn't identifying the problems. It's execution: implementing and sustaining the solutions.

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.

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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)

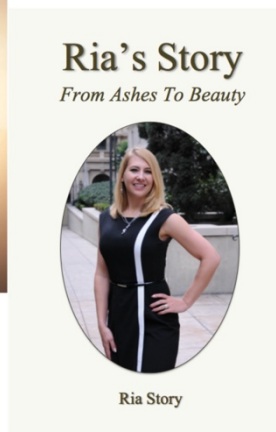
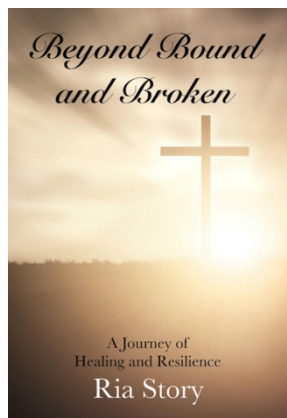
For the first time, Ria publicly reveals details of the extreme sexual abuse she endured growing up. 13 years after leaving home at 19, she decided to speak out about her story and encourage others to find hope and healing.

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 learn more about Ria or to book her to speak at your event, please visit: RiaStory.com/TEDx

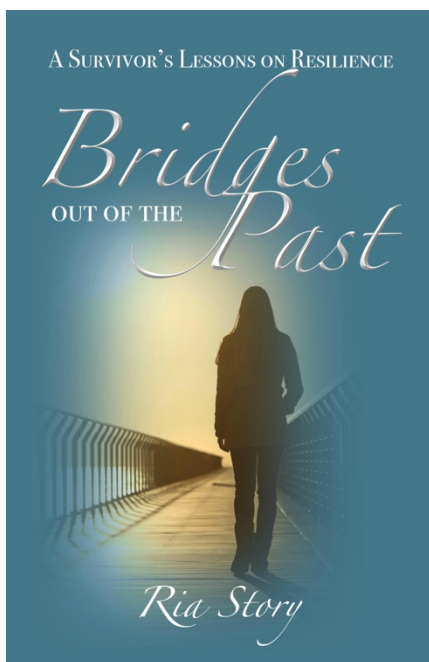
**Order books online at Amazon or
RiaStory.com**



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.

**Order books online at Amazon or
RiaStory.com**



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)

**Order books online at Amazon or
RiaStory.com**



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.

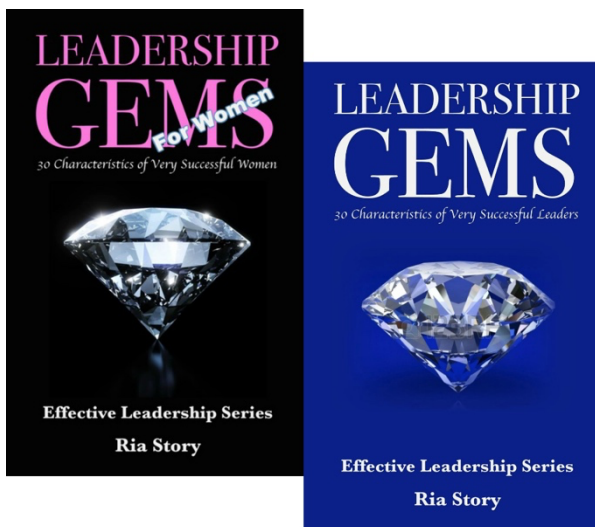
Gain unique insight in, *“Fearfully and Wonderfully Me: Become the Woman You are Destined to Be”* and the accompanying workbook to help you: believe in yourself and your potential; embrace your self-worth; overcome self-limiting beliefs; increase your influence personally & professionally; and achieve 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.

**Order books online at Amazon or
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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.

**Order books online at Amazon or
RiaStory.com**

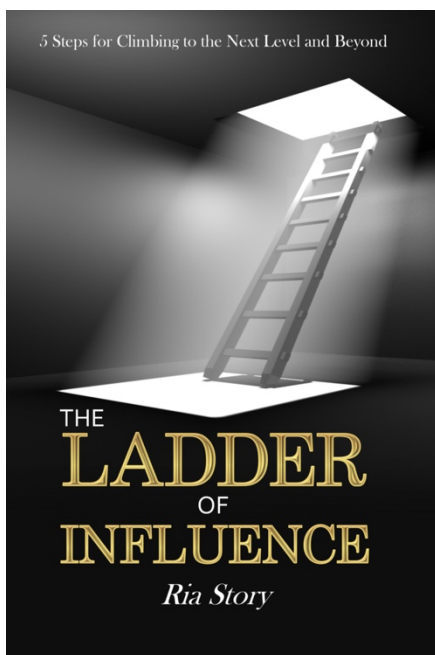


Note: Leadership Gems is the generic, non-gender specific, version of Leadership Gems for Women. The content is very similar.

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.

**Order books online at Amazon or
RiaStory.com**

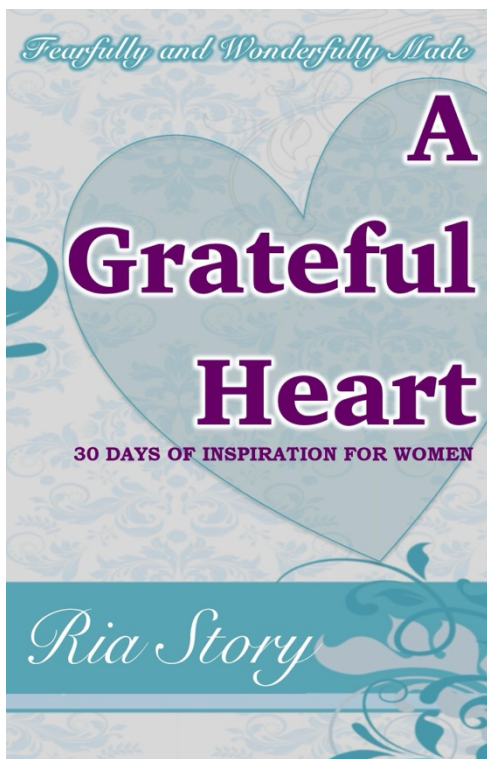


The Ladder of Influence® provides a powerful, yet simple, framework to help you realize the practical steps you can take to increase your influence with the people around you: family, friends, co-workers, your boss, etc.

We all have some influence, yet we all want more influence. Simple. But why, how, where, who, and when we influence others as well as how we in turn are influenced by others is incredibly complex because people are incredibly complex.

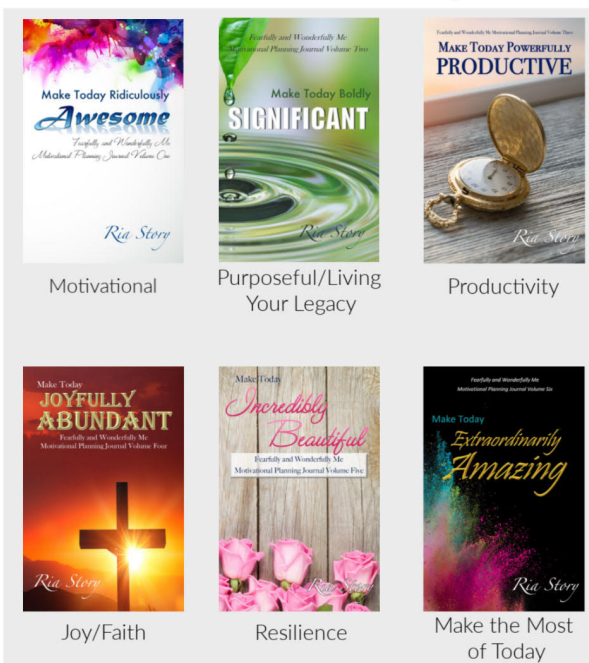
When we have more influence, we have more options, opportunities, and more choices. Life will always be better with more options, more opportunities, and more choices.

**Order books online at Amazon or
RiaStory.com**



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.

Motivational Planning Journals
Choose a theme for the season of your life!
Now available at [Amazon.com](https://www.amazon.com) or [RiaStory.com](https://www.RiaStory.com)



Start each day with a purposeful mindset, and you will achieve your priorities based on your values.

Just a few minutes of intentional thought every morning will allow you to focus your energy, increase your influence, and make your day all that it can be!

Each journal in the series has different motivational quotes and a motivational theme. Choose one or get all six for an entire year's worth of **Motivational Planning!**

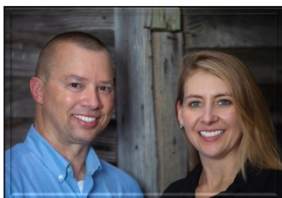
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~ Sam McLamb, VP & COO, CMP

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Mack Story, founder of Blue-Collar Leadership®, logged 11,000+ hours leading cross-functional teams and has 30+ years of experience in the blue-collar manufacturing industry. He is a certified leadership speaker, trainer, and author of 14 leadership books, including 10 Values of High Impact Leaders and Defining Influence, as well as the Blue-Collar Leadership® Series books.

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ENGAGE Your
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To **IMPROVE** the
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