

BLUE-COLLAR LEADERSHIP® & TEAMWORK

30 Traits of High Impact Players



MACK STORY
Blue-Collar Leadership® Series

Blue-Collar Leadership® & Teamwork: 30 Traits of High Impact Players

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Mack Story

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DEDICATION

To the high impact player who made the most positive impact on my life and taught me the most about teamwork, my amazing wife Ria Story. You have always been and will always be the wind beneath my wings. You helped turn my Blue-Collar Leadership® idea into an amazing Blue-Collar Leadership® brand.

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I would like to thank the high impact players I've been privileged to serve alongside. Many of the lessons I'm about to share were learned from you. Although you may not have literally taught the lessons, I still caught the lessons.

TRAIT 1

BE GROWTH-ORIENTED

WHEN YOU GROW YOURSELF,
YOU GROW YOUR INFLUENCE

*“Intellectual growth should commence at birth
and cease only at death.” ~ Albert Einstein*

Why should you focus on growth? Because growth creates freedom and options, and your life will always be better with more freedom and more options. When the team creates more options for the organization, everyone will benefit. When the leaders create more options for the team, the team will benefit.

When you, your team, or your organization are out of options, life isn't getting better. It's getting worse.

When you grow, the team automatically grows. You can't grow yourself without growing your team because you are a part of the team. If you want the team to be better, the quickest way you can make that happen is to take the lead and get better yourself.

Too many people are goal-oriented. The problem with being goal-oriented is that when you reach your goal you're done. Mission accomplished. You no longer have a need to grow. Unfortunately, when this happens, most begin coasting and stop growing. The key is to be growth-oriented first and goal-oriented second. In this manner, you're always setting new goals to facilitate your overall mission: continued growth.

The foundation of growth is discipline. The foundation of discipline is sacrifice. Sacrifice creates the opportunity for growth, but it does not create the growth. When you sacrifice, you're giving up something such as time or money normally spent on other things and valued activities. Giving these things up doesn't cause you to grow. The sacrifice must be leveraged with discipline. You must have the discipline to use your recovered time and money to invest in your personal growth and development. This takes discipline. Only discipline will allow you to convert the sacrifice into growth.

SACRIFICE + DISCIPLINE = GROWTH

Charles Schulz remarked, "Life is like a ten-speed bike. Most of us have gears we never use." I agree. I meet a lot of people who aren't using all of their gears. Low impact players tend to settle on getting by instead of getting ahead. High impact players are always focused on climbing to the next level and beyond.

When it comes to growth, high impact players are focused not only on personal growth, but also on leadership development. They understand leadership in its simplest form is authentic influence which is based on a person's character, not their position, title, rank, or authority. High impact players see themselves and all of their teammates as leaders who should be developed.

All team members are required to develop their competency in order to do their job. But, seldom are team members required to develop their character. High impact players always do more than required. Reading leadership books, listening to leadership audios, and watching leadership videos are ways they grow themselves in an effort to position themselves to grow their team.

To help with my storytelling throughout this book, I want to introduce you to Blue-Collar Bob. He's not a real

person, but rather a character I've created. At times, you may see yourself in Bob. Other times, you may see those you know in Bob.

Like the rest of us, Bob gets it right sometimes. Other times, he gets it wrong. But either way, we can learn from Bob. If we will simply look for the lessons, we'll discover everyone is capable of teaching us something.

One morning, Bob noticed a quote posted on the bulletin board at work. He had never noticed quotes on the board before. "Wonder who put that there?" he thought as he began to read the words of Mark Twain, "I have never let my schooling interfere with my education."

Bob found Twain's words thought provoking. It took him a few minutes to figure out the meaning in Twain's message. Then, it finally hit him as he thought to himself, "Schooling and education are two completely different things. We get our formal schooling in traditional K-12 schools, technical colleges, and universities, but we get our 'education' throughout our lives."

Bob reflected on his life and realized he had been relying too much on his "schooling" and hadn't been focused enough on his "education." He thought to himself, "I haven't even read a book from cover to cover since I finished school and that was years ago." When Bob was no longer required to read books, he did what most people do. He stopped reading books.

Bob made his way to his work area and kept busy the rest of the day. However, Twain's words stayed with him. He was thinking about his "education" and wondered, "If I get serious about my 'education,' what will change? Can I improve? Should I improve? How can I improve?"

"You don't have to be sick to get better."

~ Michael Josephson

Trait 2

BE TRUSTWORTHY

YOUR CHARACTER WILL EITHER
LAUNCH YOU OR LIMIT YOU

“What you really are will speak so loudly that what you ‘claim’ you are will not be heard.”

~ Napoleon Hill

With trust, we have much influence; without trust, we have little influence. With trust, team morale is high; without trust, team morale is low. With trust, we work together; without trust, we work separately. With trust, the mission is likely to be accomplished; without trust, the mission is likely to be compromised.

When it comes to high performing blue-collar teams, there’s one thing I know for certain: Trust is the one thing that impacts everything.

You can’t make someone trust you. I can’t make someone trust me. It simply isn’t possible. What is possible? Consistently making choices that make us trustworthy people. Ultimately, you must choose to be trustworthy; I must choose to be trustworthy.

Trust is the foundation upon which high impact teams thrive. Each player, regardless of their position, title, or rank is responsible for intentionally helping the team build a strong foundation of trust. The principles you’ll discover on these pages, if applied, will help anyone at any level become a high impact team player.

My blue-collar career started on the front lines of a manufacturing plant in 1988 operating a large, hot, dirty, and extremely oily vertical broach. I learned to operate many types of machines over the next 10 years. Then, I began to be promoted into various support roles where I continued to work with those on the front lines.

For the first 10 years, I had basically been an individual contributor on a big team. To succeed, all I had to do was meet or exceed my production goals while working by myself on my machine. I wasn't part of an official team or committee. Building trust for me was about getting individual results. I simply had to perform and produce.

When I began to be promoted, everything changed.

In the support roles, I had to work with and through others. I also started to be assigned to various types of teams. No longer was my success based primarily on my knowledge, skills, and abilities. To be effective, I had to establish trust while working with others which meant I had to be seen as trustworthy. And, others had to establish trust with me. Trust is a two-way street.

At that point in my career, my success began to be based on my ability to build relationships. My success started with me, but it was no longer about me. As the years progressed, I began accepting opportunities to lead teams. Not only did I have to continue building trust, but I had to start helping others learn to build trust.

Between 2005 and 2012, I logged over 11,000 hours in blue-collar industries leading leaders and their cross-functional teams through process improvement, organizational change, and cultural transformation. As a result, I learned many lessons from many people. I've written this book to help you become more valuable and successful as you think deeply about the choices that will make you a trustworthy high impact team player.

In 2008, I started reading leadership development and personal growth books daily to accelerate my own journey to the next level and beyond. In 2014, I started writing my own books to help people like you make a bigger impact. In 2016, I started writing books specifically for those in the blue-collar workforce who have traditionally been overlooked, underappreciated, and underdeveloped. All 12 of my books are filled with principles that will help you “Be Trustworthy.”

I’ve discovered the majority of those in the blue-collar workforce are hungry for development. Most have never been exposed to this type of content. This book is another attempt to feed those who are hungry. Those who want to intentionally turn it up a notch by focusing on developing the traits that lead to high trust relationships.

Trust is based on two things: 1) a person’s character; who they are; and 2) a person’s competency; what they know. Numerous studies have revealed our character is responsible for 87-90% of our ability to build trust, and our competency is responsible for only 10-13%. All of my books focus on character development. When it comes to trust, character counts.

“Be Trustworthy” is the most important trait. However, this one trait is based upon many other traits. In each of the following chapters, I’ll share a trait that will help you “Be Trustworthy.” There are seemingly endless character traits that will make you a trustworthy person. While leading thousands of blue-collar team members, I’ve validated these 30 key traits many times. Learn and embrace them, and you will “Be Trustworthy.”

“I judge myself by my best intentions, but others judge me by my worst acts.” ~ Michael Josephson

TRAIT 3

BE HUMBLE

YOUR LEVEL OF HUMILITY
REVEALS YOUR LEVEL OF SECURITY

“Humility is the mother of all virtues because humility acknowledges that there are natural laws and principles that govern the universe.

They are in charge. We are not.

Pride teaches us that we are in charge.

Humility teaches us to understand and live by principles, because they ultimately govern the consequences of our actions. If humility is the mother, courage is the father of wisdom. Because to truly live by these principles when they are contrary to social mores, norms, and values takes enormous courage.”

~ Stephen R. Covey

My wife, Ria, had the privilege of speaking to a large group of prison wardens to kick off a nine month Transformational Leadership development program near San Francisco, California in January 2017. I was privileged and excited to also receive an invitation to attend the two day kick-off.

The focus of the entire program was to help the wardens learn how to grow and develop their support teams. Ultimately, the goal was for them to develop high impact players. The key to growing and developing high impact team players is to be a high impact team player

yourself which is exactly what the wardens would be focused on during the nine month program.

While we were there, we got to meet and invest some time with retired Prison Warden Burl Cain. Cain had been the warden at the Louisiana State Penitentiary at Angola from 1995-2016. Angola was home to over 5,000 inmates at times and was once referred to as the bloodiest prison in America. However, Cain led an unprecedented transformation at Angola. As Dennis Shere, author of *Cain's Redemption*, wrote, "Angola is now known as a place of hope."

What I remember most about Warden Cain is his humility. Yes, he was the Warden. But more importantly, he was a high impact player on a high impact team. I'll never forget his simple message to the other wardens gathered there that day.

Cain said, "Be humble, so you don't stumble." That was Cain's personal motto. I saw him model it effortlessly for two days straight. When we're not humble, there's no doubt we're more likely to stumble.

When Cain took over Angola, he had too much pride. His pride not only had a negative impact on him, but it also negatively impacted his team. As Ezra Taft Benson stated so well, "Pride is concerned with who is right. Humility is concerned with what is right."

Fortunately for Warden Cain and his team, he quickly turned the corner by learning to set his pride aside and focus on doing what was right, not on being right.

Players who want to be seen as right are focused on themselves and have a "me" focus. Those focused on doing what's right are focused on others and have a "we" focus.

A team suffers when their efforts must revolve around a low impact player's pride and ego. The prideful player

also suffers. However, they often suffer in the dark. They're unaware of how much their character flaws are holding them back.

The low impact player doesn't realize how their influence is diminished as a result. Because those who are prideful and driven by ego tend to always be that way, they don't know what they don't know. They see humility as a weakness, not as a strength.

Too much pride and ego are indicators of insecurity. The most insecure among us are also the least humble among us. Insecure people try to prove something on the outside to make up for what's missing on the inside.

High impact players are always humble. They don't want credit. But, they do want to give credit to others. They don't want the spotlight on themselves and prefer to shine the spotlight on others.

Ria and I had the privilege of investing a full day training and developing a Blue-Collar CEO and his entire staff and manufacturing team recently. The moment I met the CEO, I knew he was a humble, high impact player. He was wearing the same uniform the front line team members were wearing. He spoke highly of those on the front lines and avoided speaking about himself. He sat through every development session, even those that were repeated, and took more notes than anyone else.

Humility has nothing to do with position, title, and rank. Humility has everything to do with character.

"The best thing we can do is be who we are, whatever that is. We're all drawn to authenticity. We like people who are real. Sometimes real people are flawed, we're all flawed. I think we connect with people who are open, exposed, willing to admit things they're good at, things they're not good at, try to be humble, try to be collaborative." ~ Bob Myers

TRAIT 4

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

If we haven't done much or accomplished much, it's easier to remain humble. But, 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. 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. Being humble is a choice high impact players make.

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 have climbed their way up from entry-level positions let success go to their heads.

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

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 a task is being addressed or begin to make excuses as to why they can't help and shouldn't be asked to help. Lack of responsibility 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 responsibility. The next responsibility of the high impact player is to follow through and get results. If they do, they will build additional trust with the team and their leaders. If they don't, they will create distrust with the team and their 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 their leaders get results, their influence also increases with other leaders. Because of their choice (taking responsibility and following through), they earn a voice. As time passes, high impact players are asked their opinion much more

often than low impact players.

As a result, high impact players begin to influence the leader's choices and the team's direction. Those who are willing to make things happen are also given more chances to make things happen. They're still on the team, but they're playing at a much higher level.

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 every day 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 be 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 tend to 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

TRAIT 5

BE POSITIVE

THOSE WHO WHINE GET LEFT BEHIND

“People have just two choices when it comes to their emotions: they can master their emotions or be mastered by them.” ~ John C. Maxwell

Your emotions matter. They can make you or break you. Consider again where your authentic influence comes from: 87% character (who you are) and 13% competency (what you know). You can easily validate this by reflecting on what you’ve likely witnessed in the work place because people tend to be hired for what they know: their skills, knowledge, and abilities. However, they tend to be fired for who they are: their attitude, behavior, temper, etc.

When it comes to teamwork, emotions matter a lot because emotions are contagious. Negativity is the most contagious of all. It’s easy to catch and easy to spread.

The next time you go into a break room, lunch room, a meeting, or walk up to any group of people, simply listen for a few minutes and see if positivity or negativity has infected the group. The majority of the time, it’ll be negativity because negativity is highly contagious.

Negativity infects nearly every team to some degree, some much more than others. When you encounter a group infected with negativity, be careful. You don’t want to become infected too. Negativity will have a terrible

impact on your career. It reduces your income, makes you less likely to be promoted, minimizes the opportunities that will come your way, and decreases your influence.

When you hear the negativity coming from one person, pay close attention and see if the other people join in (low impact players) or if they attempt to spread some positivity (high impact players). High impact players are easy to spot in a negative crowd. They'll either be silent or "Be Positive."

In many blue-collar break rooms, lunch rooms, and on the factory floors of many manufacturing facilities across the country, I've discovered over the years the negative voices are always the loudest.

If a high impact player tries to spread a little positivity, they'll likely be bombarded with negativity from all the low impact players. Be prepared. You're likely to be outnumbered. That's just the way it is. High impact players are often in the minority.

As Daniel Goleman remarked, "Controlling impulses like frustration and anger is a crucial aspect of character." You can't be frustrated, angry, and positive at the same time. When you choose to "Be Positive," you are saying no to frustration and anger. When you choose to be frustrated and angry, you are saying no to being positive.

Several days had passed since Blue-Collar Bob had received the common-sense lesson on "schooling" and "education" from the legendary 1800's Mississippi River Boat Captain, Mark Twain. Bob was on his way to the bulletin board once again. He discovered something interesting on the board last time, so he thought he would swing by to see if anything new had been posted.

To Bob's surprise, Twain's quote had been taken down. But, it had been replaced with another quote.

Bob began to read these words from Jeffrey Gitomer,

“A positive attitude is a self-imposed blessing.”

Bob was often frustrated and angry as he worked hard on the front lines. He had a negative attitude because he didn't have much influence with his team: his boss and the co-workers he interacted with regularly. Bob had all kinds of ideas, but no one would listen to him, much less ask for his opinion.

As Bob walked away from the board and toward his work area, he repeated Gitomer's words, “A positive attitude is a self-imposed blessing.” He was trying to decide if the statement was true or not.

What Bob knew for sure was he didn't have a positive attitude. Bob went about his day as usual, glum and downcast. But, he couldn't quit thinking about the quote. Even after work, it was still on his mind. That night, he decided to change his attitude to test out the principle contained in the quote. He knew it wouldn't be easy, but he knew he was missing out on something. “Life shouldn't be so dreary and miserable,” he thought to himself, “I'll give it a try.”

The next day, Bob approached everyone with a smile and a hello instead of a frown and a growl. He was intentionally positive all day. It was hard, but he did it.

That evening Bob reflected on his day. He was still physically tired from the work, but he wasn't mentally tired from stress. Nothing on the outside had changed, but something on the inside had changed. For the first time in a long time, Bob had a good day. “That was a self-imposed blessing. Be positive.” he thought to himself.

“When morale is low, the only way to get the ball rolling is to start pushing it yourself.”

~ John C. Maxwell

TRAIT 6

BE FLEXIBLE

WHEN CHANGE HAPPENS,
SOME THRIVE AND SOME TAKE A DIVE

*“Live out of your imagination, not your history.”
~ Stephen R. Covey*

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CHAPTER CONTENT REMOVED FOR PROMO

*“Facing reality can be painful and difficult, but
the consequences of not confronting it are
always far worse.” ~ Henry Cloud*

ADDITIONAL RESOURCES

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and Training/Development Info

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

TRAIT 7

BE FOCUSED

MINIMIZING YOUR DISTRACTIONS
MAXIMIZES YOUR RESULTS

*“Winners concentrate on winning.
Losers concentrate on getting by.” ~ Truett Cathy*

CHAPTER CONTENT REMOVED FOR PROMO

*“Man’s basic vice...is the act of unfocusing his mind,
the suspension of his consciousness, which is not
blindness, but the refusal to see, not ignorance,
but the refusal to know.” ~ Ayn Rand*

TRAIT 8

BE DISCIPLINED

GIVE YOURSELF A COMMAND
AND FOLLOW THROUGH

*“Today is always the result of actions and
decisions taken yesterday.” ~ Peter Drucker*

CHAPTER CONTENT REMOVED FOR PROMO

*“In a culture of discipline, people do not have jobs;
they have responsibilities.” ~ Jim Collins*

TRAIT 9

BE INTENTIONAL

ACTION TODAY LEADS
TO OPTIONS TOMORROW

*“Small deeds done are better than
great deeds planned.” ~ Peter Marshall*

CHAPTER CONTENT REMOVED FOR PROMO

*“I will never have all of the answers, but that will not
stop me. I will go with what I have.” ~ Jimmy Collins*

TRAIT 10

BE DRIVEN

PURPOSE CREATES FOCUS

*“Success comes to those who hustle while they wait.”
~ Thomas Edison*

CHAPTER CONTENT REMOVED FOR PROMO

“Success bases our worth on a comparison with others. Excellence gauges our value by measuring us against our own potential.” ~ John Johnson

TRAIT 11

BE INSPIRED

GO WITHIN OR YOU WILL GO WITHOUT

“I have never seen great performers who felt themselves to be out of control of their own performance, emotions, direction, purpose, decisions, beliefs, choices, or any other human faculties. They don’t blame others or external factors. The greats are not like lesser performers, who try to explain away their failure as being somehow caused, forced, or controlled by someone else.” ~ Henry Cloud

CHAPTER CONTENT REMOVED FOR PROMO

“The thing that makes us love our jobs is not the work that we’re doing, it’s the way we feel when we go there.” ~ Simon Sinek

TRAIT 12

BE PROUD

EXHIBIT CONFIDENCE WITHOUT ARROGANCE

*“Often, the most difficult ego to deal with is your own.”
~ Jocko Willink*

CHAPTER CONTENT REMOVED FOR PROMO

*“You will never get to the next level if you can’t
embrace feedback about your performance
at the current level.” ~ Henry Cloud*

TRAIT 13

BE BRAVE

DO THE RIGHT THINGS
FOR THE RIGHT REASONS

“Having the moral willpower to put ethical principles above self-interest and always do the right thing takes a lot of character, especially when no one else seems to be living up to such high standards.”

~ Michael Josephson

CHAPTER CONTENT REMOVED FOR PROMO

“Every time I see someone that says, ‘I have a weak leader,’ I always say, ‘Lucky you!’ Take advantage of that. LEAD!” ~ Jocko Willink

TRAIT 14

BE TEACHABLE

EMBRACE A BEGINNER'S MINDSET

“The most fundamental success factor is one’s mindset.” ~ Alan Weiss

CHAPTER CONTENT REMOVED FOR PROMO

*“If we become increasingly humble about how little we know, we may be more eager to search.”
~ Sir Ian Templeton*

TRAIT 15

BE OPEN-MINDED

THERE'S ALWAYS ANOTHER WAY

*“We keep moving forward, opening new doors, and doing new things, because we are curious, and curiosity keeps leading us down new paths.”
~ Walt Disney*

CHAPTER CONTENT REMOVED FOR PROMO

“The successful man will profit from his mistakes and try again in a different way.” ~ Dale Carnegie

TRAIT 16

BE APPROACHABLE

WHO YOU KNOW
DETERMINES WHERE YOU GO

*“My success, personally and professionally, is based
on my ability to connect and communicate.
And, so is yours.” ~ Ria Story*

CHAPTER CONTENT REMOVED FOR PROMO

*“Relationships are about relating. If you don’t spend
time relating with your team, there won’t be
any relationship.” ~ Rob Waldman*

TRAIT 17

BE HELPFUL

WHAT YOU DO REVEALS WHO YOU ARE

“We have to humble ourselves, and the way we do that is by serving other people.” ~ Tim Tebow

CHAPTER CONTENT REMOVED FOR PROMO

“We all have the power to help many people, but do we have the courage to start with one?” ~ Tom Telesco

TRAIT 18

BE OBSERVANT

WITH PEOPLE, THE SMALL THINGS
ARE THE BIG THINGS

“People who are empathic are more attuned to the subtle social signals that indicate what others need or want.” ~ Daniel Goleman

CHAPTER CONTENT REMOVED FOR PROMO

“A basic truth of life is that people will always move toward anyone who increases them and away from those who devalue them.” ~ John C. Maxwell

TRAIT 19

BE ENGAGED

ENGAGEMENT LEADS TO INVOLVEMENT

“I am responsible for taking action, asking questions, getting answers, and making decisions.

I won’t wait for someone to tell me.

If I need to know, I’m responsible for asking.

I have no right to be offended that I didn’t ‘get this sooner.’ If I’m doing something others should know about, I’m responsible for telling them.” ~ Garry Ridge

CHAPTER CONTENT REMOVED FOR PROMO

“Being proactive will allow you to stand out among your peers as someone who is a leader or who has leadership potential.” ~ Ria Story

TRAIT 20

BE PRESENT

MINE THE GOLDEN NUGGETS;
DUMP THE DIRT

“If I read a book that cost me \$20 and I get one good idea, I’ve gotten one of the greatest bargains of all time.” ~ Tom Peters

CHAPTER CONTENT REMOVED FOR PROMO

“Know how to listen and you will profit even from those who talk badly.” ~ Plutarch

TRAIT 21

BE UNDERSTANDING

SEEK TO UNDERSTAND WHAT OTHERS
ARE SEEING AND FEELING

*“Empathy, another ability that builds on emotional self-awareness, is the fundamental ‘people skill.’”
~ Daniel Goleman*

CHAPTER CONTENT REMOVED FOR PROMO

“When we listen deeply to the other person, we are listening to the words they say and the words they don’t say. We are listening to the feelings they are expressing.” ~ Ria Story

TRAIT 22

BE COMPETENT

LEVERAGE STRENGTHS;
IGNORE WEAKNESSES

“Making strengths productive is much more than an essential of effectiveness. It is a moral imperative. To focus on weakness is not only foolish; it is irresponsible.” ~ Peter Drucker

CHAPTER CONTENT REMOVED FOR PROMO

*“It’s not more knowledge, it’s not more education we need, and it’s not more facts. It’s a better use of what we already have that we need to have.”
~ Napoleon Hill*

TRAIT 23

BE CERTAIN

DO YOU KNOW?
OR, DO YOU THINK YOU KNOW?

*“Don’t speak with certainty on an issue of which
you are unsure!” ~ John C. Maxwell*

CHAPTER CONTENT REMOVED FOR PROMO

*“Your pride will blind you to what you
most need to learn.” ~ Paul Akers*

TRAIT 24

BE MOTIVATIONAL

MOTIVATION LEADS TO INSPIRATION

*“Logic helps people to think,
but emotion urges them to act.” ~ Alan Weiss*

CHAPTER CONTENT REMOVED FOR PROMO

*“Lead and people will follow;
point and people will run.” ~ Paul Akers*

TRAIT 25

BE INSPIRATIONAL

INSPIRATION LEADS TO ADMIRATION

“There is always a choice about the way you do your work, even if there is not a choice about the work itself.” ~ Lundin, Paul, & Christensen

CHAPTER CONTENT REMOVED FOR PROMO

“The needs of large-scale organizations have to be satisfied by common people achieving uncommon performance.” ~ Peter Drucker

TRAIT 26

BE AWARE

UNTIL YOU'RE AWARE, YOU CAN'T BEWARE

“All lasting growth requires awareness. Unfortunately, if you lack awareness, then you don’t know that you are unaware. It’s a blind spot. You don’t know what you don’t know, and you can’t see that you are unable to see.” ~ John C. Maxwell

CHAPTER CONTENT REMOVED FOR PROMO

*“You can’t make the other fellow feel important in your presence if you secretly feel that he is a nobody.”
~ Les Giblin*

TRAIT 27

BE CAREFUL

SOME WILL LIFT YOU UP;
SOME WILL TEAR YOU DOWN

“If man chooses irrational values, he switches his emotional mechanism from the role of his guardian to the role of his destroyer.” ~ Ayn Rand

CHAPTER CONTENT REMOVED FOR PROMO

“It’s the relationships we build and the people whom we trust that give us the courage to take risks and make ourselves better.” ~ Rob Waldman

TRAIT 28

BE OPTIMISTIC

HOPE ISN'T A STRATEGY,
BUT IT'S NEEDED TO DEVELOP ONE

“People who are optimistic see a failure as due to something that can be changed so that they can succeed next time around, while pessimists take the blame for failure, ascribing it to some lasting characteristic they are helpless to change.”

~ Daniel Goleman

CHAPTER CONTENT REMOVED FOR PROMO

“Most people will achieve their greatest success one step beyond what looked like their greatest failure.”

~ Brian Tracy

TRAIT 29

BE REALISTIC

YOUR VALUES ARE THE FOUNDATION
OF YOUR CIRCUMSTANCES

“Values are not simply posters on a wall. In order for a culture to be strong, your values must be clear and your values must be lived.” ~ Simon Sinek

CHAPTER CONTENT REMOVED FOR PROMO

*“Aspiring to greatness is easy, achieving it isn’t.”
~ Ria Story*

TRAIT 30

BE RELENTLESS

UNTIL YOU QUIT, YOU HAVEN'T FAILED

“If we succeed, it will not be because of what we have, but it will be because of what we are; not because of what we own, but rather because of what we believe.”

~ Lyndon B. Johnson

CHAPTER CONTENT REMOVED FOR PROMO

“It’s always too soon to quit, and it’s always easier to succeed at what you’ve started than to quit early and fail.” ~ Truett Cathy

Want to order a copy for you and/or your entire team?

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

Mack has also written [*Blue-Collar Leadership® & Culture: The 5 Component for Building High Performance Teams*](#), [*Blue-Collar Leadership® & Supervision: Unleash Your Team’s Potential*](#), [*Blue-Collar Leadership®: Leading from the Front Lines*](#), 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 (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 (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 (Ch. 4 of 30) from
Blue-Collar Leadership® & Supervision:
Unleash Your Team's Potential

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 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 who *have to* help them. Leaders make things happen with people who *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 who *want to* follow a leader with those who *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

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

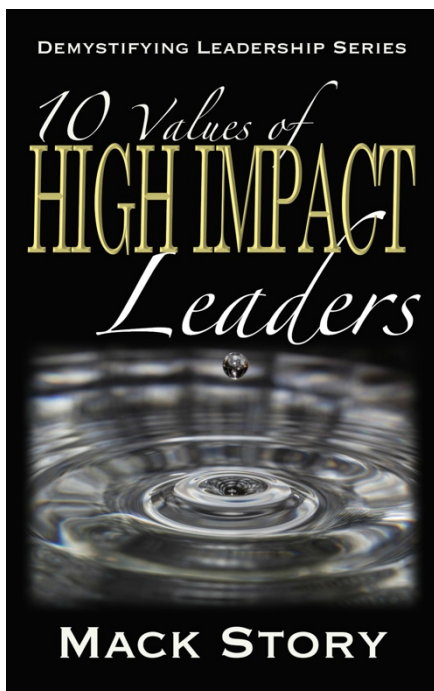
“Our reputations do not come from how we talk about ourselves. Our reputations come from how others talk about us.” ~ Simon Sinek

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.

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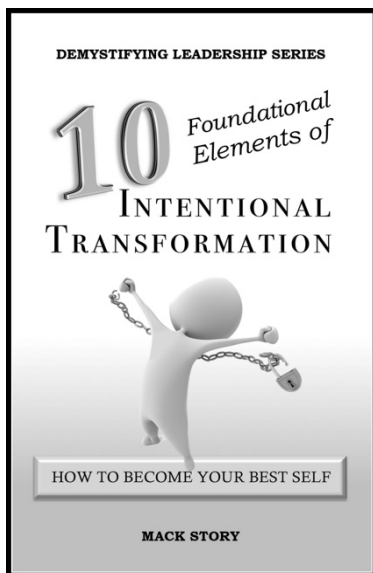


Are you looking for transformation in your life? Do you want better results? Do you want stronger relationships?

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

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

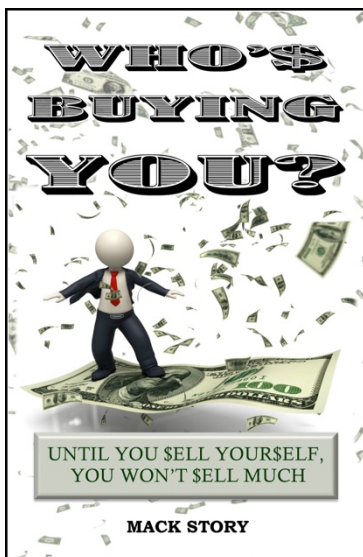
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10 Foundational Elements of Intentional Transformation serves as a source of motivation and inspiration to help you climb your way to the next level and beyond as you learn to intentionally create a better future for yourself. The pages will ENCOURAGE,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

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



“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



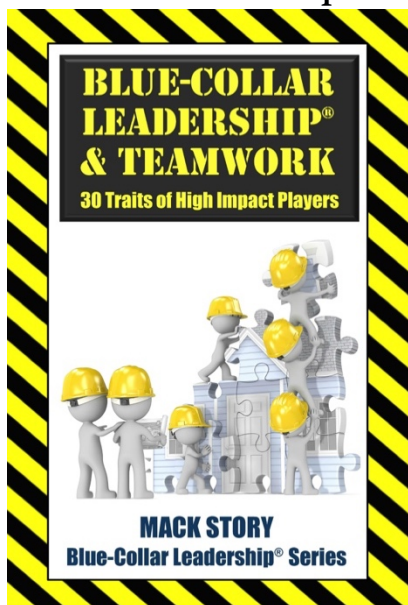
It's easier to compete when you're attracting great people instead of searching for good people.

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?

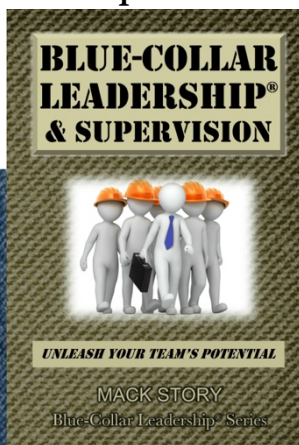
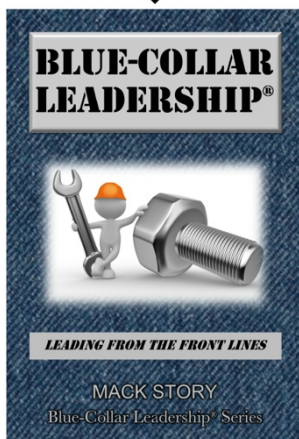
In today's high stakes game of business, the players on the team are the competitive advantage for any organization. But, only if they are on the field instead of on the bench.

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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BlueCollarLeadership.com

**AVAILABLE
IN SPANISH**



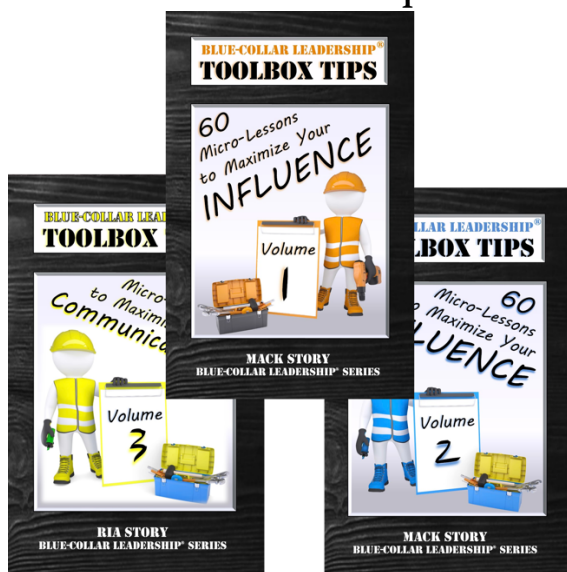
"I wish someone would have given me these books 30 years ago when I started my career on the front lines. They would have launched my career then. They can launch your career now." ~ Mack Story

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**

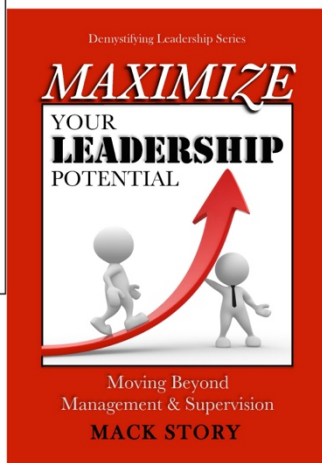
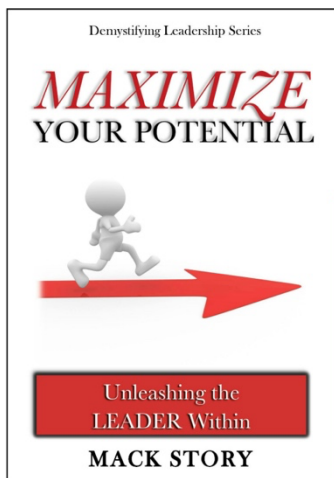


The biggest challenge in process improvement and cultural transformation isn't identifying the problems. It's execution: implementing and sustaining the solutions.

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.

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



"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*)

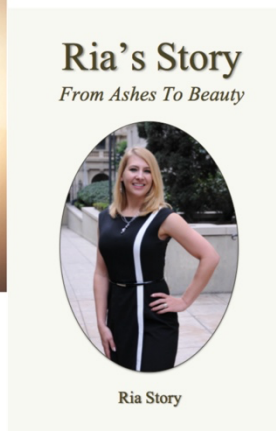
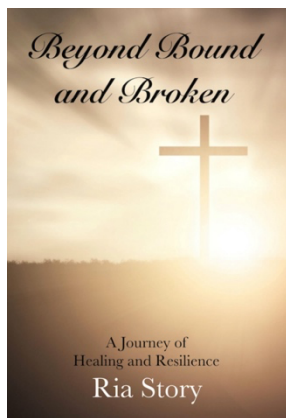
For the first time, Ria publicly reveals details of the extreme sexual abuse she endured growing up. 13 years after leaving home at 19, she decided to speak out about her story and encourage others to find hope and healing.

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

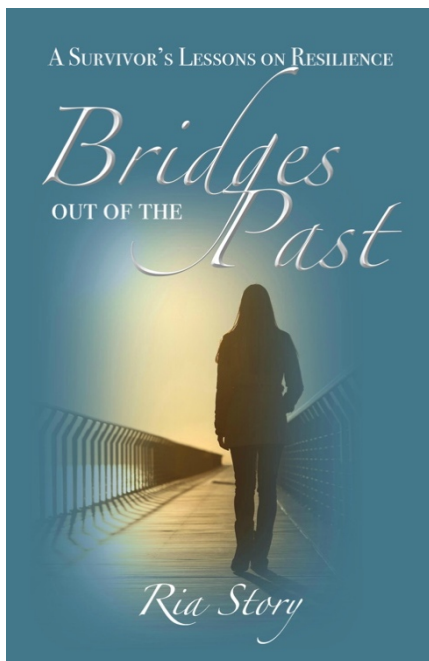
**Order books online at Amazon or
RiaStory.com**



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.

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

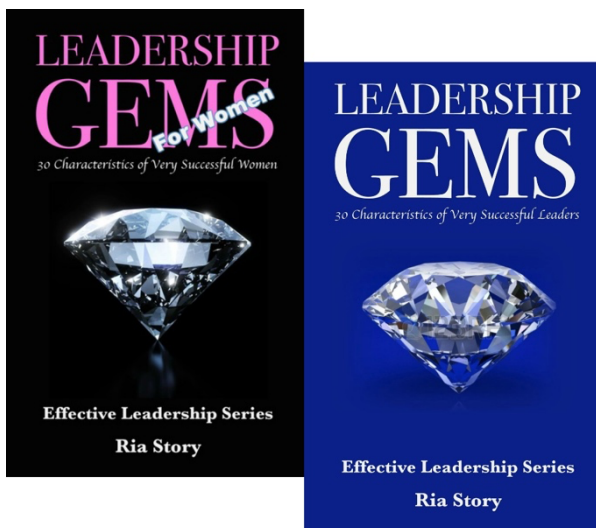
Gain unique insight in, *“Fearfully and Wonderfully Me: Become the Woman You are Destined to Be”* and the accompanying workbook to help you: believe in yourself and your potential; embrace your self-worth; overcome self-limiting beliefs; increase your influence personally & professionally; and achieve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

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

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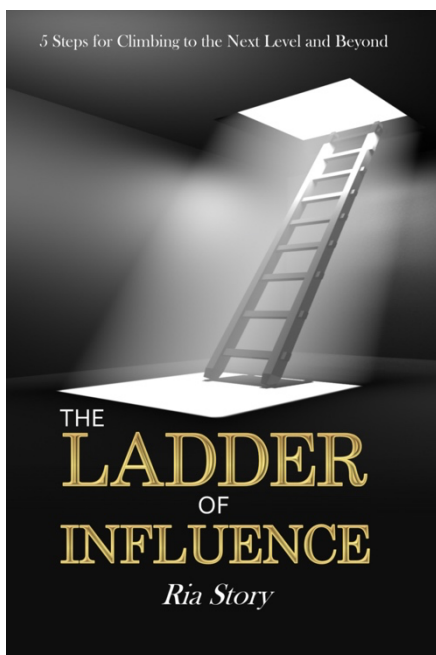


Note: Leadership Gems is the generic, non-gender specific, version of Leadership Gems for Women. The content is very similar.

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

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

**Order books online at Amazon or
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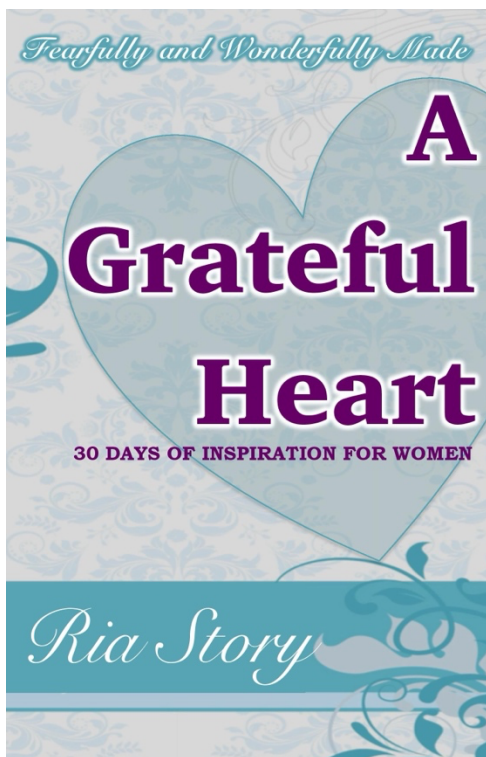


The Ladder of Influence® provides a powerful, yet simple, framework to help you realize the practical steps you can take to increase your influence with the people around you: family, friends, co-workers, your boss, etc.

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.

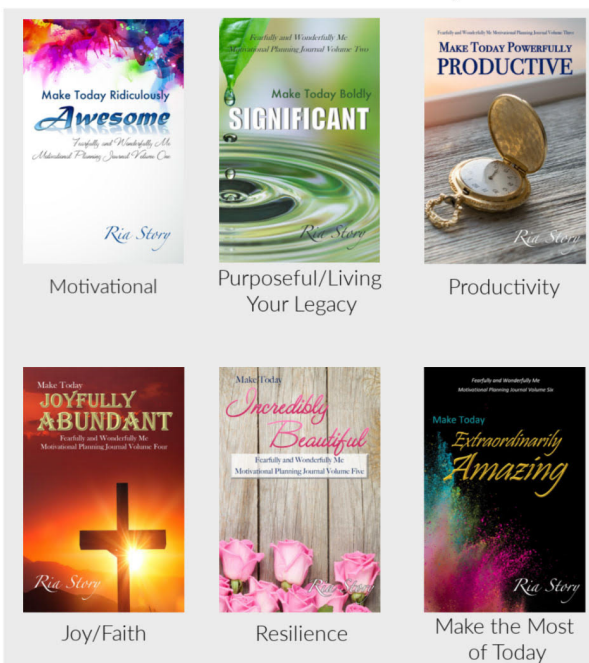
When we have more influence, we have more options, opportunities, and more choices. Life will always be better with more options, more opportunities, and more choices.

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

Motivational Planning Journals
Choose a theme for the season of your life!
Now available at Amazon.com or 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!**

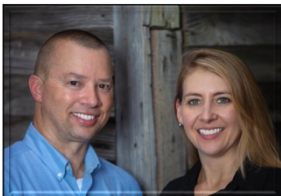
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Ria's *Effective Leadership Series* books are written to develop and enhance your leadership skills, while also helping you increase your abilities in areas like communication and relationships, time management, planning and execution, leading and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

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

Top Story Leadership



Leadership Speaking & Development

Leadership Made Simple

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

Top Story Leadership simplifies foundational leadership principles into everyday language and easy to apply and understand concepts, so organizations and individuals can turn potential into reality. Mack and Ria Story are Certified Speakers and Trainers. They are published authors with more than 32 books available on leadership development, personal growth, and inspirational topics.

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



What clients have to say...

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

~ Sam McLamb, VP & COO, CMP

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

~ Stephen, President-elect, WCR

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

~ Rebecca, Director of Process Improvement, GKN



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BLUE-COLLAR LEADERSHIP®

Helping Leaders Engage the Front Line to Improve the Bottom Line

Are you ready to turn your greatest asset into your greatest advantage?



What clients have to say

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

"Joining forces with Mack was a revolutionary opportunity for our company. We have achieved incredible results while witnessing the growth and development of our associates as they have been empowered."
~ Justin Saunders, CFO Madix, Inc

"Having worked in manufacturing plants for most of my 30 year career, I found Mack Story's Blue-Collar Leadership to be a very practical guide for all who aspire to lead, with or without a title."
~ Amir Ghannad, Campbell's Soup & Author of The Transformative Leader

Blue-Collar Leadership® provides leaders with a platform for training and developing their workforce to unleash their potential by taking powerful leadership concepts and packaging them in easy to understand and apply resources for:

- Transforming the Culture
- Equipping the Leaders
- Engaging the Front Line
- Encouraging Positive Change
- Empowering Lean/Kaizen Leaders

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.

334-728-4143
Mack@MackStory.com
BlueCollarLeadership.com

ENGAGE Your
FRONT LINE
To **IMPROVE** the
BOTTOM LINE!

A small, stylized figure wearing an orange hard hat and holding a large wrench, standing next to a large, detailed bolt. The figure appears to be working on or adjusting the bolt.

If you're willing to invest in your
Blue-Collar team, I am too!

~Mack Story

Limited Time Special Offer:

Take advantage of our "Special Offer Package" which includes: a greatly reduced speaking fee, hundreds of FREE books (choose from a mix of our 32 titles), up to 2 hours of on site speaking or training, plus we pay all of our expenses. For current details, visit:

BlueCollarLeadership.com/Special-Offer

**Restrictions apply.*

"My first words are, GET SIGNED UP! This training is not, and I stress, not your everyday leadership seminar!" Sam, VP & COO



**Look for the "Real People Getting Real Results!" Playlist on our YouTube Channel:
[YouTube.Com/@BlueCollarLeadership](https://www.youtube.com/@BlueCollarLeadership)**

**Real People
Getting Real Results!**





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