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10 Values of
HIGH IMPACT
Leaders



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10 Values of High Impact Leaders

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10 Values of High Impact Leaders

DEDICATION

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

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

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

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ACKNOWLEDGMENTS

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

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

INTRODUCTION

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

Leadership is Influence

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

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

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

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

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

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

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

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

Increasing your influence always increases your options.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The 10 Values

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

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

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

Do you want to become a high impact leader?

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

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

I believe everyone can and should make a high impact.

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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.



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

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

What we do is about our *potential*.

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

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

1

THE VALUE OF VISION

Vision is the foundation of hope.

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

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

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

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

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

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

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

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

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

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

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

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

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

~ Kevin Hall

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

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

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

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

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

As we grow, so grows our vision.

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

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

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

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

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

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

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

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

Good leaders inspire people. They breathe life into individuals and groups. They animate organizations.

They breed the contagion of enthusiasm. They excite people to dream the dreams, take the risks, and make the sacrifices that are necessary to create better futures.” ~ Terry A. Smith

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

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

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

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

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

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

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

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

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

Transformation Turns Vision into Reality

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

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

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

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

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

The 10 Foundational Elements of Transformation

1. Thought is the Foundation of Choice

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

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

The Choice Formula:

Thought + Emotion + Action = Choice

Thought – something we are consciously aware of in our mind

Emotion – something we subconsciously feel based on our thoughts

Action – something we do based on our thoughts and emotions

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

2. Choice is the Foundation of Vision

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

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

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

3. Vision is the Foundation of Hope

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

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

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

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

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

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

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

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

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

~ Henry Cloud

4. Hope is the Foundation of Sacrifice

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

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

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

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

5. Sacrifice is the Foundation of Discipline

Unfortunately, sacrifice alone will not convert

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

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

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

6. Discipline is the Foundation of Growth

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

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

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

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

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

7. Growth is the Foundation of Change

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

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

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

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

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

8. Change is the Foundation of Success

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

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

Success is all about you and what you have achieved.

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

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

9. Success is the Foundation of Significance

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

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

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

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

~ Rusty Rustenbach

10. Significance is the Foundation of Legacy

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

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

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

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

2

THE VALUE OF MODELING

Someone is always watching you.

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

[CLICK/TAP HERE TO ORDER](#)

CHAPTER CONTENT REMOVED FOR PROMO

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

3

THE VALUE OF RESPONSIBILITY

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

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

CHAPTER CONTENT REMOVED FOR PROMO

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

4

THE VALUE OF TIMING

It matters when you do what you do.

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

CHAPTER CONTENT REMOVED FOR PROMO

John C. Maxwell said it this way:

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

5

THE VALUE OF RESPECT

To be respected, you must be respectful.

“Go see, ask why, and show respect.”

~ Jim Womack

CHAPTER CONTENT REMOVED FOR PROMO

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

6

THE VALUE OF EMPOWERMENT

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

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

CHAPTER CONTENT REMOVED FOR PROMO

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

7

THE VALUE OF DELEGATION

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

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

~ Mack Story

CHAPTER CONTENT REMOVED FOR PROMO

“Never delegate methods, only results.”

~ Stephen R. Covey

8

THE VALUE OF MULTIPLICATION

None of us is as influential as all of us.

*“To add growth, lead followers.
To multiply, lead leaders.” ~ John C. Maxwell*

CHAPTER CONTENT REMOVED FOR PROMO

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

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THE VALUE OF RESULTS

Leaders like to make things happen.

“Most people fail in the getting started.”

~ Maureen Falcone

CHAPTER CONTENT REMOVED FOR PROMO

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

10

THE VALUE OF SIGNIFICANCE

Are you going to settle for success?

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

~ Mack Story

CHAPTER CONTENT REMOVED FOR PROMO

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

CONCLUSION

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

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

CHAPTER CONTENT REMOVED FOR PROMO

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

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® & Teamwork: 30 Traits of High Impact Players](#), and [Blue-Collar Kaizen: Leading Lean and Lean Teams](#). As of 2025, [Mack](#) and his wife, [Ria](#), have published [35 books on leadership development and personal growth](#).

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

NOTES

Introduction

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

1. Value of Vision

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

ABOUT THE AUTHOR

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

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

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

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

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

Mack and Ria have published 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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10 Values of High Impact Leaders

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*

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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.

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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

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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 (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.

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

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

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

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

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

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

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

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

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

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

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

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

Excerpt (Trait 4 of 30) from
Blue-Collar Leadership® & Teamwork:
30 Traits of High Impact Players

BE RESPONSIBLE

MAKING THIS CHOICE GIVES YOU A VOICE

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

~ Jocko Willink

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

Humility is a choice that high impact players will make.

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

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

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

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

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

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

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

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

As they develop a reputation for helping the leaders get results, their influence increases with those leaders. Because of their choice (taking responsibility and following through), they earn a voice. As time passes, the

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high impact players are asked their opinions much more often than the low impact players.

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

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

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

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

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

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

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

THERE IS AN “I” IN TEAM **EVERY TEAM IS MADE OF “I”NDIVIDUALS**

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

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

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

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

It’s time for you to stop playing small and start playing tall. A college degree is not required for you to play at a higher level. Not having one is simply an excuse some people use to

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continue playing small. If you want a college degree, use what you will learn on these pages to find a way to get one. If you don't want a college degree, use what you learn on these pages to make it happen without one.

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

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

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

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

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

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

"Leadership is influence. Nothing more. Nothing less."
~ John C. Maxwell

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

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

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

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

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

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

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

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

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

Excerpt (Ch. 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.

10 Values of High Impact Leaders

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

10 Values of High Impact Leaders

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

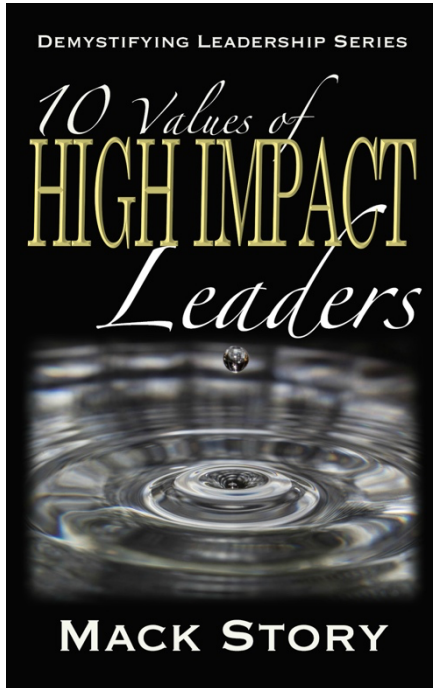
Allowing our pride and ego to prevent us from doing the right thing.

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?

10 Values of High Impact Leaders

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

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

Order books online at Amazon or
TopStoryLeadership.com



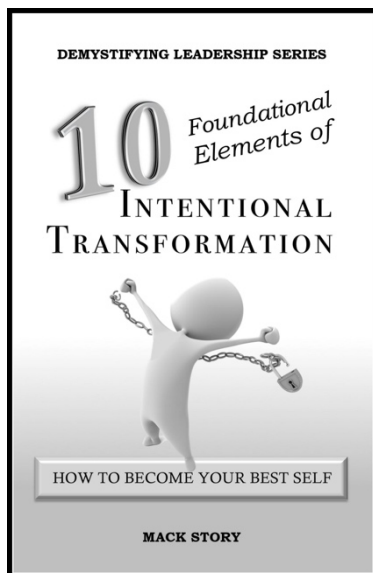
Are you looking for transformation in your life? Do you want better results? Do you want stronger relationships?

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

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

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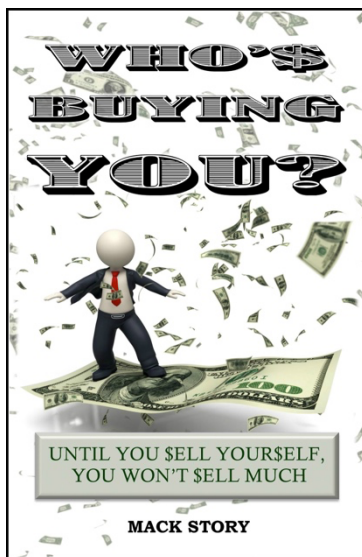
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10 Foundational Elements of Intentional Transformation serves as a source of motivation and inspiration to help you climb your way to the next level and beyond as you learn to intentionally create a better future for yourself. The pages will ENCOURAGE,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

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

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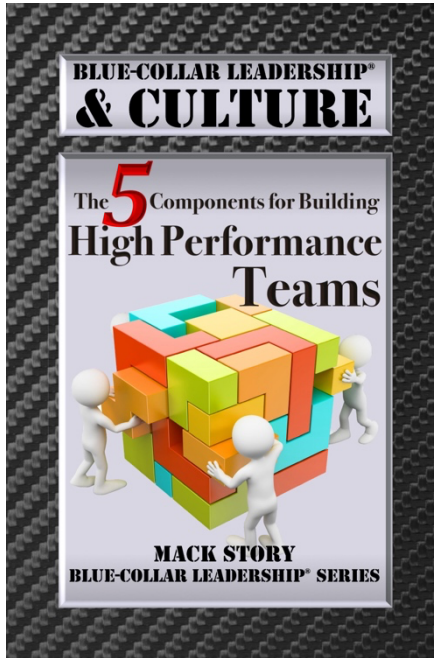
"Sales persuasion and influence, moving others, has changed more in the last 10 years than it has in the last 100 years. It has transitioned from buyer beware to seller beware" ~ Daniel Pink

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

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

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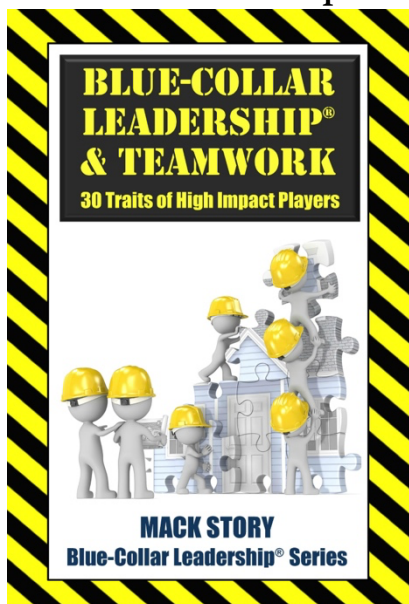
It's easier to compete when you're attracting great people instead of searching for good people.

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

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

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

Order books online at Amazon or
BlueCollarLeadership.com



(Also available in Spanish)

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

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

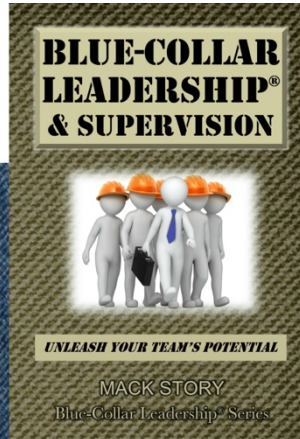
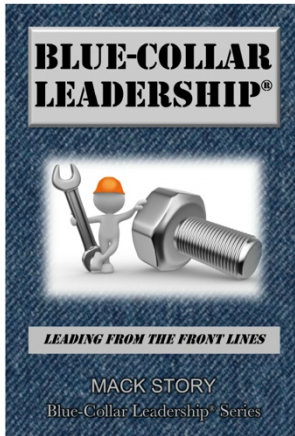
The competitive advantage for every individual is developing 360° of influence regardless of position, title, or rank.

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

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**AVAILABLE
IN SPANISH**



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

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

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

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

Order books online at Amazon or
BlueCollarLeadership.com



QUICKLY DEVELOP LEADERS AT EVERY LEVEL

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

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

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

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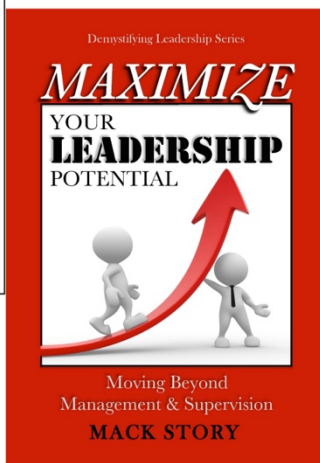
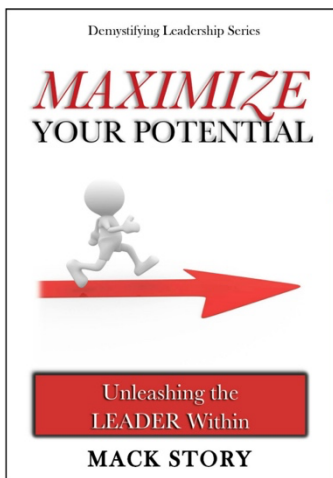


The biggest challenge in process improvement and cultural transformation isn't identifying the problems. It's execution: implementing and sustaining the solutions.

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

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

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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.

10 Values of High Impact Leaders

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.

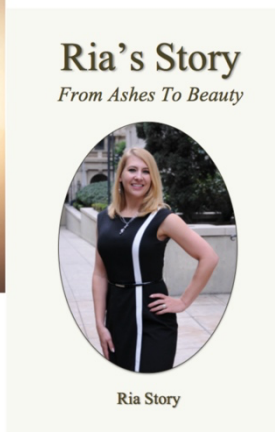
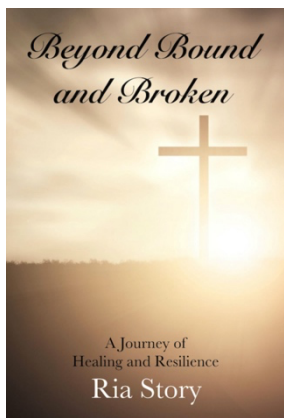
Determined to not only survive, but also thrive, Ria shares how she was able to overcome the odds and find hope and healing to Achieve Abundant Life. She shares the leadership principles she applied to find professional success, personal significance, and details how she was able to find the courage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

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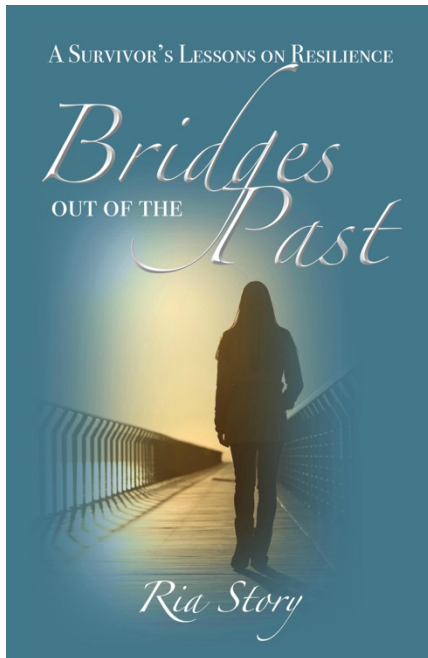
**Order books online at Amazon or
RiaStory.com**



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

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

**Order books online at Amazon or
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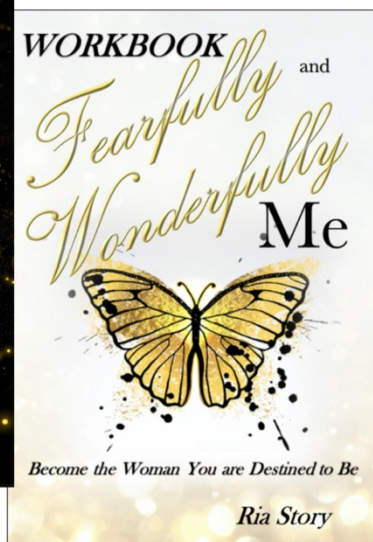


It's not what happens to you in life. It's who you become because of it. We all experience pain, grief, and loss in life. Resilience is the difference between *"I didn't die,"* and *"I learned to live again."* In this captivating book on resilience, Ria walks you through her own horrific story of more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

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

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

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

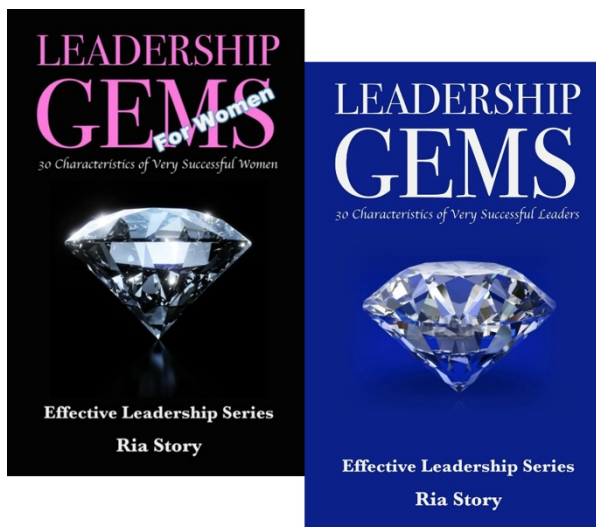
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You have untapped potential waiting to be unlocked. To be successful requires us to have knowledge of the principles of success, awareness of how to utilize them, and discipline to intentionally apply them. There are no shortcuts to success, but we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

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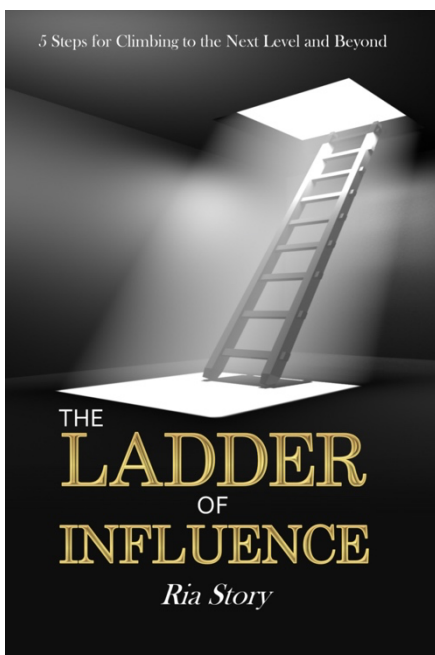


Note: Leadership Gems is the generic, non-gender specific, version of Leadership Gems for Women. The content is very similar.

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

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

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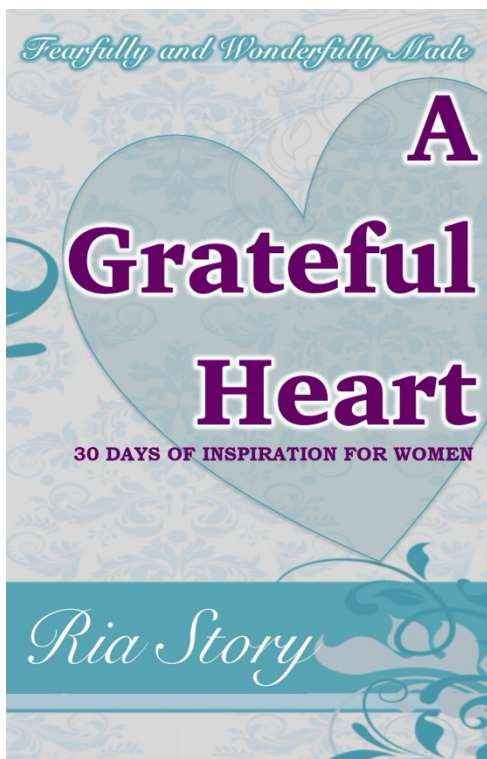
The Ladder of Influence® provides a powerful, yet simple, framework to help you realize the practical steps you can take to increase your influence with the people around you: family, friends, co-workers, your boss, etc.

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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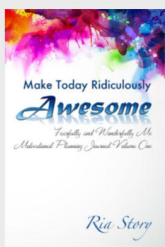


Become inspired by this 30-day collection of daily devotions for women, where you will find practical advice on intentionally living with a grateful heart, inspirational quotes, short journaling opportunities, and scripture from God's Word on practicing gratitude.

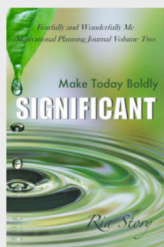
Motivational Planning Journals

Choose a theme for the season of your life!

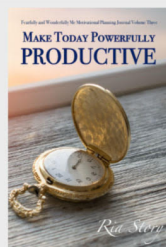
Now available at Amazon.com or RiaStory.com



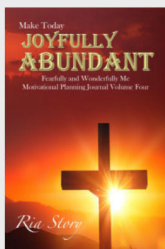
Motivational



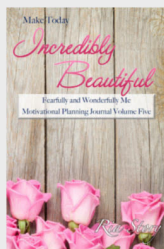
Purposeful/Living
Your Legacy



Productivity



Joy/Faith



Resilience



Make the Most
of Today

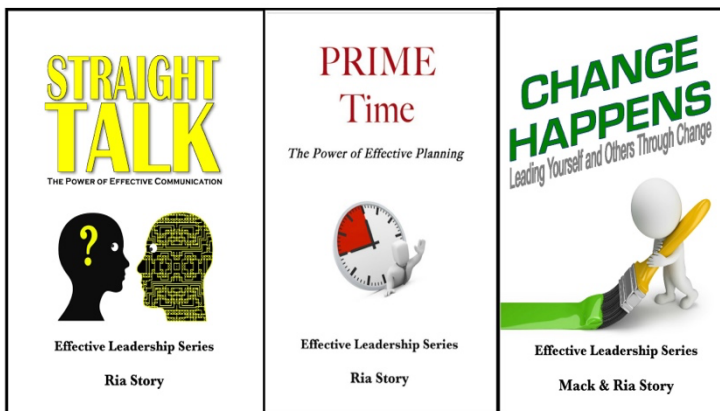
Start each day with a purposeful mindset, and you will achieve your priorities based on your values.

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



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

Leadership Speaking & Development Leadership Made Simple

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



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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**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

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



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

~Mack Story

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10 Values of High Impact Leaders





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easy-to-access and easy-to-implement workforce and
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