

# BLUE-COLLAR KAIZEN

**LEADING LEAN & LEAN TEAMS**



**MACK STORY**  
**Blue-Collar Leadership® Series**

# Blue-Collar Kaizen: Leading Lean & Lean Teams

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Mack Story

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## DEDICATION

To those who truly have *respect for the people.*

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I would like to thank Jim Noreault for believing in me and allowing me to accelerate my Lean journey in his plant.

Jim revealed to me that high impact leadership is more caught than taught.





# 1

## CREATING A KAIZEN CULTURE

### DEVELOP THE FRONT LINE TO IMPROVE THE BOTTOM LINE

*“A truly Lean company develops all the people because they are people with potential, not because they are people with positions.” ~ Mack Story*

When you are leading Lean, you are responsible for creating the kaizen culture in your organization, regardless of your position.

Anyone with a desire and a passion for Lean can lead Lean. Whether it's the CEO or the front line supervisor, someone must lead the way. Why shouldn't it be you? You're investing time in developing yourself because you want to be successful as a Lean leader and make a high impact. I want to help you.

I'm going to help you increase your influence throughout the organization starting with those on the kaizen teams you lead. Leading kaizen teams effectively is the perfect way to position yourself as the leader of the people. When you invest in and develop the people, your influence will spread far and wide among those people.

You don't have to be their boss to lead them. They simply must choose to follow you. I've led thousands of people who never reported to me, but they chose to follow me. When people choose to follow you because of who you are and what you represent, you are creating a kaizen culture. You will develop tremendous influence.

Those who brought me into their organizations always hired a consultant to lead a team, but they always got a high impact Lean leader who transformed the culture. I didn't need a position of authority to make things happen. I only needed a team.

In a kaizen culture, the people are engaged. They identify problems. They offer solutions. They take action. They respect their leaders and are respected by their leaders. They don't blame. They don't point fingers. They don't whine. They shine.

In a kaizen culture, people are growing because they want to. They are improving processes because they want to. They are participating on kaizen teams because they want to. They are making small changes because they want to. They are following the leader because they want to.

Accept responsibility for creating a kaizen culture and you will attract followers one kaizen team at a time. It is possible. I did it many times in many places always with great success.

Are you up for the challenge? It will be hard. You won't be successful without engaging, empowering, and encouraging the people.

I've heard numerous leaders in "*Lean*" organizations say, "*Lean is all about people.*" They read it or heard it somewhere and thought it sounded good. So, they repeat it every chance they get, especially to customers. I think they believe saying it will make it so. For most of the leaders I've met, if they were being completely truthful, they would say, "*Lean is all about the people improving the processes, reducing the costs, and increasing the profits.*"

What they don't realize is Lean is about leadership of the people. Leadership is the key to creating a true kaizen culture.

I know very few Lean leaders who study leadership. A few do, but most do not. If they read anything at all, it's usually books about the Lean tools. I focused on reading books about Lean tools too, until I realized respect for the people meant developing the people. To develop the people, you must be influencing and leading them. So, I put down the books about the Lean tools and picked up the books about leadership and influence.

I haven't looked back.

To create a kaizen culture, you must move beyond the tools and begin to focus intentionally on the people. Unfortunately, many organizations focus only on the tools and include the people because they need them to execute the Lean mission. It's not really about the people.

You are about to learn how to create a kaizen culture by making your kaizen events about the people. It will not only be fun, it will be rewarding. But, it won't be easy. Everything throughout this book will help you become the type of Lean leader who will naturally help create a kaizen culture.

I want to encourage you to begin to see each kaizen event as a mini-culture within a culture. A kaizen culture is not only good for the people, but it is also created by the people.

*“Leaders who don’t appreciate Lean make the error of casting great visions and getting people excited but then falling back into command-and-control management. Lean traditionalists make the error of implementing Lean without a compelling vision, so that improvements are made but ultimately undermine the culture rather than galvanizing it.”*

*~ Bob Chapman*

# 2

## LIVING KAIZEN

### LIVE IT TO LEAD IT

*“The one thing that separates high impact leaders from low impact leaders is CHARACTER. That one thing is made up of many things.” ~ Mack Story*

You will not learn about Lean tools in this book. You will learn about leading teams in a Lean environment while using values and principles to achieve amazing results.

Each chapter is about high impact Lean leadership. You *must* manage things and processes because they don't think or feel. But, you *should* lead people because they do.

Lean tools are related to improving the processes. High impact Lean leadership is related to respecting the people. The most important person you will ever lead is yourself. The degree to which you develop yourself determines the degree to which you will influence others.

You can't give what you don't have. You can't teach what you don't know. You can't model what you don't live. You won't have high impact influence without high impact character.

Everything I'm about to share with you will help you increase your influence with all people in all situations. High impact Lean leaders have a lot of influence. Low impact Lean leaders have very little influence.

Lean leadership is not about your title, your position, or your authority. Actually, those who struggle to lead

Lean the most are those who attempt to leverage their authority to get results. They are doomed from the start. Napoleon Hill said, “*One of the greatest leaders who ever lived stated the secret of his leadership in six words, as follows: ‘Kindness is more powerful than compulsion.’*”

High impact Lean leadership is based on moral authority, not formal authority. It’s about who you are: your character. It’s not about what you are: your position or title.

Regardless of your position or title, to be a high impact Lean leader, you must truly have *respect for the people*. All of the people, at all times, at all levels, and in all departments.

Low impact Lean leaders *facilitate* kaizen events and *blame others* for their lack of results. High impact Lean leaders *lead* kaizen events and *accept responsibility* for achieving results.

After more than 11,000 hours of leading leaders and their cross-functional teams through all types of kaizen events and training many others to do so between 2005-2012, I know one thing for certain. To effectively lead Lean teams through change, you must authentically value people and have a hunger for initiating change for the better, not only in their lives at work and at home, but also in your own life.

I call this *living kaizen*: the endless, continuous pursuit of personal improvement. If we teach it, we should live it.

I began my manufacturing career in 1988 on the front lines of a manufacturing plant as an entry-level machine operator. In 1995, I started to climb my way up from the bottom. I grew through many positions including Process Engineer, Lean Manager, Lean Consultant, and now, Author and Motivational Leadership Speaker. More on my journey can be found in my first book, *Defining*

*Influence: Increasing Your Influence Increases Your Options.*

In 2005, I was working as a Process Engineer when the plant manager stopped by and asked me if I would be willing to accept responsibility for leading a plant wide 5S initiative as we started our Lean journey. I agreed without truly knowing what I was agreeing to.

He gave me 12 weeks. I started by creating eight teams that met several hours every week. During that 12 week period, I led 96 5S kaizen events. That's how my Lean journey began.

I define kaizen simply as continuous improvement or making many small changes for the better. There seem to be many varying definitions that basically mean the same thing: constantly strive to be better tomorrow than you are today. In two simple words, kaizen means *get better*.

You can get better personally and professionally. You can get better at home and at work. You can get better in the area of character: who you are. You can get better in the area of competence: what you know.

Mark Graban said, *“Training people and making lists of waste might create awareness, but we need the courage to take action and lead efforts to improve the system.”* It starts with you. Do you have the courage to lead yourself better? Do you have the courage to lead others better?

When it comes to leading yourself and others, your character will launch you or limit you. Your character will determine if you're a low impact leader struggling to create positive change or if you're a high impact leader influencing many to embrace, support, leverage, and lead change throughout the organization.

Will you live kaizen? Will you achieve greater success?

*“Your best chance for success is reading.  
Learn to earn. Read to succeed.” ~ Jeffrey Gitomer*

# 3

## OVERCOMING THE RESISTANCE

### THE CHALLENGE OF CHANGE

*“Managers, especially senior managers, overestimate their effectiveness, particularly as they seek to improve their organizations through formal initiatives. And, they underestimate the impact, often negative, of their daily personal actions on employees.” ~ Jim Womack*

For me, living kaizen took on a new meaning when I accepted responsibility for leading the 5S initiative in my plant in 2005. Nobody reported to me. Yet, I was responsible for leading (influencing) everybody down the Lean 5S path, including all of those with a formal position of authority. Lean leadership is about influence.

Soon after the plant manager asked me to lead the 5S initiative and to begin reporting directly to him, he resigned. We continued the 5S mission successfully without him. A few months later, we had a new plant manager, Jim Noreault. I soon found out he was not only a plant manager. Jim was also a high impact Lean leader. He knew how to unleash our Lean potential.

When I volunteered to lead the 5S initiative, I didn't realize I would also be leading our complete Lean transformation. We all thought 5S was all we were going to do. We were a typical traditional batch & queue operation. Three short years into our Lean transformation, we had converted the plant into a cellular,

single-piece flow operation. We also improved from -3% gross profit margin to +35%. We achieved success!

That was impressive when you consider I had never led Lean, and there was always a lot of resistance at all levels. Very few of our 200 associates had ever heard of Lean. Very few of our formal authority leaders at any level knew much about Lean or wanted to learn about it.

I had never read a leadership book. Like most blue-collar organizations, we didn't conduct leadership development at any level within the plant. But, we did have a high impact leader in Jim Noreault.

Jim was a leader of leaders. He was the type of plant manager every Lean leader wants to report to. He was the type of top leader the Lean books say you must have in order to be successful, but the kind you seldom encounter in the real world.

Jim knew Lean started with him, but he also knew it wasn't about him. He let me find my way and own our Lean journey. He let me self-educate on the job as I read Lean books and experimented endlessly with our team.

I also read endlessly at home. Lean wasn't a job for me. It was my passion. I was leading and living kaizen.

Jim was always available to any of us. He cared. He was our biggest cheerleader. He gave me and everyone in the plant credit for all of our successes and for making it all happen. Jim mentored, coached, removed roadblocks, got involved, got dirty, laughed with us, and helped us battle the never-ending resistance to change.

There was A LOT of resistance as there usually is. With Jim's support, those of us who were bought-in to him and his vision went over it, around it, underneath it, through it, and sometimes, Jim removed it. We first tried to change the people (get them onboard). But, eventually if that didn't work, Jim changed the people (removed



them and brought in someone who was a better fit).

Without Jim's leadership, our Lean transformation would have failed, as it always does without a high impact leader at the top.

In 2008, I resigned from my position and launched a process improvement consulting company. I also started studying leadership. From then on, I incorporated leadership development into all of the kaizen events I led.

I often told my teams, *"There's two ways to lead a Lean transformation: from the top down or the bottom up. Since I'm not the CEO, when we're on a team together, we're leading Lean with the people from the bottom up. Our mission is to get results and increase our influence."* As far as I was concerned, I was always leading Lean from the bottom up.

As a consultant, top leaders often brought me in to improve the process and increase the profits, not to grow and develop the people. I knew there would be resistance to change. Why? Because change is hard when you aren't growing and developing the people in an effort to prepare and engage the people.

You can overcome this resistance by increasing your influence with as many people in as many directions as you can from right where you are. You start by leading each team effectively and respecting the people. Lean leadership rises and falls on authentic influence.

If there are challenges you can't overcome, the root cause is inside you, not outside you.

*"Leadership is complicated. It has many facets: respect, experience, emotional strength, people skills, discipline, vision, momentum, timing- the list goes on.*

*As you can see, many factors that come into play in leadership are intangible. That's why leaders require so much seasoning to be effective." ~ John C. Maxwell*

# 4

## DEFINING INFLUENCE

### INFLUENCE TRUMPS AUTHORITY

*“Lean managers seek responsibility to address important issues by leading as if they have no authority. Leading without the benefit of authority is actually critical in any organization because even in authority-based organizations managers rarely have control over everything touching a process.”*

*~ Jim Womack*

Womack was stating what I’ll be teaching you throughout this book, *“You don’t need authority to lead Lean. Influence will always trump authority.”* High impact Lean leadership requires influence, but it doesn’t require authority.

Phrases like, *“My hands are tied,”* or *“They don’t report to me,”* or *“Those people won’t do what I tell them,”* really mean, *“I don’t have any influence, and I can’t accomplish anything without it.”*

You’re holding in your hands a resource filled with tips and principles that will help you increase your influence (leadership) far beyond the influence that comes with a title or position.

Most often, I had more authentic influence in the plants I was supporting than most of the leaders with formal positions of authority. Because I invested in developing the people while leading kaizen teams, I built meaningful relationships throughout the entire facility.

I could make things happen when the leaders wouldn't even attempt to make them happen. I had influence up, down, left, and right from wherever I was. That wasn't always the case for the formal leaders.

One memorable example is the time I was on the plant floor leading a kaizen team when the area supervisor brought an issue to my attention. The kaizen team was working in his area of responsibility to help improve the department's processes. He was the process owner, and therefore involved, although he wasn't formally on the team as some of his associates were.

This supervisor wasn't really bought-in. Like anyone who wasn't bought-in would be, he was resistant to the changes we were making.

He approached me complaining about how some parts were being stacked on the pallets and wanted me to fix it. He blamed the department who handled the parts just before they came to his area for stacking the parts the wrong way and slowing down the work in his area.

He proceeded to tell me if the team in the other department would simply flip them over when they loaded the pallets, it would make things much easier. He said they could just as easily stack them either way. I asked which department was supplying the parts. He turned and pointed to a department less than 50 yards away. I thought to myself, *"You've got to be kidding!"*

I asked him why he hadn't already asked them to make the change. He replied, *"They won't do what I tell them. They don't report to me."* I've seen and heard the same story countless times. No relationship. No influence. No leadership. No ownership. No culture of kaizen.

I said, *"Walk with me. Let's see if we can make it happen right now."* I already knew the supervisor and the team in the other department because I had been leading kaizen

events in their area too. I had a relationship with them. I walked up to the supervisor, called him by name, shook his hand with a smile, and gave him a pat on the back.

I said, *“Did you know if your team will flip the parts over when stacking it will help the next operation unload them?”* He said, *“No I didn’t, but we’ll make the change immediately.”* And, he did. Mission accomplished in less than one minute.

Why did I have to make that happen? Why couldn’t the supervisor with the issue make it happen? Why wouldn’t he talk to his peer? Because they didn’t have a relationship. They were focused on doing their job (competency), not on building relationships (character).

Authentic influence, *moral authority*, trumps artificial influence, *formal authority*, every time.

Character and competency create authentic influence. Research has shown that 87% of our influence comes from our character (who we are) and only 13% of our influence comes from our competency (what we know).

To create a kaizen culture, you must focus on developing your own character and then helping others develop theirs. At a minimum, intentionally grow and develop the character of those on the teams you lead.

Leadership development is character development. Leadership is influence. Everyone has influence. Therefore, everyone can lead (influence) others positively or negatively. High impact Lean leaders intentionally model and teach character-based leadership principles.

*“Character isn’t something you were born with and can’t change, like your fingerprints. It’s something you weren’t born with and must take responsibility for forming.” ~ Jim Rohn*

# 5

## MAKE IT HAPPEN!

### MANAGERS MAKE A PLAN; HIGH IMPACT LEADERS MAKE IT HAPPEN

*“In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”*

*~ Theodore Roosevelt*

I had been leading Lean/kaizen events for three years before I started studying and reading leadership. In the beginning, I didn't realize how important it was to learn and apply leadership principles to get better results. All I had heard about were the Lean tools.

Nothing I read discussed having respect for the people in a way that really taught me *how* to respect the people. That's because most Lean experts are not leadership experts. They may be naturally good leaders, but most haven't actually studied, applied, and taught leadership development formally for many years.

I've read hundreds of leadership development books and written 11 of my own, including two others in the *Blue-Collar Leadership*<sup>®</sup> *Series*. I learned to effectively apply leadership principles while leading Lean transformations and kaizen events. As a result, I'm uniquely qualified to provide you with insight that few Lean experts can.

As a high impact Lean leader, you're responsible for making things happen. I'm packing this little book full of stories and principles in an effort to motivate and inspire

you to intentionally embrace personal growth and leadership development on an entirely new level.

Consider the statistics I mentioned. 87% of your influence (results) comes from character, and 13% from competency. In Lean language, that means 87% of your influence is based on Respect for the People, and 13% is based on Continuous Improvement. Character multiplies competency. You can leverage the Lean tools and multiply their effectiveness by Respecting the People.

In the last chapter, I shared an example of how my relationships with kaizen team members helped me make things happen. Now, I'm going to share a story of how developing my character allowed me to make things happen. The key for me was developing self-control.

Self-control is always the right thing. As Theodore Roosevelt said, *"The best thing you can do is the right thing..."*

In 2009, I toured a facility with a new client to identify a pilot area for their first kaizen event. Walking through the plant, the plant manager and I discussed the possibilities of the pilot area. I reminded him these were only possibilities and asked him not to discuss them, as we couldn't be sure what the team would decide to do.

I returned a few weeks later for the event. We had only five days to make things happen. On Monday, the team members met me for the first time. I was glad one of the team members was the operator from the area we were going to focus on. Having him involved would be critical to the success of the event.

I asked the operator, as I always do, *"Last week, what were you thinking about this week?"*

He angrily replied, *"I couldn't wait until you got here, so I could cut your damn throat!"*

I was shocked. I didn't know this man. This man didn't know me.

However, I knew *nothing* was going to happen until we got past his intense anger toward me. The right response was critical. I tried to ease the tension in the room with, “*Why don’t you tell us how you really feel sir?*”

My reply didn’t soften his anger, but it did let him know I didn’t take it personally, and we could talk about it. He was angry. I knew losing my self-control wasn’t going to increase my influence with him or anyone else, and it wouldn’t solve the issue. You won’t be a high impact Lean leader if you can’t control yourself when others don’t.

After a few questions, I discovered the root cause of his anger was hearing a rumor that his work platform, among other things, would be removed as part of the changes the team would be making.

Avoiding rumors like this was the reason I had asked the plant manager not to share the possibilities we discussed. He hadn’t listened.

I assured the operator he was the most important part of our team, and while the team would recommend changes, he had the final say. I also told him if he wanted the platform to stay and it was removed anyway, I would leave and not return. I won’t work with leaders who don’t respect their people. I built trust with him. By Wednesday, the operator was on a fork lift tossing his platform in the scrap bin out back.

I didn’t always have that level of self-control. I gained it by learning how to lead myself well through studying and applying leadership principles. High impact Lean leaders make it happen because of their character.

*“Some men have thousands of reasons why they cannot do what they want to, when all they need is one reason why they can.” ~ Willis R. Whitney*

# 6

## LEADING UP

### RESULTS INCREASE INFLUENCE ABOVE

*“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.” ~ Jim Collins*

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**CHAPTER CONTENT REMOVED FOR PROMO**

*“You can’t build a reputation on what you are going to do.” ~ Henry Ford*

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# 7

## DEVELOP YOURSELF

IT'S NOT ABOUT YOU,  
BUT IT BEGINS WITH YOU

*“You can never become a leader without doing more than you are paid for, and you cannot become successful without developing leadership in your chosen occupation.” ~ Napoleon Hill*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“Nothing is given to man on earth except a potential and the material on which to actualize it. The potential is a superlative machine: his consciousness; but it is a machine without a spark plug, a machine of which his own will has to be the spark plug, the self-starter and the driver; he has to discover how to use it and he has to keep it in constant action. The material is the whole of the universe, with no limits set to the knowledge he can acquire and to the enjoyment of life he can achieve. But everything he needs or desires has to be learned, discovered and produced by him — by his own choice, by his own effort, by his own mind.”  
~ Ayn Rand*

# 8

## DEVELOP OTHERS

### THE BEST LEADERS GO SLOW TO GO FAST

*“Lean managers go slow to go fast, by taking the time at the outset to fully understand the process and its purpose, through dialogue with everyone involved...and by fully understanding the root cause of problems and the most promising counter-measure before taking action.” ~ Jim Womack*

### CHAPTER CONTENT REMOVED FOR PROMO

*“Standards of excellence are not chiseled in stone. They are constantly being redefined. It’s important to recognize that what was graded as excellent last year may not be so this year. That is why we must keep mastering new skills.” ~ Bobb Beihl*

# 9

## RIGHTING THE WRONG

LEAN IS NOT ABOUT TWO PILLARS;  
IT'S ABOUT TWO FOUNDATIONAL LAYERS

*“Being intentional about discovering the hidden ways  
in which we sabotage ourselves empowers us to  
expose and eliminate these invisible culprits.”*

*~ Amir Ghannad*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“The business of business is people.  
Yesterday, today, and forever.” ~ Herb Kelleher*

# 10

## CONTINUOUS IMPROVEMENT

### LEADING YOURSELF AND OTHERS THROUGH CHANGE

*“The great thing about business is that despite all the history, all the deeply embedded traditional dysfunctional management practices, and all the baggage of unhealthy relationships and corrosive cultures, it is possible at any moment in time to push the reset button, to embrace a different way of being, and experience dramatic change.” ~ Bob Chapman*

#### CHAPTER CONTENT REMOVED FOR PROMO

*“It’s wonderful how much may be done if we are always doing!” ~ Thomas Jefferson*

# 11

## RESPECT FOR THE PEOPLE

### LEADERS WHO RESPECT THE PEOPLE DEVELOP THE PEOPLE

*“Treat a man as he appears to be and you make him worse. But treat a man as if he already were what he potentially could be, and you make him what he should be.” ~ Johann Wolfgang von Goethe*

#### CHAPTER CONTENT REMOVED FOR PROMO

*“We make some of the best industrial machinery in the world. But, I will not go to my grave being proud of all the machines we have built. Instead, I will be deeply grateful for all the lives that we touched and uplifted in our journey. The machinery we build is just the economic engine that enables us to touch lives. The flourishing of those lives is our paramount concern.”  
~ Bob Chapman*

# 12

## THE EMOTIONAL TRUST ACCOUNT

YOU ARE EITHER MAKING  
DEPOSITS OR WITHDRAWALS

*“If I try to use human influence strategies and tactics of how to get other people to do what I want, to work better, to be more motivated, to like me and each other - while my character is fundamentally flawed, marked by duplicity or insincerity - then, in the long run, I cannot be successful. My duplicity will breed distrust, and everything I do - even using so-called good human relations techniques - will be perceived as manipulative.” ~ Stephen R. Covey*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“Trust is the one thing that changes everything.”  
~ Stephen M. R. Covey*

# 13

## DECLARE YOUR INTENT

### HELP THE TEAM SEE AND FEEL THE RIGHT THINGS

*“Followers choose to follow a leader with a compelling purpose, vision, cause, or goal, the unifying purpose. It is the leader’s unifying purpose that attracts the interest and loyalty of followers. The leader is someone who is able to communicate unifying purpose in a manner that is inspiring, persuasive, or motivating. The unifying purpose joins the followers to the leader.” ~ Jimmy Collins*

#### CHAPTER CONTENT REMOVED FOR PROMO

*“Leaders do not have to be the greatest visionaries themselves. The vision may come from anyone. The leaders do have to state the vision, however. Leaders also have to keep the vision before the people and remind them of the progress that is being made to achieve the vision. Otherwise, the people might assume that they are failing and give up.”  
~ Ezra Earl Jones*

# 14

## CONNECT FIRST

COMMUNICATION IS ABOUT INFORMATION;  
CONNECTION IS ABOUT INSPIRATION

*“A great man is always willing to be little.”  
~ Ralph Waldo Emerson*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“Taking the conversation away from another person is a common form of lack of self-control which is not only discourteous, but it deprives those who do it of many valuable opportunities to learn from others.”  
~ Napoleon Hill*



# 15

## WASTE DOESN'T MOTIVATE

### ELIMINATING FRUSTRATIONS GETS EVERYONE MOTIVATED

*“Lean is not really about waste elimination, it’s about frustration elimination, removing obstacles that stand in the way of people being their best, that prevent us from having a joyful and meaningful experience. It’s not about telling, it’s about listening. It’s about blending unique knowledge with collective wisdom. When we allow people and their teams to own the process, they can create better outcomes than any senior executive or group of consultants.”*

*~ Bob Chapman*

### CHAPTER CONTENT REMOVED FOR PROMO

*“Vision without execution is hallucination.”*

*~ Thomas Edison*

# 16

## LISTEN TO THE VOICES

TAKE THE TIME IT TAKES,  
SO IT TAKES LESS TIME

*“Listening is the greatest communication tool to use when you want to connect with someone.” ~ Ria Story*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“We changed the name from ‘Lean’ to ‘Living Legacy of Leadership’ because in the early stages of embracing these powerful leadership ideas, it became clear to us that Lean as widely practiced was mostly about numbers and not about people. If the Toyota production processes had been studied and named properly, it would have been called Listen.”*

*~ Bob Chapman*

# 17

## THE KEY TO BUY-IN

### LEARN TO LEVERAGE THE MEETINGS BEFORE THE MEETING

*“No man can persuade people to do what he wants them to do, unless he genuinely likes people, and believes that what he wants them to do is to their own advantage.” ~ Bruce Barton*

#### CHAPTER CONTENT REMOVED FOR PROMO

*“The individual in your organization who communicates the clearest vision will often be perceived as the leader. Clarity is perceived as leadership.” ~ Andy Stanley*

# 18

## BE A LEADER

PROCESSES AND THINGS DON'T  
THINK AND FEEL, BUT PEOPLE DO

*“Managers change behavior. Leaders change the way you think without you realizing it.” ~ Daniel Burrus*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“When we are in the presence of good leadership, we usually are not even aware of it. Everything goes so well that leadership seems unnecessary; it creates the illusion that everything is seamless and smooth.”  
~ Jimmy Collins*

# 19

## PRIME THE PUMP

### PREPARE THE TEAM FOR THE DREAM

*“Vision does not ignite growth, passion does. Passion fuels vision, and vision is the focus of the power of passion. Leaders who are passionate about their call create vision.” ~ Ken Hemphill*

### CHAPTER CONTENT REMOVED FOR PROMO

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

# 20

## QUESTIONS TRANSFER RESPONSIBILITY

### LEAD WITH QUESTIONS NOT DIRECTIONS

*“When you initiate change, you take responsibility. Initiating change requires a proactive approach and only proactive people will do it. Initiating change requires you to say ‘I will’ instead of ‘I wish.’”*

*~ Ria Story*

### CHAPTER CONTENT REMOVED FOR PROMO

*“It really is amazing what happens when you recognize the importance of the opportunities ahead of you, accept responsibility for your future, and take positive action.” ~ Michael F. Sciortino, Sr.*

# 21

## **AVOID ANSWERING QUESTIONS**

**DON'T MAKE DECISIONS;  
FACILITATE DECISION MAKING**

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

**CHAPTER CONTENT REMOVED FOR PROMO**

*“A humble ask can prompt an amazing feat.”  
~ Liz Wiseman*

# 22

## HIGH IMPACT DELEGATION

### DELEGATE RESULTS NOT METHODS

*“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*

### CHAPTER CONTENT REMOVED FOR PROMO

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



# 23

## WHERE'S THE PROBLEM?

GO SEE, DEMONSTRATE RESPECT,  
AND ASK QUESTIONS

*“Lean managers pose questions to their problem owners about the nature of the problem and the best available counter-measures. Doing this automatically transfers responsibility for the problem...closer to the problem.” ~ Jim Womack*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“Solving complex problems requires an inquiring mind and the willingness to experiment one’s way to a fresh solution.” ~ Daniel Pink*

# 24

## THE POWER OF HOW

### THE BEST LEADERS ASK THE BEST QUESTIONS

*“Certainty is one of the weakest positions in life.  
Curiosity is one of the most powerful.  
Certainty prohibits learning; curiosity fuels change.”  
~ Henry Cloud*

#### CHAPTER CONTENT REMOVED FOR PROMO

*“When you want to persuade, you’ll always get further  
by asking a question than by making a statement.”  
~ Dorothy Leeds*

# 25

## LEAD THE TEAM

### UNLEASH THE TEAM'S POTENTIAL

*“All leaders know there’s a huge gap between what the team has to do and what the team is capable of doing.*

*High impact leaders close the gap.*

*Low impact leaders widen the gap.”*

*~ Mack Story*

### CHAPTER CONTENT REMOVED FOR PROMO

*“Coming together is a beginning.*

*Keeping together is progress.*

*Working together is success.”*

*~ Henry Ford*

# 26

## 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*

### CHAPTER CONTENT REMOVED FOR PROMO

*“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*

# 27

## **EXPAND THE TEAM**

**HARNESS THE INFLUENCE OF THE TEAM  
TO GAIN SUPPORT FOR THE TEAM**

*“The most valuable player is the one that makes the most players valuable.” ~ Peyton Manning*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“Sometimes the more you know, the less you learn...Too often we play solo when we should be gathering the support of a broader team. Too often we drown out new voices with cynicism, blunt criticism, and explanations for why their ideas won't fly.”  
~ Liz Wiseman*

# 28

## LEVERAGE THE LEADERS

### MAXIMIZE THE INFLUENCE OF THE LEADERS WHO SUPPORT YOU

*“If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time.” ~ Patrick Lencioni*

#### CHAPTER CONTENT REMOVED FOR PROMO

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

# 29

## **THE KEY TO SUCCESS**

HIGH IMPACT LEADERS MUST KNOW THE WAY, SHOW THE WAY, AND GO THE WAY

*“Try not to become men of success.  
Rather, become men of value.” ~ Albert Einstein*

**CHAPTER CONTENT REMOVED FOR PROMO**

*“True leadership only exists if people follow when they have the freedom not to.” ~ Jim Collins*

# 30

## SUSTAIN THE GAIN

WHEN YOU INVEST IN THE PEOPLE,  
THEY WILL INVEST IN THE PROCESS

*“Not investing in your people to save money is like cutting a leg off to save weight. Initially, it achieves your short term goal, but the long term effects are disastrous.” ~ Sid Joynson*

### CHAPTER CONTENT REMOVED FOR PROMO

*“If Lean is done wrong, and there is entirely a tools focus, and we’re beating up the people, and we need results, and it’s all about the numbers, it’s not going to sustain itself, which many companies have proved.”  
~ Jerry Solomon*

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

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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.



## ABOUT THE AUTHOR

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

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

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

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

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

Mack and Ria have published 30+ books on personal growth and leadership development. In 2018, they were invited to speak at Yale University's School of Management. They also had over 80,000 international followers at the end of 2019 on LinkedIn where they provide motivational, inspirational, and leadership content to people around the world.

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

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

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Excerpt from

***Defining Influence:***  
***Increasing Your Influence Increases Your Options***

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

## INTRODUCTION

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

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

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

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

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

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

life, but also the lives of those around you.

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

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

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

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

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

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

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

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

Even when you're alone, you have influence.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

**Excerpt from**

***10 Values of High Impact Leaders***

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

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

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

**Do you want to become a high impact leader?**

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

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

I believe everyone can and should make a high impact.

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

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

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

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

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

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

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

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

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



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

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

**What** we do will determine our *potential*.

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

## *10 Values of High Impact Leaders*

### **1**

#### **THE VALUE OF VISION**

***Vision is the foundation of hope.***

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

### **2**

#### **THE VALUE OF MODELING**

***Someone is always watching you.***

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

### **3**

#### **THE VALUE OF RESPONSIBILITY**

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

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

### **4**

#### **THE VALUE OF TIMING**

***It matters when you do what you do.***

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

## 5

### **THE VALUE OF RESPECT**

*To be respected, we must be respectful.*

*“Go See, ask why, and show respect”*

*~ Jim Womack*

## 6

### **THE VALUE OF EMPOWERMENT**

*Leaders gain influence by  
giving it to others.*

*“Leadership is not reserved for leaders.”*

*~ Marcus Buckingham*

## 7

### **THE VALUE OF DELEGATION**

*We should lead with questions  
instead of directions.*

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

*~ Mack Story*

## 8

### **THE VALUE OF MULTIPLICATION**

*None of us is as influential as all of us.*

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

# 9

## **THE VALUE OF RESULTS**

*Leaders like to make things happen.  
“Most people fail in the getting started.”*

*~ Maureen Falcone*

# 10

## **THE VALUE OF SIGNIFICANCE**

*Are you going to settle for success?*

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

*~ Mack Story*

Excerpt (Chapter 3 of 30) from  
***Blue-Collar Leadership® & Culture:***  
*The 5 Components for Building High Performance Teams*

## THE IMPACT OF CULTURE

THOSE WHO WORK THERE WILL DETERMINE  
WHO WANTS TO WORK THERE

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

## BE RESPONSIBLE

MAKING THIS CHOICE GIVES YOU A VOICE

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

*~ Jocko Willink*

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

Humility is a choice that high impact players will make.

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

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

Each of us is responsible for choosing our values and

those values will determine our circumstances and the impact we have, especially when it comes to teamwork.

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

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

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

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

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

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

often than the low impact players.

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

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

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

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

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

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

Excerpt (Ch. 4 of 30) from  
***Blue-Collar Leadership® & Supervision:***  
*Unleash Your Team's Potential*

## **UNDERSTANDING ARTIFICIAL INFLUENCE**

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

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

*~ William George Jordan*

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

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

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

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

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

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

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

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

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

Phrases like those are always spoken by a manager, never

by a leader. I've heard them spoken many times in my career by managers who don't have a clue about leadership. The only influence they have at work is directly tied to the authority, *artificial influence*, which is associated with the position they hold. Without it, they wouldn't accomplish much of anything.

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

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

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

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

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

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

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

*It says that responsibility begins at the top."*

*~ Malcolm Gladwell*



Excerpt (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**

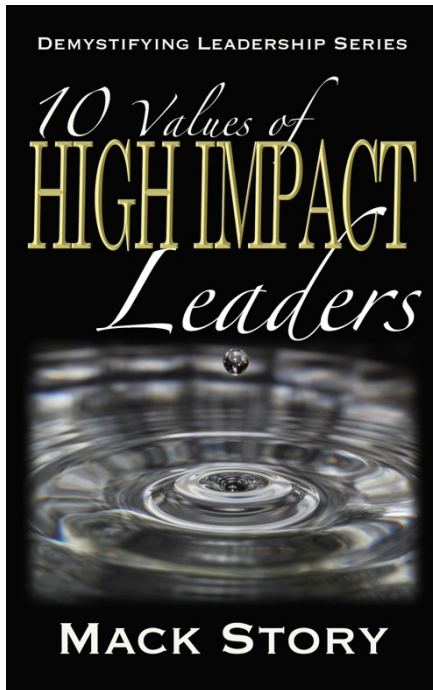
“Our reputations do not come from how we talk about ourselves. Our reputations come from how others talk about us.” ~ Simon Sinek

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?**

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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.

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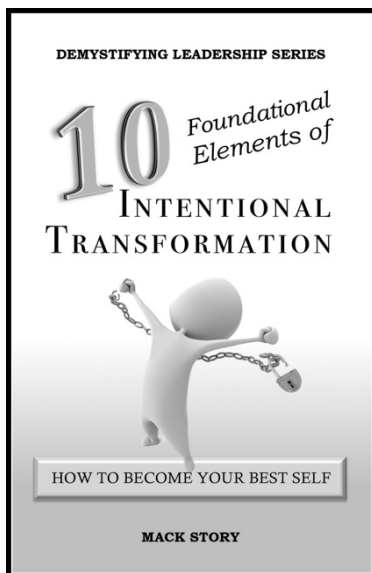


Are you looking for transformation in your life? Do you want better results? Do you want stronger relationships?

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

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

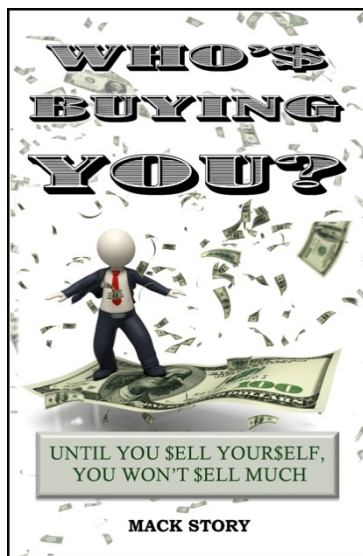
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*10 Foundational Elements of Intentional Transformation* serves as a source of motivation and inspiration to help you climb your way to the next level and beyond as you learn to intentionally create a better future for yourself. The pages will ENCOURAGE,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

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

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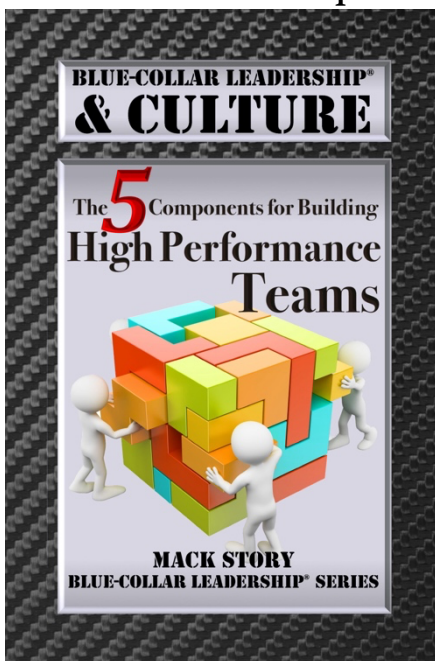


*“Sales persuasion and influence, moving others, has changed more in the last 10 years than it has in the last 100 years. It has transitioned from buyer beware to seller beware” ~ Daniel Pink*

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

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

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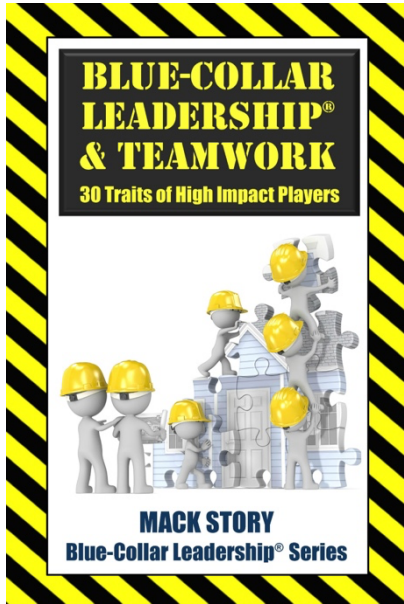
It's easier to compete when you're attracting great people instead of searching for good people.

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

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

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

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(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.

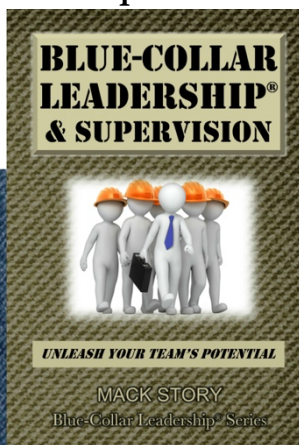
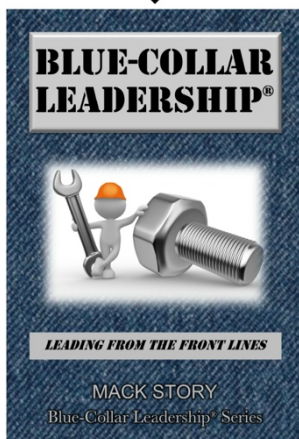
The competitive advantage for every individual is developing 360° of influence regardless of position, title, or rank.

*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](http://BlueCollarLeadership.com/download)

Order books online at Amazon or  
[BlueCollarLeadership.com](http://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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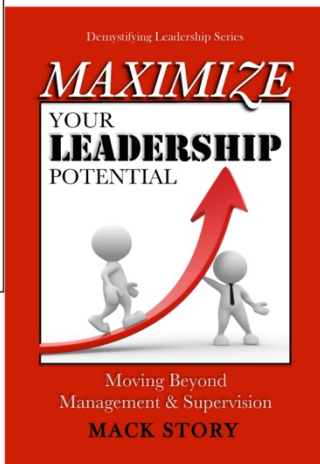
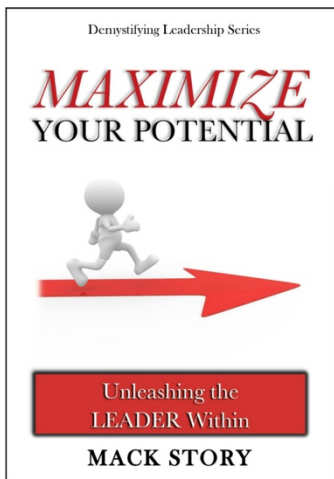


The biggest challenge in process improvement and cultural transformation isn't identifying the problems. It's execution: implementing and sustaining the solutions.

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

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

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

## ABOUT RIA STORY

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

*Like many, Ria has faced adversity in life. Raised on an isolated farm in Alabama, she suffered extreme sexual abuse by her father from age 12 to 19. Desperate to escape, she left home at 19 without a job, a car, or even a high school diploma. Ria learned to be resilient, and not just survive, but thrive. (Watch her 7 minute TEDx talk at [RiaStory.com/TEDx](http://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](http://RiaStory.com/TEDx)*)

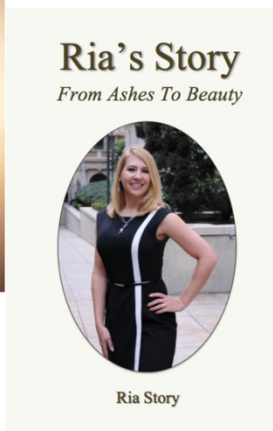
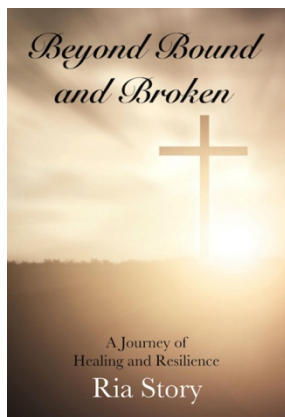
For the first time, Ria publicly reveals details of the extreme sexual abuse she endured growing up. 13 years after leaving home at 19, she decided to speak out about her story and encourage others to find hope and healing.

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](http://RiaStory.com/TEDx)

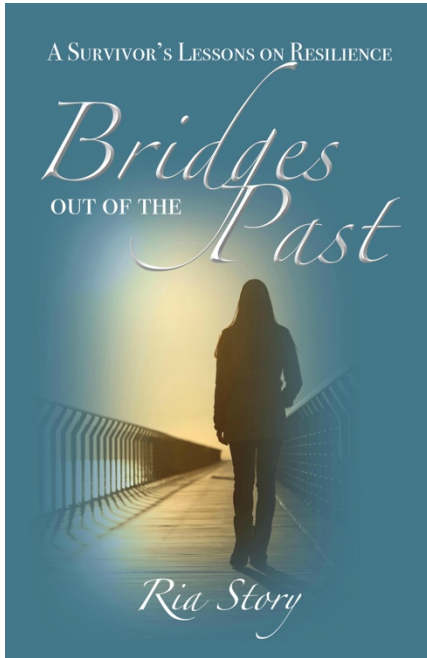
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In *Beyond Bound and Broken*, Ria shares how she overcame the shame, fear, and doubt she developed after enduring years of extreme sexual abuse by her father. Forced to play the role of a wife and even shared with other men due to her father's perversions,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

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

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

*(Watch 7 minutes of her story at [RiaStory.com/TEDx](http://RiaStory.com/TEDx))*



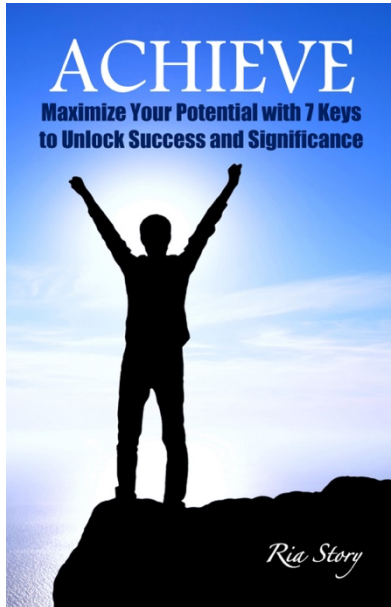
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You have untapped potential to do, have, and be more in life. But, developing your potential and becoming the best version of yourself will require personal transformation. You will have to transform from who you are today into who you want to become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

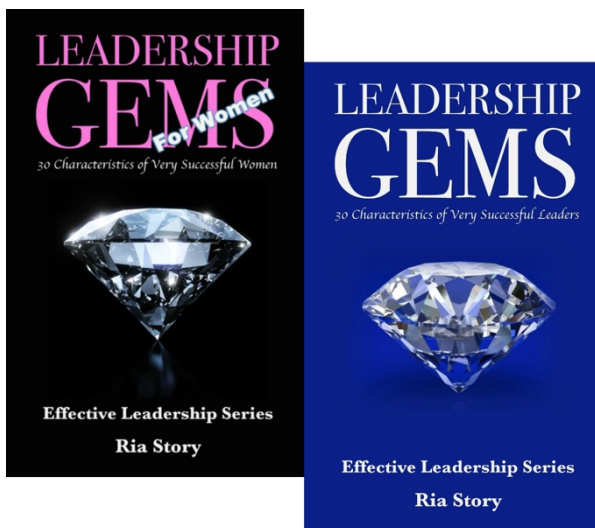
Gain unique insight in, *“Fearfully and Wonderfully Me: Become the Woman You are Destined to Be”* and the accompanying workbook to help you: believe in yourself and your potential; embrace your self-worth; overcome self-limiting beliefs; increase your influence personally & professionally; and achieve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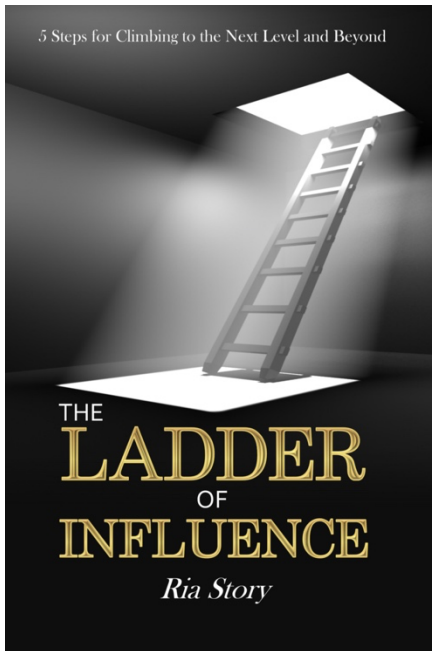


*Note: Leadership Gems is the generic, non-gender specific, version of Leadership Gems for Women. The content is very similar.*

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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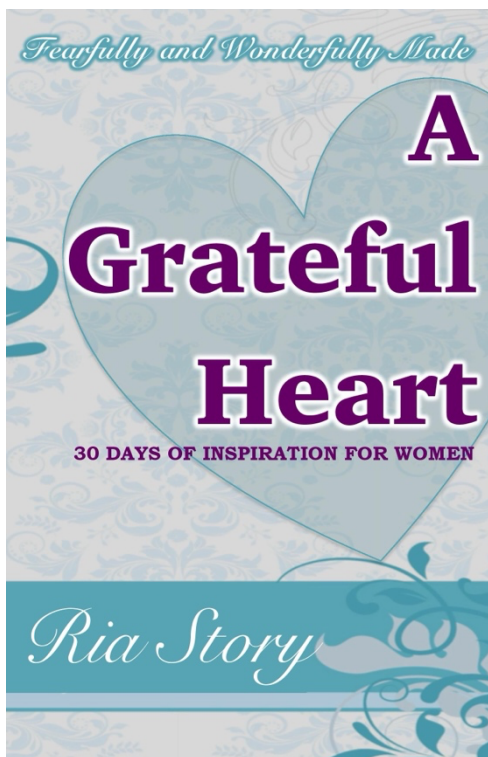


**The Ladder of Influence® provides a powerful, yet simple, framework to help you realize the practical steps you can take to increase your influence with the people around you: family, friends, co-workers, your boss, etc.**

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.

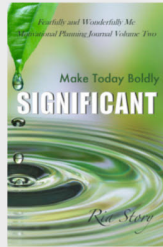
## Motivational Planning Journals

Choose a theme for the season of your life!

Now available at [Amazon.com](http://Amazon.com) or [RiaStory.com](http://RiaStory.com)



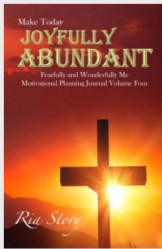
Motivational



Purposeful/Living Your Legacy



Productivity



Joy/Faith



Resilience



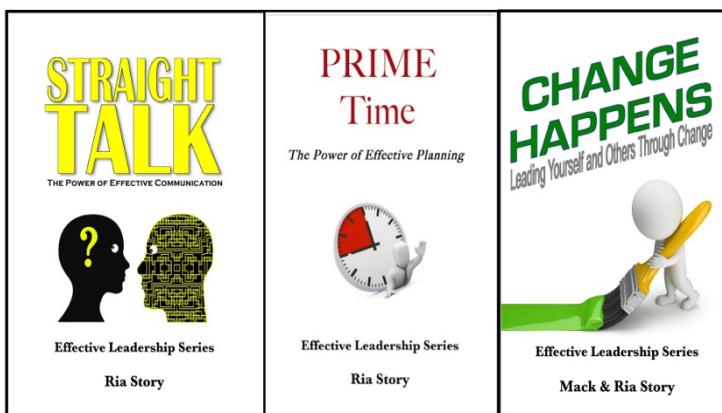
Make the Most of Today

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



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- Cultural Change/Transformation
- Communication/Trust/Relationships
- Time Management/Planning/Execution

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

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

## “What clients have to say...

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

~ Sam McLamb, VP & COO, CMP

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

~ Stephen, President-elect, WCR

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

~ Rebecca, Director of Process Improvement, GKN



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**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.

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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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*\*Restrictions apply.*

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

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

**Real People Getting Real Results!**



A group of five diverse workers (three men and two women) wearing yellow hard hats and safety vests, standing in a row with their arms crossed, smiling. The background is a dark, textured wall.



**Blue-Collar Leadership® Academy is an affordable, easy-to-access and easy-to-implement workforce and leadership development solution.**



Get started with our FREE 2-hour online leadership development video course "The 5 Types of Leaders" & earn your first certificate of completion!

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