

**A FIELD GUIDE
FOR EMERGING LEADERS**

**BORN TO
LEAD
MINDSET**

**HOW RELENTLESS LEADERS
FAST TRACK THEIR CAREER
GROWTH**

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CHAPTER 1

LEADERSHIP

WHAT IS A LEADER? WHAT DOES A LEADER DO?

“The only definition of a leader is someone who has followers.”— Peter Drucker

Leadership is not about talent or charisma. Leaders come from all walks of life and possess different characteristics in term of personality, values, belief, attitude, and strength.

Some are charismatic, extroverted, and bigger than life; others are quiet, thoughtful, and aloof. Here are a few characteristics that unify them despite their vast differences.

- They dare to promote their vision even when unpopular
- They take decisive action to drive necessary changes
- They unite people behind their visions and beliefs
- They take responsibility for communicating, inspiring, and motivating people
- They focus on the achievement of worthy goals
- They drive the organization forward by focusing on what matters most
- They promote collaboration among people to achieve specific goals

MANAGEMENT VERSUS LEADERSHIP

Many people tend to confuse a management role with a leadership role.

Management is all about planning, organizing, coordinating, and control. Facts often indicate that most managers work at an unrelenting pace, where most of their day-to-day activities resemble a continuous loop of brief interactions, fire drills management, and attending unproductive mandated meetings.

Most line managers' activities are action-oriented with little time for reflective evaluative strategies. Managers' highest priority seems to revolve around pleasing the boss and maintaining internal business harmony with the hope of reaching organizational objectives. Unfortunately, this type of chaotic management is prevalent in most organizations and across industries.

Working under impossible deadlines, and being stressed, confused, and overworked is becoming the standard platform under which a manager is expected to deliver high-quality results, thrive, and grow as an individual.

To produce quality results, the manager needs to prioritize his work, eliminate redundant task, and delegate some of their responsibilities to competent support staff, to spend some quality thinking time strategizing, fixing core issues, and building a better future of the team.

Overworked managers cannot think clearly, jumping from one crisis to another. Strategic thinking requires imagination

meshed with deep reflection.

A time-deprived manager cannot resolve significant issues, and they certainly cannot coach their team to become independent thinkers and achievers.

A manager deprived of the ability to think creatively and cultivate independence of mind will resort to a shallow reactive thought process that is often tactical and focused on cosmetic interventions, quick resolutions, postponement of significant crisis, short conversations with team members, while skipping essential management duties such as planning individuals' success. Under these conditions, most of these line-managers will pretend to be focused on the company long-term objectives while they're struggling to achieve their short-term goals.

DISTINCT AND INTERDEPENDENT SYSTEMS

Leadership and management are two distinct and complementary systems of activity. Both are vital to the growth of any organization.

Management is a system revolving around managing complexity in an orderly manner. It is all about keeping things in order: Planning, organizing, staffing, directing, and controlling.

Leadership is about creating and coping with transformative changes, and it's all about going places, creating movement and operating in messy uncharted environments.

The business world is becoming more competitive and

more susceptible to market shifts than ever before. Minor changes are easy to handle. Impactful and transformative changes, however, require a different type of leader. It needs a leader who can think differently, act quickly and decisively, and find a way to take advantage of these seismic changes while leading people tactfully through difficult business landscapes.

Leadership is about looking forward to the future. Present actions mold one's future; the decision and strategies crafted today have the power to create a better tomorrow. Great organizations don't wait for leaders to come along; instead, they actively select people with leadership potential, then expose them to the internal development process to polish their skills, develop their intuition, and nurture their inner desires to lead others from tumultuous times to prosperity.

LEADERS ARE VISIONARY

Great leadership requires a robust management system to achieve the intended results. Leaders are visionary. They routinely originate great ideas to overcome impossible odds. Leadership as a function, however, has nothing to do with the title, because great leaders can arise from any rank and file.

Good ideas and strong leadership can originate in the middle or even the bottom of the organization. History has demonstrated that great leadership has nothing to do with the position. A leader cannot operate alone: that is why it's necessary to work with a management team to move things along.

The management team knows how to get people to follow specific orders to get things done. Managers exercise authority over their subordinates to achieve business objectives. A leader knows that they are responsible for people in their charge, however, and often relies on motivating and inspiring their people to move forward.

Great managers often lead from the front, while leaders can inspire and lead the troops from any angle with the same effect.

Good leadership can achieve miracles if it has the backing and support of a reliable management system.

“Leadership is not about a title or a designation. It’s about impact, influence, and inspiration. Impact involves getting results, influence is about spreading the passion you have for work, and you have to inspire teammates and customers.” – Robin S Sharma.

Leadership is all about having a vision and coalescing people willingly behind the execution of that vision. That vision could be an idea, a concept, a belief, a goal or a dream. What matters most is that the leader’s conviction must be strong enough to become the magnet that attracts followers towards the cause.

FREEDOM OF THOUGHT AND ACTION

Captain of USS Benfold, Michael Abrashoff said it best: “Define the parameter and set everyone free to make their own decision, make mistakes, and learn. Hire, coach, assist, train,

and then trust and release.”

Leadership is about empowering people to think and act freely. As a leader, you should focus on available opportunities, not limitations. You should push yourself and your people further than you think possible without breaking their trust. You carry the responsibility to meet your targets and people’s expectations, and that is why it’s vital to push boundaries beyond your stretch zone.

Good leaders accept living in a constant state of tension of discomfort because they know that challenges are the way to all great achievements. Hardship is a function of expectation, and leaders understand that all worthy accomplishment take resources, time, energy and sacrifices.

DYNAMIC LEARNING

Write down the characteristic that differentiate management from leadership.

Write down all the challenges you may potentially face as a manager and a leader. Then, write down how you would overcome these challenges. Keep broadening your perspective and thinking process.

CHAPTER 2

HOW LEADERS LEAD THE WAY

Leadership is not about the highest rank or function title. Leadership is not about the position as it can be manifested from the back, middle, or front.

The shepherd (leader) often leads their sheep from the back. Mountain climbers and long-distance runners, and Navy Seals rotate leadership to learn how to lead from any position. Mahatma Gandhi led his people from the front, knowing he was putting his life at risk. Nelson Mandela always spoke last. He did it because he respected his people's mental input and experiences. He understood that by speaking last, he would have the opportunity to evaluate and assess everybody's contributions and concerns. Leadership is not about pushing one's belief on others. Instead, it's about allowing your ideas to evolve by incorporating others' insights into your business model.

Most people believe that leadership is about being in charge. It's not, it's about assisting people in your charge. It's about improving their lives; it's about upgrading people's thinking and aligning them with your vision.

Leadership is about mental transformation and emotional evolution. It's about making everyone feel safe, useful, and valuable to cooperate and advance the team/company agenda.

The leader's job is to inspire and explain why the change is necessary to improve everyone in the process.

Leadership is about protecting others, even at the expense of losing one's job. A leader takes risks and put themselves in harm's way to protect their people, which makes courage the most valuable attribute a leader can possess.

COPING WITH CHANGE

At its core, leadership is all about coping and managing change. Change is today's norm, and businesses must continuously change, evolve, and adapt to survive. Companies must deal with a flood of innovative technological breakthroughs that have the power to disrupt legacy industries.

Global competitors taking advantages of global e-commerce platforms and ease of international shipping are becoming strong local competitors. These global competitors that were not a threat in the past are becoming a considerable force to reckon with in most domestic and regional markets. The deregulation of market policies has contributed to the elimination of some legacy protections.

Products made in the USA are being created in China today at a portion of the cost. One example: cars produced in the U.S. are now assembled in Mexico, with imported parts from all over the world.

Businesses are required to make changes fast to survive in this hyper-competitive market. Change and quick adaptation need excellent leadership skills and risk-taking ability.

During peace time, an army can be easily managed. In war time, however, leadership is an attribute that is required to win battles. Like managing an army in war, business management is all about establishing order, creating systems, and adhering to their execution. Leadership is all about inspiring people towards the accomplishment of specific goals amid disorder and chaos.

SETTING DIRECTION

Leaders develop a vision of the future along with strategies to achieve a specific outcome. Leadership is all about motivating, inspiring, and aligning people behind this vision and keeping people moving forward toward the desired goal, despite all obstacles, setbacks, and low odds. A leader does that by appealing to people's emotions, values, and belief systems that keep them focused on worthy objectives.

PRODUCING CHANGE BY SETTING CLEAR DIRECTIONS

Leadership direction-setting is not about building plans; rather, it's about creating a vision and a strategy. Leadership objectives may be to change the way the business operates, improve the technology it uses, and change its brand perception or its dysfunctional corporate culture. Leadership is all about creating lasting, impactful, transformational changes.

A strategy involves taking the business from its current state to a future desired state. Strategic thinking requires gathering and analyzing information and data, drafting long-

term goals, and enrobing these goals in a compelling, inspiring vision. Then it's about leading people emotionally and intellectually towards the achievement of that objective.

The vision must be compelling to attract followers; however, it doesn't have to be new or explosive. Leadership is all about managing followers' hearts and minds to get the job done and produce the intended results.

ALIGNING PEOPLE BEHIND YOUR VISION

A leader's credibility plays a vital role in aligning people from different parts of an organization behind the cause. Aligning people is empowering people to contribute intellectually and mentally to better the vision or purpose without reprimanding anyone for stepping beyond their rank or capacity. Every employee should act as a full partner, capable of making a positive difference in the realization of company goals. The goal should be clear and compelling. Everyone's march should lead toward the accomplishment of the company vision.

MOTIVATING PEOPLE

A leader gains conviction, power, and charisma by communicating to the masses their vision, aspirations, and beliefs. The leader must be able to articulate that vision, thought process, and concerns to rally everyone behind their purpose.

The leader's ability to successfully motivate their

followers is paramount to the mission's survival. People get motivated by the leader's accomplishment, words, milestone attainment, faith, and energy. A good leader infuses energy, excitement, and hope by inspiring people to go the distance and overcome doubt, obstacles, and hurdles to achieve a common cause.

People follow leaders because they want to be part of something bigger than themselves. People self-identify as being part of a tribe, a group, or an association. People want to be part of a worthy ideal, a progressive movement that can create a positive impact on their lives.

A good leader empowers people by incorporating their ideas and smarts into their own vision; by making it personal, the leader gains followers. It requires managing individual differences by creating bridges that connect people while eliminating ideas, concepts, and ideologies that segregate people. Leaders motivate people by taking the time to coach, provide feedback, and debate ideas to grow together while spreading a sense of accomplishment throughout the organization.

GOOD STRATEGY

A strategy is a plan to achieve a specific goal despite market uncertainties. It's a path that allows a leader to coalesce people and resources to a purpose. No vision can become a reality without a sound strategy and ethical leadership to drive it to completion.

THE VALUE OF EXECUTION

A vision is just a dream, an idea until you put it to execution to create results. Knowledge is useless to leaders until it gets translated into deeds. Leaders plan for possible contingencies, constraints, and potential deviations, and leave room for unpredictable challenges. Proper execution requires putting a team of smart people to collaborate and work together to accomplish a chosen vision. An average organization with clear vision and strong leadership support can often out-compete, out-think, and out-do organizations with superior talent and abundant resources. Consistency and seamless execution from beginning to end is the key to the realization of the vision.

FOCUS

Leaders recognize that you cannot be everything for everyone. Hence, they focus on what matters most to create the intended results. Leaders devise plans to accomplish specific desired results and focus on the path to get it done. Then, they ensure that these decisions are executed according to the laid-out plan. It may require saying no to anything that distracts from the realization of goals.

ACCOUNTABILITY

A good leader ensures that everyone is crystal-clear on

their job requirements and the results that they are expected to produce, then holds everyone accountable to deliver on their assignment. Organizational needs should always come before the individual needs. Healthy organization success depends on the level of selflessness of its employees.

IMMUTABLE PRINCIPLES

Good leadership is all about planning with flexibility in mind, knowing that business life is unpredictable. Leaving room for revision and changes is critical to ensure organizational survival.

A good leader continuously checks results against expectations and milestones. While the plan should incorporate a good dose of flexibility, core values should be non-negotiable to maintain the integrity of progress and its organizational cultural strategy. Nonnegotiable principles define what the organization stands for, what it's trying to accomplish, and where it's going. The leader's role is to protect these core principles while carrying out the organization's core mandates.

DYNAMIC LEARNING

Write down how a leader keeps their people focused on their core values and targets.

Write down all the immutable principles of leaders and why should a leader protect these core values?

CHAPTER 3

LEADERS ARE PLANNERS

I recall attending our company's President Club event a few years ago. It's a memorable experience in term of socializing with the leadership team and having the opportunity to listen to their visions, ideas, product innovations, and the future of the company. I was impressed by the depth, scope, and impact of the company across the globe. I was also proud to see many perennial president-club-goers from all over the world.

Curious as I am, I asked these top producers from around the world on the qualities honed over the years that have made them who they are.

SENSE OF URGENCY

The first attribute they shared with me was rigorous, self-imposed discipline. It seems like common sense, but it's not. It's that voice that tells you, "Get it done now to the best of your ability," rather than the voice of procrastination that says, "Later, tomorrow, whenever you get a chance." Leaders are doers. That is why they have soaring self-worth. They believe that all achievements and worthy accomplishments are worth addressing now, not later. They believe strongly that mediocrity is led by procrastination and that low self-esteem is

an internal emotion that can be unlearned and overcome with deliberate practice.

Every mastered discipline generates multiple rewards. Each success leads to new ambition. Each challenge creates a new understanding, and each failure births new determination.

Here are a few things I learned from these top producers.

- Leaders are visionaries.
- There are no shortcuts to success.
- With diminished labor comes diminished rewards.
- Everything has its price, and everything has its pain.
- It's not what you get from your achievements that makes you valuable. It's what you become, seeking the realization of these achievements, that makes you valuable.
- Always choose to do more to build character. Choose action over comfort. Choose work over respite. By following these habits, you will develop incredible self-worth, self-respect, and self-confidence.
- Never put yourself in a position where you look back and regret all the things you could have completed and intended to do but left undone.
- Push yourselves in the present to experience the milder pain of discipline that weighs ounces rather than the pain of regret that weighs tons.
- Replace weaknesses with disciplined actions that build on your strengths, and associate with people who have big stimulating ideas that will get you to the top of your aspirations.

- If you are stuck on the ground floor in term of results, look for a way up, and pay the price while moving upward. The amount paid in term of effort will become your badge of honor and accomplishment through the university of life.

These top leaders told me that the more they push towards their goals, the more the future begins to pull as well. A massive effort is like a magnetic field with a powerful pulling effect that wants to reward you for your time and energy. Intelligent efforts attract what we seek. I was not surprised learning that each of these top producers has a dream and wrote a simple plan at the beginning of the year. Their methods were different, but the results they were after and the destination were the same.

Anyone can do it. Anyone can design a future and work toward making it a reality. It will take a lot of work and sacrifices, but it is undoubtedly worth the effort.

WHAT DEFINES LEADERS

Leaders' common traits: A strong sense of self-confidence and self-motivation. The most significant deterrent to success is a lack of confidence; a lack of self-confidence is derived from the fear of failing while doing what one could do. We all think that it's evident, but it's not.

MOTIVATION

Leaders need to self-motivate constantly to keep everyone

around them highly spirited and upbeat to do their job. Self-motivation is an internal state that needs to be nurtured and reinforced, as it erodes fast if neglected. It's the characteristic that gets someone to wake up early and go to bed late at night. Is it evident and straightforward? Not quite!

A big producer told me that he was obsessed with the measurement of results that he generated from his efforts. He understood that if you deploy minimal activity, you will produce minimal effects. Results are always in direct proportion to the amount of effort you exert. Great results tend to favor people who exercise massive effort in seizing opportunities earlier than their competitors. Opportunities briefly present themselves while passing by rapidly. Intelligent, swift reactions are required to grab these opportunities and convert them into much sought-after results. All achievements are the result of scores of individual opportunities that were either well-used or sadly neglected.

START

Leaders understand that proper planning, discipline, commitment, imagination, and intense daily activity are the forces that change ordinary expectations into extraordinary results.

Simple Leadership Planning:

- Start wherever you are today.
- Convert your dreams into plans and your plans into goals.

- •Convert your goals into small daily activities and tasks that lead towards the realization of your planned worthy goals.

Put deep intensity into your daily activity. Choose hard work over relaxation (too much of it will make you absolute); choose to learn over your status-quo, facts over misconception, confidence over doubt.

Stay the course, and refuse to nourish the cause of poor performance. Please do something about it; reject your internal procrastinating thoughts. We are the problem and the solution. It's easier to pretend than perform, but it's much more rewarding to lead and win. Don't blame anyone. Just get to work, because that's all you have.

Leadership is the way. Own up to your successes and failures, and begin a new chapter today. Begin today and search for great achievements. Life is way too precious to accomplish too little. Changes and disciplined trajectories are hard to follow at first, but they get more comfortable as you build disciplines and focus.

VALUE OF PREPARATION

Napoleon has meticulously prepared for each battle while knowing that no successful battle ever followed its original plan. A great leader knows when to take a call and act swiftly when significant decisions need to be made quickly, knowing that most poor decisions can be corrected on time.

Major decisions need to be weighed against risk and

consequences. Leadership is all about ensuring that all decisions are weighted according to opportunity and threat, and channeled to meet expectations. Incompetence should not be tolerated; smart people need to be put in the right places according to their strengths.

Excellence in job performance needs to be recognized, celebrated, and empowered. Leadership is about compensating and promoting people based on merit, not kicking down people below you or pleasing your superiors or riding the coattails of your mentor. Success in leadership is all about your ability to lead others to achieve their potential, while in the pursuit of the realization of an idea.

LEADERS ASSESS EVERYTHING

Decisions are made at all levels of any organization; the leader should trust and empower their people to make sound decisions. However, one should have multiple checkpoints to evaluate work progress versus goals.

It's the leader's job, along with the top management team, to ensure that team members do not get stuck in conformity. As a leader, you should verify that all processes are working, eliminate bottlenecks, and change direction based on needs.

Leadership is not about conformity or keeping the routine going; that's not leadership. Leadership is about asking hard questions, not answering questions. Leadership is knowing how to set goals, not just fulfill goals. It's not about how to get things done, but instead about whether they're worth doing in

the first place.

Leadership is all about the ability to formulate ideas, new concepts, new directions, test new ways, and find new approaches to doing things that will benefit the whole team. Leadership is all about thinking creatively and encouraging mind-independence.

CHANGE IS KEY

A time will come when a sudden, unpredictable catastrophe occurs, where you will need to change direction quickly without using the proper channels to implement changes. During these times where the pressure is high, thinking fast and adopting immediate change is critical. Upon making quick, calculated decisions, you will need to drive your choices with conviction and clear communication while rallying your followers behind you for full support.

Dire times may require your extraordinary leadership to save the business from external destructive forces, like when your organization is facing imminent danger such as market shifts, natural disaster, political changes, emerging technologies, or stiffening competition.

As a leader, you may need to make tough decisions like reorganizing and re-clarifying organizational values, redesigning strategy, merging with another company, spinning part of the company, or even dissolving some part of the business to survive.

LEADING CHANGE

Market conditions can pressure you to force the organization to adopt a turnaround to meet pressure and survive. Even though turnaround may be sometimes necessary, it is always met with extraordinary resistance; people are naturally afraid of change and prefer the current status quo despite existential threats.

Being a leader means you are capable of thinking for yourself. You should also have the courage and full confidence to defend your ideas even when they are not popular with your followers and your superiors. Moral courage to stand for what you believe despite the uncertainty of the path is more important than any physical courage.

COLLABORATIVE WORK

It's during these tough times that you need to think creatively and independently about the best way to communicate your message to your followers and coalesce everyone behind your vision. If faced with lack of collaboration, encourage risk-taking and individual responsibility toward the organization.

People should always be an integral part of the solution; if they err, bring them back. Real progress gets achieved when everyone believes that he or she is empowered to act as a valuable change agent whose independent thinking matters while in the pursuit of a collective goal.

People naturally don't want to pursue an ordinary man's

leadership until he becomes an accomplished leader. However, they will gladly follow collective wisdom while developing their ideas through individual thinking. Many people followed Mahatma Gandhi and Nelson Mandela's vision to achieve sovereign freedom. These leaders were giants in history. However, at one point in their lives, they were ordinary men without uncommon aspirations and belief.

Many supporting followers have their ideas on how to achieve the same goals. Many are vocal, other are silent thinkers, but everyone follows their leaders as they represent their collective voices. Leaders can lead from the front, middle, and back. They don't have to be the loudest voice, but they must steer people when they deviate too far from the core vision.

DYNAMIC LEARNING

Write down all the attributes that define a leader. Why does leadership require planning? What is the value behind rigorous preparation?

Write down the reasons why a leader should use collaboration and cooperation to get the job done.

CHAPTER 4

BUILDING A LEADERSHIP MACHINE

Many would agree that the quality and capability of organizational leadership defines the overall performance of the company. Leadership development generates exponential returns, creates stability, improves morale, and promotes brand recognition.

Globalization had accelerated the significance of international leadership development. Trans-national companies are operating globally, making sensitive leadership more critical than ever.

DEVELOPING FUTURE LEADERS

Most organizations state that leadership development is their number one priority. However, when you look closely, the results derived from this focus reflect anemic progress. Primarily because too little emphasis is being allocated to developing future leaders. According to a Borderless survey, 54% of leaders feel that their leadership development program is ineffective, and 60% are dissatisfied with the investment in these programs.

Many top executives view these programs as a burden easily deferred to HR leadership and front-line managers.

Developing future leaders is not an easy job — molding well-rounded future leaders is a complex and significant challenge.

BABY BOOMERS AS FUTURE LEADERS

The Washington post had substantiated that almost 4 million baby boomers retire every year – that means that 10,000 baby boomers retire daily! Baby boomers were very loyal employees, so were most companies in the 1960s. The formula was simple: you work all your life for the company, and you retire with a good pension and a gold watch, but things have changed since then.

According to Brandon Hall Group research, by the year 2020, half of all US workers will be millennials (extracted from government survey data). 66% of millennials admit that they are unhappy with their current job and are actively looking for a new position. Additionally, 91% of these millennials who stay in the post are planning to transition to another role/company in less than three years.

LOYALTY IS A THING OF THE PAST

Millennials grow up differently. They think, interact, communicate, learn, and operate differently. This generation has been labeled as entitled, lazy, loyalty-light, and dopamine-hungry with unrealistic expectations. Millennials are the future, but the future is already here!

Deloitte estimates that Millennials will make up 75% of the global force by 2025. Many baby boomers have already

reached, or are fast approaching, retirement age. With their retirements, decades of learned skills and valuable experiences will vanish, creating a significant skill gap.

MILLENNIALS

Millennials demand a lifelong learning experience, customized to their specific needs through an on-demand, easily searchable internal database. You may think they are challenging, but they are not. They are merely programmed differently, based on their mental conditioning, environment, and expectation from a workplace.

What millennials expect, and what they view as a natural condition of job growth and development, is often an organizational nightmare, as most organizations lack these fundamental capabilities.

Human resources systems and operational methodology are vastly archaic in most organizations. Companies who built private internal universities, fashioned according to the archaic academic methods, find out quickly that this type of learning does not appeal to millennials.

Most millennials possess digital DNA. It is natural for them to reject traditional classroom training programs that are often run by human resource professionals. Millennials grow up absorbing a vast amount of data through digital methods, and intuitively recognize that these conventional methods are incompatible with mental stimulation and growth.

Given a choice, they prefer an online customize education or

peer-to-peer interactions with brainstorming opportunities, as well as professional coaching through participative dialogues. Millennials are the future leaders of most organizations, and the survival of these institutions depends on the quality of training provided to these future leaders.

STATISTICAL REALITY

According to CEB, 66% of companies invest in programs that aim to promote high-potential employees. However, only 24% of senior leaders surveyed believe the organization is achieving the intended objectives. Additionally, only 13% of senior executives surveyed trust the capability of their internal candidates. It is worth noting that 30% of all hired new CEO are outsiders. It's troubling to think that even though large financial resources are allocated to these programs, they lack leadership engagement and faithful support.

The question is: is it a leadership development failure? An organizational failure? or maybe a competency issue.

According to Egon Zehnder research, an evaluation of thousands of managers working at multiple corporations found that 72% of internal managers have what it takes to grow into the c-suite roles. Conversely, 9% of these managers have what it takes to become great CEOs. And yet, only 25% of top executives believe that less than 10% of their managers are ready to take over a critical position at a moment's notice.

A study conducted by Borderless researchers found as many as 58% of organizations are struggling to close leadership

skill gaps. Not surprisingly, 71% of employees have little or no faith in their current leader's ability to lead the organization to a better future. That is why 30% of new CEOs are hired from the outside.

Leadership development is a tough business. With few notable exceptions, most organizations fail to produce good internal leaders. Primarily due to lack of robust process and systems that cultivate, educate, stimulate, and mold future leaders

LEADERSHIP ASPIRATION

Many say that aspiration to a higher office is a private personal affair, based on individual belief, ambition, hunger, mindset, and commitment. Becoming a leader requires unique skills and capabilities, coupled with excellent personal attributes. One must possess a good dose of curiosity, engagement, grit, intelligence, and tenacity as well as people skills to get things done right.

Despite what's being stated, most organizations have not developed robust systems that will allow full development of the future leader.

A recent study conducted by indeed.com reflected that 71% of total employees in the United States are currently either actively looking for a job or open to a new opportunity, while 58% review available posting at least monthly. One should note that three-quarter of employee turnover is voluntary. Recent studies have shown that in 2016, employee turnover was 20.3%

in the United States and potentially higher within some specific industries.

LEADERSHIP DEVELOPMENT

High turnover, low engagement, discomfort, and distrust of the company is costly for any organization. We become somewhat accustomed nowadays to people making a way to *csuite* not because of competence. But because they know how to play politics to serve the power brokers that can facilitate their upward mobility.

Leadership development programs are strategically designed to develop business acumen and soft skills to accelerate individual development. This process is accomplished by immersing future leaders into real-life challenges to gain the necessary experience and decision making while being supervised by an experienced leader.

Job rotation is often a way to discover the candidate's competencies and provide a holistic view of how the business operates. Direct involvement of top executives is vital to driving these programs forward. It is worth to recognize that these programs drive profitability, revenue growth, and ensure seamless future leadership succession.

LEADERSHIP MATTERS

History repeats itself. When Steve Jobs' death was announced on Oct. 5, 2011, Apple Inc.'s stocks immediately dropped over 5%. Apple products were still in high demand,

and cash-on-hand ratio was extremely healthy. The issue was shareholders' confidence diminished, even though Tim Cook was a very competent successor. Tim managed to assure the market that any proposed changes will be complementary to the company culture and philosophy. His approach was brilliant, given the market circumstances.

On the other hand, John Sculley (Apple CEO from 1983-1993) fired Steve Jobs in 1985, which caused the company's stock to plummet to less than \$2 per share from \$5 per share in 1984.

Howard Schultz stepped down as CEO of Starbucks in 2000, and returned in 2008; during the years leading up to his comeback, Starbucks stocks had dropped by 50%. Leadership quality matters, and knowing the essence of the business can make the difference between corporate success or failure.

Good Leadership requires one to be result-oriented, strategic, diplomatic, with strong leadership and organizational capability. Additionally, one must have a good dose of curiosity, intellect, and a good understanding of market dynamics and people.

Not all CEOs possess unique competencies that make them far superior to their subordinates. Multiple surveys have shown that many talented individuals with skills and potential far superior to their current leaders go unnoticed for decades, often because of middle-management that stifle their growth due to personal insecurities.

TALENTED LEADERS WITHIN

Many talented employees, despite their best efforts, go ignored for years. Many watched hopelessly the position they wanted get allocated to external candidates. These external candidates often must rely on their expertise and knowledge to do their job. Most internal employees are not against hiring outside talent, especially if the situation requires competencies not available within.

Most loyal employees are merely asking for a fair chance to be considered based on ability, skills, and merit. They are looking for fairness in all areas that deal with personal growth and employee development.

To stay relevant and minimize turnover, companies need to adopt leadership development programs that evolve according to need and demand. Most businesses are a construct of separate units of production managed by expert employees. It should be easy to spot promising talented employees that qualify for these growth programs.

Developing competent future leaders that exude robust strategic capabilities while being result-oriented is not an easy task. However, done well, it pays high dividends.

A joint study by Egon Zehnder International and McKinsey surveyed more than 100,000 senior executives across multiple industries, and found that there is a direct correlation between leadership quality and revenue growth.

Moreover, while most companies lack high-caliber executives, many do not master specific competencies required

to have higher growth impact. Only 1% of the executives surveyed average a competency score of 6 or above out of 7, while 10% had an average rating of 5. Executives at high-growth companies score better than their peers in lower-growth companies across all competencies.

LEADERS' COMPETENCY

Great leaders can transform business models into a reality, develop breakthrough corporate strategies that work, and influence partnerships that encourage high-performance sales culture. Leaders know how to develop organizational capabilities that focus on talent management, team capabilities, and support transformative changes that mobilize everyone to drive results.

Great leaders are visionary, and they predict market changes and act accordingly to leverage market upside by creating an inclusive corporate culture that promotes cohesiveness, diversity, acceptance, and tolerance.

We understand that one person cannot excel in all these competencies. However, lasting transformative changes must be led by the CEO cascading down the organization.

Curiosity is one of the most significant prerequisites for individual development and promotion to the c-suite level, along with a good dose of insight, which is an attribute that allows a leader to develop a good sense of strategic orientation and market understanding.

People with potential can be groomed to cultivate required capabilities. Exposing employees with potential to training and rotational corporate development process allows these employees to build the necessary experience, knowledge, skill, and insight essential for the job. Continuous coaching will build competencies required for the next level of responsibility.

INCLUSIONARY LEADERSHIP

Women are underrepresented at the highest corporate level. Multiple studies have shown that women have the same capability, skill, and talent, and score equally to men on various competencies tests. Nonetheless, they continue to be underrepresented, primarily because they are not allowed to hone vital competencies within specific areas.

LEADERSHIP DEVELOPMENT

Women continue to struggle in a man's world. If you are a woman, you cannot develop team leadership if you never manage a team. You cannot improve your strategic results if you are never given a chance to participate in molding strategic objective projects related to internal processes or organizational capacity.

You cannot make financial decisions if you never participate in projects related to planning lowering cost, increasing profitability, or increasing in revenue. It's not a gender issue; it is an opportunity and confidence issue that has a direct correlation with the exposure and time spent practicing attaining skill mastery.

No one can possess perfect competencies in multiple disciplines without essential practice. Most CEOs are specialist in a specific field, but fortunately, they are surrounded by other competent employees that help them see through the clutter to make careful decisions.

Talented individuals are everywhere, but the issue resides in the fact that companies often fail to identify and help these talented individuals to hone their skills to a higher level.

Leadership development programs expose talented employees to multiple disciplinary functions and allow employees to uncover areas of strengths that resides dormant within. Without conscious effort and training on numerous functional disciplines, top talented employees cannot grow to handle considerable responsibilities and manage corporate conflicts.

LABEL-LESS LEADERSHIP

It's critical to retain and engage top talent, including millennials, consistently. People do not work just for money, recognition, and rewards. Most millennials are looking for potential rank elevation, increased responsibilities and challenges, learning opportunities, and career development paths.

Senior managers, often, refuse to empower junior employees primarily because they are untrained. History is filled with examples, where janitors become CEOs and excel at the job. It took a lifetime of hard work and discipline to get

there, but it's the results that matter.

Corporations with an executive business program have the potential to create, build, and mold competent leaders. Most corporate leadership development systems are assessment-focused and provide little insight into how to build a vision, mission, and core values.

Most of these programs lack solid education on challenge handling, customer needs, value creation, corporate direction, strategic performance measures, as well as leadership perspective.

TALENT DISCOVER

Most organizations rely on line managers and human resource leaders to spot potential talent and future stars. This method, while somewhat effective, is subject to possible discrimination as well as personal biases. Hence, potential talent may never get discovered, nor be promoted to access the leadership development programs.

Few companies that value the importance of promoting from within have enlisted a more rigorous succession planning across all divisions and regions. Effective success needs to be engrained in the company culture to ensure adherence and results. Senior leaders should oversee and manage these development program progress, by cascading down to the human resource leaders and front-line managers, who should be trained and incentivized to spot future stars to join these development programs.

Progress reports should be sent in a monthly basis to senior leaders, reflecting areas of growth, performance analysis, capacity to absorb and implement change, the speed of improvement, personal initiative, stewardship, conflict management, and unique capabilities that accelerate growth. Companies that have promoted rigorous development programs were able to replace their lost talent with internal promotions at a faster rate.

TALENT NURTURE

Organizations like Prudential Financial, Inc, which promote leadership programs from the top-down, and establish an accountability system managed by executive management in congruence with HR and front-line managers, tend to have more success than the organizations that simply allocate adequate financial resources and leave it to become a discretionary secondary responsibility of human resource management team.

Leadership development programs should be part of the corporate training and growth rhythm. Potential employees should be consistently identified and put into a fast-track learning process designed to accelerate career responsibility path.

Millennials as future leaders should be educated on financial, social, and human corporate responsibilities. Their rebellious, and inquisitive natures should be celebrated as part of the evolution of the new Leadership and market demand. Diversity and inclusion should part of the foundation of the

program to ensure global success.

DYNAMIC LEARNING

Write down how a leader can develop a leadership process that cranks future competent leaders. How can current leaders assist their development?

Write down why millennials are vital to the future of leadership. Do millennials characteristics meet leadership requirements? how do you view millennials' leadership style?

CHAPTER 5

LEADERS' RESPONSABILITY

A great leader's primary job is to define problems and engage in a collaborative effort to resolve pending issues while protecting the organization from all internal and external destructive forces. A great leader uses communication to clarify the value of collaboration and individuality while acting as the arbiter who manages conflict and restores order while challenging wrongful behaviors and eliminating unproductive norms.

We all have leaders we respect and follow across countries, organizations, and cultural boundaries. We support them because they influence our thoughts, challenge our beliefs and, to a certain extent, indirectly alter the course of our destiny.

LEADERS INFLUENCE

These leaders' influence can be subtle or profound, depending on our level of conviction and engagement. What matters is how these leaders shape our beliefs. The effectiveness of a leader has to do with the impact on his followers.

What makes a great leader? Why would you follow your

leader?

The ideal scenario is where people follow a leader because of what the leader represents. Not because of position, performance, or organizational influence.

The best leaders develop other leaders, who are equally talented and often become even more influential. Great leaders know who they are and what they stand for and what values they bring to the table.

Real leaders understand that what they do matters only to the extent that it brings long-lasting value to their followers. Successful leadership is all about others, and it's about leading them toward the accomplishment of a worthy cause. This process requires inclusion, collaboration and, notably, the elimination of personal ambition for the sake of development of the group. As a leader, it means putting everyone ahead of yourself and willingly becoming the step that lifts others to higher grounds.

ORGANIZATIONAL LEADERSHIP

Excellent leadership is what defines attractive, profitable organizations that lead to progress and innovation. You may think of organizations such as Facebook, Amazon, Google, and Microsoft, among others. These organizations become hubs for talents because they lift the leadership lid for everyone.

The leaders of these organization promote people based on merit, aptitude, potential, and achievement. They support cultural diversity and encourage experimentation, imagination,

and creativity. These rapidly growing organizations become magnets for brilliant, talented professionals who are looking for a home that promotes analytical minds and inventive thinkers. These organizations' attractiveness is fueled by the knowledge that all employees within can become leaders in their respective jobs.

WHAT GREAT LEADERS DO TO AFFECT PEOPLE AND ORGANIZATIONS

22 WAYS TO AFFECT OUTCOME:

1. Invest in people's strengths. The ROI will be far better than when you focus on people's weaknesses.
2. Surround yourself with the best and brightest. Maximizing mental aptitude and achieving progress has everything to do with sharing and receiving insights, ideas and promoting opposing views.
3. Understand your followers' wants, needs, and desires. Then serve and elevate the game.
4. Leaders hire based on the needed strength to fill a gap rather than a job description.
5. Hire talent with different backgrounds and personalities who are willing to challenge ideas and approaches.
6. Hire people with real potential and brilliance. Don't seek loyalty, seek competency.
7. Work extensively to create cohesive teams grouped by strengths that feed one another.
8. Create balanced teams to cover individual deficiencies.

9. Cultivate a leadership brand and image, because it's based primarily on emotions.
10. Maximize the collective talent of a team by encouraging the mutual sharing of mistakes and successes.
11. Build collaborative teams that can operate well among themselves in the absence of leadership.
12. Concentrate on creating a shared culture to allow better cohesiveness and dialogue.
13. Encourage healthy debate and arguments because it reinforces the spirit of genuine caring. It also reflects team unity around the truth while they're on the same side.
14. Prioritize what's best for the organization and the team.
15. Credit individuals and teams regularly for all achievements.
16. Invest in people's strengths while building better relationships among the group members.
17. Move beyond a philosophy of self-interest and focus primarily on the group's benefits.
18. Never use "I". It's a collaborative achievement. Leaders always use "we".
19. Provide stability by focusing on the big picture while separating the constant from the transient.
20. Leverage talent connectedness to break down silos that prevent shared information and growth.
21. Link talent to affect the organizational outcome.
22. Challenge everyone and hold them accountable, but do it in an empowering, positive manner.

LEAD BY EXAMPLE

People's perception of your leadership is just as important as your integrity and work ethics.

You cannot ask people to do something while you are doing the opposite. You cannot ask people to go above and beyond to serve the customer while you are putting policies that make their job impossible. You cannot ask your people to be kind to one another, while you permit your management team to use abrasiveness and ruthlessness in managing their subordinates.

COLLABORATIVE LEADERSHIP

I remember this new head of sales who was hired to turn around a national large sales force comprised of thousands of people. During his first meeting, he announced some horrible changes that were supposed to take effect immediately, and added, "If you disagree with any part I said, consider this to be your last day of employment with the company." His leadership style was aggressive, forceful, and intimidating, based on fear and lack of empathy.

Many people who stayed wished later that they listened and quit on his first day. Shortly after he took over the organization, the overall productivity numbers plummeted, and people were leaving in droves. It took human resources over a year to gather thousands of complaints of abuse incidents and a class lawsuit before the board of director decided to let him go.

He was brought in by the CEO to create fundamental changes and shake off the status quo, but he turned out to be a tyrant rather than a leader. The negative impact he had on the organization was so profound it took over three years to recover from it.

You cannot lead people while always being guarded and secretive or hyper-vigilant to a level of paranoia. Leadership is all about trusting your people and constantly displaying professionalism and humility in everything you do around them.

LEADING IS EMPOWERING

It would be best if you allow people to make mistakes, learn, and improve. You cannot hire intelligent people and tell them what to do; you want them to have the freedom to say to you what you need to do better. Everyone within the organization should know your value, philosophy, and strategy. Good leaders instill self-confidence in people and allow them to take risk and responsibility.

You cannot treat people differently and expect no pushback. Some leaders tend to see their employees as friends or foes, either part of a friendly camp or an adversary camp, creating a culture of fear and suspicion among employees. As an effective leader, you should know how to manage emotional distress and avoid being caught in an environment where you are perceived as encouraging favoritism.

You cannot ask your people to produce results without you

removing obstacles from their way and creating an environment that facilitates productivity, learning, and growth. Leaders should demonstrate curiosity, willingness to help, and assist with the interest of the company at heart.

It's hard to follow a leader whose words and actions conflict. Good leaders cancel ordinary thoughts and replace them with extraordinary thinking, they value what they say, and work hard to align their actions with their deeds. A leader cannot mandate behavior changes to meet company objectives without clarifying the value derived from embracing the new behaviors or alterations.

DYNAMIC LEARNING

Write down your thoughts about collaborative leadership. How do you view leaders that rely on collaboration to get to their goals?

Write down your thoughts about leaders that rely on empowering others to become effective future leaders.

CHAPTER 6

IMMUTABLE PRINCIPLES

BUSINESS CULTURE

Many sales leaders are still discussing how to get the highest-level performance from their teams. Sales culture efficiency and effectiveness stand at the heart of the matter. Great sales leaders strive to create a positive sales culture that promotes learning, growth, development, sustained high-output, execution, and internal harmony.

WHAT IS A BUSINESS CULTURE?

Business culture has been a buzzword in the corporate space for decades. Many define it as a mix of values, beliefs, and behaviors developed internally over a period. Experts say it's the personality of the organization or its core DNA.

Business culture reflects how teams are built and developed and how business gets accomplished, it's the set of behaviors that drives everyone to compete and complete daily business operational requirements. It comprises how people interact with one another, how decisions and expectations get communicated, what and who gets rewarded, and how rewards are dispersed throughout the organization.

Business culture drives the organization behaviors and results. Ultimately, it's the system that connects people and resources to create sustained value. People are wired differently, and they get motivated differently. Some people are driven by a cause bigger than themselves. Others are driven by money, recognition, and opportunities.

A leader understanding what motivates his people is vital to performance and organizational growth. An empowering culture allows everyone to blossom. Establishing the right culture and defending its non-negotiable core pillars and integrity are a must to create work harmony and prosperity.

PEOPLE FIRST

No organization can survive or prosper long-term without putting its people first. Happy people produce better results, have a better morale, and tend to outperform those working in more restrictive environments. People's well-being should always come first. Happy people go the extra mile to serve their customers and build long-lasting relationships. Engaged employees are driven and committed to giving their employer their best every day. Disengaged employees go through the motions of work without having much impact or adding real value.

VALUE

Value is the pillar of any organization, and it's the foundation that sustains the company in good and bad times. Organizational values are the DNA that defines what a

company stands for and what it tries to deliver to its constituency. Good leaders understand organization values and why it's important to cement and preserve these core principles.

BUSINESS MODEL

A business model has two significant components: How the company plans to generate sales revenue and the operational factors that will enable it to reach and maintain profitability. During the initial startup stage, the business model core should stay intact, while allowing small changes to occur to meet new opportunities, new competitive threats, and to adapt to market and customer's needs

Leadership is all about protecting these immutable principles to preserve the company's integrity, its reason for existing, culture, core values, and brand.

WHAT IS A HEALTHY SALES CULTURE?

Many sales leaders are still discussing how to get the highest-level performance of their teams. Sales culture efficiency and effectiveness stand at the heart of the matter. Great leaders strive to create a positive organizational culture that promotes learning, growth, development, sustained high-performance and execution, as well as internal harmony.

Organizational culture has been a buzzword in the corporate space for decades. Many define it as a mix of values, beliefs, and behaviors developed internally over a period, some state it's the personality of the organization or its core DNA.

An organization culture reflects how teams are built and developed and how business gets accomplished; it's the set of behaviors that drive daily operations. It comprises, but is not limited to, how people interact with one another, how decisions and expectations get communicated, what gets rewarded, and how rewards are disseminated.

Organization culture drives organization behaviors and results. Ultimately, it's the system that connects people and resources to create sustained value. People are wired differently, and they get motivated differently. Money motivates some people; others are driven by recognition and opportunities. A leader's understanding of what motivates their people is vital to performance, as unmotivated employees often generate dreadful returns.

SALES LEADERSHIP IMPACT

According to The Gallup organization's research, 80% of salespeople perception of a company is influenced by the salesperson's direct sales manager. The Sales VP or even the CEO has little impact on the sales culture, because salespeople view their impact only through the prism of their direct sales manager. When a salesperson joins a sales organization, he will report to a single manager.

Gallup has found that 70% of the top producers who left their company did so because of a breakdown in their relationship with their direct sales manager. Conversely, behind every single sales star, you will find a great sales manager in the shadows.

A Columbia University study demonstrated that organizations with healthy sales culture experience a mere 13.9% employees job turnover, while job turnover in companies with poor sales culture averages 48.4%.

Another study conducted by The Department of Economics at the University of Warwick found that happy employees are 12% more productive than average workers, and unhappy workers are 10% less productive, costing the American business more than 300 billion each year.

A statistic from New Century Financial Corporation reflects that non-engaged, unhappy account executives at a banking company produced 28% less than those who were engaged. Conversely, happy employees outperform the competition by 20%, earn 2.1% above industry benchmarks and manage to solve difficult problems much faster.

ORGANIZATIONAL CULTURE DISCONNECT

A favorable sales culture enhances the sales organization opportunity cost, improves sales reps' effectiveness (doing the right things) and efficiency (doing things right) as clarified by Peter Drucker.

Sales efficiency initiatives, like CRM, training, and KPI dashboards, empower salespeople to do their job better. While sales effectiveness optimizes decisions, such as customer selection, high-value customers targeting and alignment of sales tasks with organizational strategy, it's a trajectory or roadmap to progress.

Executive management can develop the foundation upon which the sales culture can flourish. According to a survey of 1800 executives, 53% of the respondents said their employees don't understand their company's strategy. The reality is that corporate strategic goals are the aggregate results of multiple individual business units' goals. Most work independently and hope that the results will fit within the organization go-to-market strategy.

Furthermore, corporate strategic planning is often disconnected from frontline decision-making, as well as customer buying processes, which creates constant friction and frustration at all levels. Executive management feel they are not understood, while frontline management feel alienated from the decision process.

Fundamentally, all opportunities are not equal, and smart sales organizations target specific verticals within specific market niches. They take into consideration the cost to serve, order volume, profit margin, delivery logistics, and other critical driving KPIs.

HEALTHY CULTURE COMPETITIVE ADVANTAGES

Companies who do not specialize force their sales reps to suppress margin to compete and score even unprofitable wins. It's naïve to expect salespeople to follow company strategy without a deliberate effort from the executive management to clarify and align effective selling with company strategic goals, rather than business unit benchmarks.

Positive sales culture can mean the difference between having a successful business or a struggling operation. Vibrant sales culture is like magnets which attract talented individuals that elevate the performance of the company.

Negative sales culture is a toxic environment that lacks structure, disciplined leadership, and operational flexibility. Some of the signs of negative sales culture include low employee morale, high turnover, lack of trust and resentment towards sales leadership, and low levels of energy, excitement, enthusiasm, and absence of interest in the camaraderie between employees.

BUILDING A HEALTHY ORGANIZATION CULTURE

Despite high turnover, it is wise to take the time to hire the best talent you can afford. Great talent attracts similar like-minded individuals. Do not settle for average performers; think long-term: you can contribute to the betterment of your sales culture, or you can undermine your intent.

All new hires need to have the required characteristics that will allow them to succeed within the company. Nothing is more destructive than hiring under-performers that do not fit the job description or requirement.

Proper sales culture maintenance requires hiring only top-talent individuals consistently. Great performers love to work with peers that are just as good to stretch and push performance boundaries. A-players like to work and compete alongside similar competent peers.

CELEBRATE AND LEARN

Healthy sales culture requires celebrating wins and defeats. When a team works hard and achieve specific goals, you've got to recognize the collective effort and celebrate their victory. Success attainment propels salespeople to strive to recreate the same emotions by winning frequently.

Never shy away from celebrating joint victories. Never berate the team when they miss their goals. Look at it objectively, it's a learning moment, extract a lesson from it, discuss it, and move on.

You will experience new challenges, and you need a team that is cohesive, supportive, and dependent on one another positive feedback and encouragement. Keep your salespeople enthusiastically focused on goal attainment, rewards, and helping one another. Remove obstacles, simplify the process, and enhance their creativity and core strengths.

MANAGE ACTIVITY AND RESULTS

Managing both actions and results is imperative. Activity drives results, and the latter creates momentum, revenue, and employee harmony.

We all know that sales are a numbers game. The outcome of the game changes according to the exerted intensity, and the deliberate effort that goes into finding qualified prospects and turning them from unsold to sold.

Focus and intensity create results. No amount of activity

or hard work can predict an exact outcome. However, there is a definite correlation between effort equity and results. The proper sales process can create predictable wins.

IMPROVE MORAL

The sales profession is hard; the number of rejections that a salesperson receives daily will erode the confidence of even the most robust player in the game. The sales manager can create a counterbalance by uplifting morale and motivating and energizing the team with words and incentives.

Your salespeople should understand that they are the leading creators of revenue and the pioneers of all relationships. Hence, the importance of their position should be glorified and appreciated. The organization derives significant value from its salespeople. Therefore, a top sales producer should be put on a higher pedestal to entice others to emulate their behaviors and achieve similar success.

RECOGNIZE EXCEPTIONAL PERFORMERS

People work for money, recognition, and being part of something greater than themselves. Most sales organization reward their salespeople with bonuses and prizes for the attainment of lofty objectives. Conversely, many fail to create smaller and attainable incentives that promote morale in pursuit of more significant awards and bonuses.

Based on progress, most salespeople can mentally calculate the probability of attainment of quotas. Many give up

the quest when the likelihood of realization is low. Having smaller, attainable incentives along the way will keep everyone excited to move beyond current statues and toward loftier goals.

Empowering your salespeople with the right level of training and coaching can prepare your sales team to win the sales battle. Healthy sales cultures have processes and systems that encourage learning, growth, development, and on-the-job multi-functional educational exposure. These growth platforms build employee loyalty and create a culture of ongoing integrated education.

Training can take shape online, in a class setting, or a one-on-one environment. However, the best training courses is when you get your sales team to collaborate and share ideas and proven best practices with one another. Education in the workplace matters, and an ongoing employee development process is vital to meet innovation acceleration and increasingly sophisticated customer demand.

Fostering an environment that promotes continued learning will improve business growth, reduce turnover, and promote internal job satisfaction, and ultimately cascade down to enhance customer satisfaction.

GOOD CULTURE MATTERS

Positive sales culture is like an invisible magnetic field that attracts everyone towards it. It's almost like a hidden glue that bonds people marching in the same direction. At its core,

the DNA of the organization where people are engaged in fulfilling the company vision, mission, and core values. This can be done through a system that encourages performance, transparency, and accountability, where exceptional performance is rewarded accordingly. Here, people are promoted based on capabilities, merits, and competency.

Strong sales culture promotes learning; mistakes are accepted as part of a learning process. Great company culture can encourage creative minds, inventions, and innovations that might not have surfaced in an oppressive environment. When employees feel valued and respected, their productivity skyrockets, and naturally, company financial success ensues.

DYNAMIC LEARNING

Write down how a leader can impact an organization culture.
What's the value behind a healthy organization culture?

Write down the steps that a leader can take to build a solid sales culture, where employee are happy and satisfied, and are empowered to make decisions that impact the organization's bottom line.

CHAPTER 7

LEADERSHIP IS NOT ABOUT LIKEABILITY

Leadership is all about managing the work that other people perform to get to a specific goal. Ineffective leadership is primarily due to poor vision, lack of imaginative capacity, and poor communication skills.

Many leaders find themselves in a kind of isolation even though there is a sea of people around them, something common in large organizations. The leader's isolation and acceptance of it can lead to a level of the loneliness of command, where the leader may feel at the helm of a ship in calm waters, not because the seas are quiet, but rather because they are isolated and shielded from live events. This platitude is extremely dangerous as it removes the leader from reality.

A leader's ability to stay in touch with their people is where their power resides. A leader must lead from all angles to keep people focused on the organizational purpose and goals.

SOCIALIZING IS NOT LEADING

A leader must be friendly to get people to willingly invest their time, rational intellect, and energy to create an environment of prosperity and pride. A leader who socializes with their people within limitation is often perceived positively.

Too much of closeness with a specific subordinate, however, may be sometimes interpreted as favoritism or lobbying efforts to get your attention. A healthy distance is to treat people fairly while keeping everyone focused on the mission.

EARNING RESPECT

A leader cannot command respect because of their status. True leaders earn respect with their words and deeds. People look up to a leader for compassion, inspiration, and motivation. People may forget the leader's words, but they never forget how the leader made them feel.

A good leader never reverts to aggression or uses extreme depressive reactions to intimidate their people to get what they want. Aggressiveness reflects poor control over one's emotional state and often leads to isolation and destruction of morale and culture.

A robust conversation may be required occasionally to get things done. Constructive criticism should be conducted with civility, respect, and empathy. People's feelings and concerns should be taken into consideration. Many people follow a leader because they want to learn and grow within the safe environment of a structured and trusted group.

COURAGE MATTERS

A good leader will push their agenda forward, even when faced with uncertainty and resistance. Great leadership is not a popularity contest; rather, it's a dynamic delivery concept. Many great ideas that created abundance were initially met

with fierce opposition.

History has demonstrated that a lot of wise people were not able to recognize the merit and potential of great ideas in their times.

"I do not believe the introduction of motor-cars will ever affect the riding of horses." —**Scott Montague, MP, in the United Kingdom in 1903**

"Who the hell wants to hear actors talk?" — **H.M. Warner for Movies with sound in 1927**

"There is no reason anyone would want a computer in their home." — **Ken Olsen (president, Chairman, and founder of Digital Equipment Corp) in 1977**

People celebrate successful theory, but often forget that many successful business concepts were initially thought to be failures.

An excellent leader values people's contributions, but more importantly, values the process of getting everyone to deliver on their tasks to accomplish the vision. It's a collective effort, and everyone's output matters to achieve the goal. That is why a good leader holds everyone accountable for producing results despite obstacles.

Leadership is all about creating positive change, it's all about the completion of a vision by harnessing people minds and emotion towards its realization. People follow leaders with whom they connect mentally to accomplish an idea, a concept, or a cause through binding collective belief and effort.

DYNAMIC LEARNING

Write down your thoughts regarding the likability of your leader. Is likeability a major factor to effective leadership?

Would you rather work with a leader that you like or respect, and why? Would you work for an effective leader that focuses on results but not their people?

CHAPTER 8

THINK DIFFERENTLY, ACT DECISIVELY

Leadership is the art of making tough decisions when it matters most. Making correct tough decisions amidst chaos, however, takes years of practice. Intuition and gut feeling are essential, but only when accompanied with core verified data and facts. Making impactful irreversible choices when you have incomplete information is not only extremely tough but consequently devastating.

Decision-making requires evaluations of data, information, history, and experience to formulate the best decision-making possible.

TAKING CHARGE

In the presence of chaos, take charge and lead your team or organization to a safer zone to think and adjust accordingly. When there is no order, establish one; nothing functions in an environment of anarchy. Lead your people forward towards organizational goals despite constraints and bottlenecks, because sometimes, while not apparent, the obstacles itself may be the way.

Use all available information and collective wisdom to get out of the dead zone. Hold everyone accountable to step up and

do their part to help. A strong leader stands tall and leads forward, even when everyone's deep desire is to run away in the opposite direction. Leadership's essence is moral courage above all.

Have the necessary difficult conversations. Don't put off a meaningful discussion, take responsibility, listen to people's point of view, emphasize, and take care of the situation. Please don't put it off, as it is not fair to you or the party of concern.

CONFLICT

Conflict resolution is a big part of leadership. Treat everyone with respect, empathy, and candor. Listen to people's issues and handle it tactfully with civility and honesty. Be flexible, reasonable, and agree to disagree sometimes when the other party is being self-concerned. Always put the benefit of the group and mission at the core of ethical decision making.

PROCRASTINATING

Work with a sense of urgency when it comes to decision making. Face reality to avoid dealing with harsh consequences at a later stage. Its best to act with a sense of urgency and take advantage of all your existing opportunities.

To best manage your future, you must make good decisions by considering the desirable and undesirable consequences behind your educated guess. You cannot effectively face tomorrow while you have significant decisions that should have been decided yesterday.

You may not like the decision of letting go of a massive opportunity you cannot handle, a prospect that keeps changing their mind and backing up of their promises, or a productive but toxic team member who destroys team morale. No one wants to make these kinds of tough decisions, but you must overcome your anxieties, doubts, and fears and make these necessary decisions no matter how hard it may be. Leadership is about mental and emotional courage. People look up to their leaders for the courage of character and sound decision-making process.

OWNERSHIP

Leadership is all about responsibility. You are ultimately responsible for your people, managing resources, and achieving specific results. Everything that occurs under your watch is your responsibility. Success will get you noticed, but failure has a stinging effect and can sometimes destroy one's self-confidence.

It would help if you always summoned your inner strength and ability to turn major defeats into minor setbacks. Your beliefs, convictions, and purpose should be your driving force. Great powers can be accumulated by leading people through sound decision making and good relationships with others. Your people should be treated as partners and, as such, should be enlisted to share the benefits derived from your collective wins.

CARING

Leadership is all about treating your employees or followers as well as you do your best customers, and your business and brand will reap unimaginable rewards.

"Your employees are your company's real competitive advantage; they're the ones making the magic happen - so long as their needs are being met." — Sir Richard Branson

Satisfied employees are happier, more productive, and more efficient. A good leader appreciates, empowers, and raves about his fortune for creating an excellent environment for talented people to develop, learn, and contribute to society.

DYNAMIC LEARNING

Write down why a leader needs to have the capability to take charge at a moment's notice.

Write down your thoughts on procrastination and its impact on potential emerging leaders.

CHAPTER 9

LEADING PEOPLE

Leading people is always a challenge. Some followers may be resistant, strong-willed, opinionated, or passionate about what they do. Knowing how to leverage people's differences is a leadership asset.

You should know how to celebrate diversity, not suppress it; you should nurture differences at every level, not squash them. Success means that every individual does their part as best as they can. Effective leadership is about finding a balance between achieving organizational goals while allowing people to accomplish their personal and professional goals.

TRUSTING YOUR FOLLOWERS

You cannot expect blind trust if you don't trust others. Your followers are intelligent, dedicated individuals, capable of creativity and achievement. To get your people's best, you must create an environment that promotes people to give their best.

You have the right to evaluate and verify one's work and make needed recommendations and suggestions. However, your people should know that you have their best interests at heart.

LISTENING

Your ability to truly listen to your people's advice, criticism, concerns, and suggestions matters. Understanding others' point of view and perspectives matters a great deal. Intelligent people love to contribute ideas, concepts, and methods to achieve worthy goals, increase revenue, reduce cost, speed up innovation, and improve systems.

Your ability to listen emphatically and implement good pieces of advice from the masses is critical. Celebrate progress, recognize great ideas, give credit to the creators, and encourage good behavior. People will work harder for a leader who recognizes talent, creativity, and autonomy of rational thoughts.

TRANSPARENCY

Every organization will encounter along its journey social, political, and economic disturbance. Your customers will test you, market situations will challenge you to the core, and unexpected socio-economic disasters will occur despite your best readiness strategy. How you choose to deal with these events will define the substance and resilience of your leadership skills. Being transparent with your people is always the best policy during these tough times.

"I invite everyone to choose forgiveness rather than division, teamwork over personal ambition." — Jean-

Francois Cope

People can handle stress, bad news, and pressure. Your role during these lousy times is to be as crystal clear as possible. Spend the necessary time communicating and explaining the situation to your people, what you are doing about it, and the limitations you are dealing with. Keep everyone updated on progress and failures. Set expectations and get everyone to pitch in to meet these goals. Hardship happens, how you choose to deal with it will define your leadership competency.

PERSUASION

People love to be persuaded, not led like cattle. Listening to your people is paramount. Try to understand their point of view, then use the art of persuasion to convince doubters while pushing toward the realization of your vision. You may have to nudge your people forward occasionally, you may have to pull strugglers, and you may have to push hard when it's warranted. You cannot micromanage people, but you can macro-manage their inner motivation to get the outcome you desire.

DIALOGUE

Excellent communication is always based on excellent dialogue. Parties can consistently achieve a consensus when engaged in a two-way conversation. Good communication builds bridges, while bad communication erects walls between people. Discussion allows all parties to reach a level of

understanding and acceptance.

Monologues create resentment, dissatisfaction, and rebellion. You cannot lead people without accepting the fact that sometimes you must compromise for the greater good. Healthy relationships require honesty, transparency, trust, mental clarity, and candid dialogue.

WALK THE TALK

To connect at a deeper level with your people, you must believe and live what you preach. Bond is created with the masses when you walk your talk. You cannot be part of your people if you don't get bonded, feel, and experience what they go through. Your words must be aligned with your actions and lifestyle.

ACCOUNTABILITY

You cannot hold your people accountable for a planned outcome if you are not doing everything possible to achieve the same result. In football or baseball, the whole team wins as a group and fails as individuals.

A leader's determination and desire cannot be accomplished as an individual, and it can only manifest through a group of people. A one-person business cannot grow much no matter how exciting it is.

The key to growth and scale is always through building great cohesive teams that work together toward a shared vision and goals.

As a leader, you are accountable for everything that happens under your watch. You are the engine that stimulates people's spirits to win, you are their guiding moral and ethical compass, you set the norms and principles, and you own the outcome.

Your job as a leader is to work hard, remove obstacles, solve problems, educate, inspire and lead people toward the accomplishment of your set goals. The key is to get everyone to believe that you can win collectively as a force of one.

MORAL COURAGE

Standing up for what you believe is the essence of leadership. You will occasionally face hard times, where you will need to think for yourself and act on your convictions. You will need to argue your unpopular ideas and decisions and defend your followers against a torrent of people who believe you are wrong. It's not about being stubborn; it's about doing what you think is right, even if it costs you your job or career.

INTROSPECTION

"The best teamwork comes from men who are working independently toward one goal in unison." — James Cash Penney

Leadership is a lonely position. A multitude of people may surround you. However, many you may consult, you are the one that must make the final hard decision, and at that moment

you are all alone.

REFLECTION AND ADJUSTMENT

As a leader, you are empowered with authority to make the final decisions, but you also bear the consequences. Your ability to reflect on all available options and weigh in their effects is paramount.

You will need to ask yourself: Which path should I follow, and why? How should I go about it? What level of value, meaning, and freedom does each track provide? What's the best path's advantages and disadvantages? How quickly can we reverse course? What would be the consequences?

These questions can help the leader decide, reflect on consequences, and make the necessary adjustments based on need.

DYNAMIC LEARNING

Write down why leading others is always a challenge. Why would you trust your leader if you don't agree with their plan?

Write down why moral courage is imperative for leadership.

CHAPTER 10

BUILDING AN IDEAL CULTURE

Every organization has a unique culture. Culture is shaped continuously with the decisions made by the leadership team. The norm and values that leadership adopts define the behavior and attitude of its people. Professional development, growth, and aspiration get affected by the norms that the company espouses.

Organizational culture is the DNA that makes up the unwritten organization rules that guide everyone's behavior, activity, and thought process. Organizational culture defines the guidelines for one's acceptable possibilities and limitations. Regulatory choices could be empowering or debilitating, broad or narrow, flexible or rigid. Corporate cultures are based on established values, norms, and work styles.

Norms define how one should behave when presented with a choice, while values define how an individual *should aspire to act* when presented with a choice. Success requires some level of flexibility in term of norms and work styles, but core values should be non-negotiable as they represent the DNA of the organization.

GROWTH

As a leader, you should always aspire to create an environment where people feel valued and appreciated for their contribution regardless of their rank, longevity, or capability. You should create an environment that protects, educates, and forges new leaders.

Everything in the organization should promote development, growth, and psychological safety. A sense of community and belonging should enable people to express themselves freely, brainstorm, and share information, strategies, and their best practices. Organizational culture should reflect fairness and effectiveness, and should encourage creativity, flexibility, and spontaneity.

MANAGING CONFLICT

Brilliant minds tend to disagree, argue, and debate to improve the business. It would help if you avoided groupthink that constrains people to agree with the status quo where mediocrity becomes the norm. It would be best if you allowed strong civil disagreement to occur as often as needed. Constructive conflict and controversy can elevate the game, motivate people, spur progress, and create opportunities.

A culture becomes stronger by withstanding conflict, change, and resistance. Good leaders learn from mistakes and never fail to utilize the power of collective wisdom to get better. Hard decisions require intelligence from the group, while the leader of the group always makes the ultimate decision after

weighing all available options pros and cons.

There is power in conflict, but the most significant power is in the union of minds.

STICK TO YOUR VISION

When things get rough, a good leader will always remind their followers of the company vision, mission, and core principles. Going back to the basics is still an excellent way to keep everyone grounded on what matters most.

Mission: Company business, its objectives, and approach to achieve these objectives.

Vision: The desired future state or outcome the organization wants to achieve.

Values: Lasting beliefs or ideals shared by the organization's members about behaviors and attitude expected in all situations.

The organization's why: What makes the organization different from the rest of the competition, what they do right, and what they can improve to matter.

DYNAMIC LEARNING

Write down how a leader can build a healthy organizational culture.

Write down the best approaches for handling internal conflicts that may paralyze progress.

CHAPTER 11

LEADERSHIP IS SERVICE

Great leadership is all about being of service to others, not expecting others to serve you.

You want to be a leader who serves others. Learn, listen, reflect, accept feedback, ask the right questions, and listen with empathy to add genuine value.

People are talented, capable of analyzing complex situations and resolving primary issues. Trust your people, empower them with authority, responsibility, and autonomy of decision making, and then watch them blossom.

"Talent wins games, but teamwork and intelligence win championships." — Michael Jordan

TRAITS OF GREAT LEADERS

Clarity: Ability to articulate your vision in a clear, concise and convincing way. You should also provide details on how to realize your vision; people must visualize it to believe it.

Burning desire: To win despite whatever life throws in your way. Success requires a considerable amount of planning, training, execution, and work before you achieve any level of

satisfaction. Great achievers are dreamers and are eternally optimistic. It would be best if you were obsessed with the achievement of your vision while helping others to become part of a cause more significant than the whole.

Confidence: Followers who lack confidence will need to draw confidence from the leader confidence; people who are fearful will draw courage from their leader; and people who are negative will pull goodness and positivity from the leader. What matters is to achieve results. As a leader, you should give all the credit to your people and take all the responsibility.

Optimism: You've got to be the bearer of good news. In a sea of bad news, you should communicate and present well to have the most impact on your people. It would help if you became a leader who elevates moods, minds, and spirits. It would be best if you smiled when everyone is grumpy, feeling downbeat, and lost. You are always the light and wisdom and the source and the beacon of hope to your followers. Act like it, even when you don't feel like it.

Option-Driven: When everyone is stuck, ask questions to spur creativity and ignite people's genius. People are always looking for hope. No matter how dire the situation, people will never forget how you stood up and made them feel more with your words and deeds.

Emotional intelligence: Your influence has everything to do with your ability to affect people's minds and emotions. Connecting with your people and making them feel special will get you exceptional loyalty, admiration, and extraordinary performance. The practice is to lead your people with the same

empathy, understanding, and care that you want others to show you.

Build future leaders: Your legacy will always be characterized by the quality of the next leaders you have helped along the way. If you cannot mold future leaders, then your whole greatness will be limited to you. Impacting people and growing them is the highest honor a leader can achieve.

ATTITUDE

The leader who adopts an impersonal or passive attitude towards goals is doomed to business failure and the erosion of competitive organizational culture. A great leader must hold themselves and everyone else responsible and accountable to accomplish desired goals.

A leader must empower and encourage their people, followers, or employees to recognize changes and incentivize them to embrace innovation. Employees can learn, research and experiment solutions that meet customer needs and wants. Every leader needs other leaders within the organization to help manage different areas of the business. The key is to give ordinary people the space to make important decisions that are good for the organization and the customers.

Holding people accountable is a mandate to get things done. Leadership is all about planning to ensure that the organization meets trends and demands, and compensate for any deviations that may slow the production process.

Stagnation is an undesirable state that need not occur, and

the best way to overcome it is by being proactive in terms of creativity to stimulate consumers' desires rather than respond to their demands.

As a leader, you must hold yourself accountable to higher standards and allow your criteria to be publically displayed. Your progress should become a barometer of excellence that others want to outdo. Celebrate success, compensate generously for effort, and promote healthy competitiveness while raising the bar as often as needed.

DYNAMIC LEARNING

Write down the vital leadership traits and how critical they may be to build a healthy organization.

Write down why a leader’s positive attitude can make a difference in the organizational success.

CHAPTER 12

LEADER'S COMMITMENT

SACRIFICE

A good leader knows that their level of influence should be commiserated against their wiliness to sacrifice. Leadership is about keeping hope in crisis, pushing forward during periods of chaos, and sacrificing one's interest to advance the organizational interest. It's about giving up personal peace, time, energy and resources for the greater good.

Your willingness to sacrifice for your people to advance the organizational goals will define your leadership commitment and level of care. Your ability to drive people toward the achievement of your vision will require all the energy and genius you possess to accomplish that goal. You've got to stay the course despite any obstacles, hardship, and chaos that may affect your private life. Leadership is all about inspiring and coalescing people around your purpose and keeping everyone focused on the realization of your goals.

PAY THE PRICE

As a leader, you should hold your people accountable to deliver on their promised objectives. You should trust and

verify progress. Understand people's struggles and advise, coach, and enlighten as much as required. Leaders remove obstacles, show the path, reassign tasks, and connect people with solid mentors and experienced individuals who can assist and lead the way in times of need.

The most complex machines in the world cannot perform at an optimum level if one of the mechanical components is off sync. The leader is the mechanical engineer who guarantees optimal system functionality. Organizational output depends on optimal contributions from all its parts. Your people should feel empowered to reach out to one another and draw from collective intellect, wisdom, and experience to resolve complex issues.

You cannot hold people accountable for a certain level of productivity or output if you cannot create a stimulating work environment that promotes cooperation, collaboration, and recognition for outstanding productivity and leadership. The physical working environment challenges can be overcome with motivated people. When the organizational mental state is broken, however, it's often impossible to create any meaningful work.

Happy employees go above and beyond to form long-lasting relationships with customers, partners, vendor, and leaders. People's intrinsic motivational factors need to be taken into consideration to extract their best.

Motivated people are naturally accountable, responsible, and excited to deliver outstanding results even in the absence of scrutiny. As a leader, you should encourage continuous

improvement, learning, and growth. Leaders think, reflect, and make the necessary adjustment to get the intended results.

FEEDBACK

You will never know precisely how well you led your people. Leadership is not an exact science that allows you to measure your impact on people. Emotional implications are hard to quantify. Your perspective on sensing and gauging people's feelings and emotional responses doesn't hold any value. People's emotional attitude is what matters on how well you are doing your job. People's response to your leadership style may be manifested by the desire to be around you, to listen to every word you say, follow you everywhere, and coalesce around you to add support and shield you when they sense danger.

A leader who is doing a great job will often have people thanking them for impacting their inner convictions, emotions, and beliefs positively. As a good leader, you should listen and appreciate these "thank you" messages, because they reveal that you have created meaning in their lives and that you have connected their physical work to their higher emotional and mental state by creating a purpose-driven sense in their life.

"Motivation is the art of getting people to do what you want them to do because they want to do it." — Dwight Eisenhower

The best way to get people to feel that their job matters is by connecting a task's significance to its impact on the organization. People want their work to have meaning and potentially have a major impact on the company, the industry, and even people around the world.

RESULTS

As a leader, you must be result-focused, but you must utilize your social skills to motivate people to move forward and solve complex issues. Social attributes like communication and empathy are multipliers of performance and compliance. Your ability as a leader to utilize social intelligence to steer people to work together, to defuse problems, and promote your vision can be the difference between generating average results or exceptional performances.

Being goal-focused can produce good results. Using social skills to coalesce people to produce results can have a massive impact on productivity and can generate exceptional results. Human beings are wired to connect to survive. Your ability to connect with people socially via communication and empathy makes it easier to create a tribe of believers.

It would be best if you considered human evolution into everything you do. People are social animals who support social thinking and analytical thinking to bond and overcome obstacles. People work harder when connected mentally and emotionally to a worthy cause. History has shown that human beings are willing to sacrifice everything in the pursuit of a noble cause or an idea one believes in. As a good leader, you

should always manage people's emotional forces along with their mental powers to turn the skeptics into believers.

There is evidence around us on leaders who were promoted because of their analytical prowess, only to fail miserably due lack of social intelligence and connectivity with the people they lead. As a good leader, you should work to elevate and align your social skills with your analytical objectives. After all, you are the force that drives everyone to achieve higher potential.

“Leadership is the art of empathy, good communication and great accountability.”— Anthony Chaine

People's success and failure depend on your ability to lead and transfer your emotions and beliefs to everyone. You are your people; everything that happens is because of you. You are responsible for your people's decisions, self-confidence, creativity, and initiative. Your job as a leader is to guide your people to navigate most difficulties and complexities accurately with vigor, enthusiasm, purpose, and harmony toward the achievement of your collective goals.

DYNAMIC LEARNING

Write down why a leader should sacrifice everything in the pursuit of a worthy goal.

Write down why a leader should focus on result generation along with people's satisfaction.

ABOUT THE AUTHOR

Anthony Chaine, Elite Sales leadership Consulting, LLC, is a sales leadership professional, skilled at assisting sales organizations on how to drive exponential revenue growth and build profitable businesses.

Anthony has led the creation of this community institute that focuses on helping current and future sales leaders. The purpose is to affect people productivity and efficiency by making informed choices and taking timely action.

Anthony spent more than 15 years as head of sales of three major F500 companies. As a senior vice president of sales, he has guided thousands of frontline B2B salespeople and sales leaders towards optimum performance levels.

He is recognized as an international sales expert, sales trainer, motivational speaker, and author. He is known for creating and customizing sales and leadership programs for organizations of all sizes that have positively affected thousands of professionals across the globe.

Anthony is recognized as an expert in sales execution, sales analysis, compensation strategy, recruitment, channel management, revenue creation, performance leadership, training, and sales forecasting.

As a speaker, Anthony Chaine knows how to energize and

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