Customized
SIGNIFICANT LEADERSHIP
PROGRAM
WITH DARREN SMITH

Proven Leaders improve their decision making by 100% and reach the upper right quadrant.
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Personal Takeaways and Notes

MOVING FORWARD
• Help Others Reach Higher
• What’s Next for You?
• Business 2.0
• What is Cima Strategic Services?
• What is the Significant Leadership Program?
“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of good deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

THEODORE ROOSEVELT
WELCOME!

Often, I’ll ask folks like you - “Would people say you’re a significant leader?”

Most respond, “I don’t know.”

My reaction has been - “What if you were a significant leader? What if others told stories about your leadership? What if you were considered a game changer? What would that mean for you and those around you?”

Not discounting other professional development investments you’ve made in yourself, becoming a significant leader helps you do all of those things better.

By participating in this program, you have dared to be great and be of service to others.

Respectfully,

Darren L. Smith
Chief UnLearning Officer, Cima Strategic Services
“The only thing necessary for the triumph of evil is for good men to do nothing”

ATTRIBUTED TO

EDMUND BURKE
SIGNIFICANT LEADERSHIP PROGRAM
FORMATION OUTLINE

Session 1  Welcome and Orientation
Session 2  My WHO and My WHY (I)
Session 3  My WHO and My WHY (II)
Session 4  The Virtuous Leader: Magnanimity (Part 1)
The Virtuous Leader: Humility (Part 2)
Session 5  Significant Leadership: A Case Study
Session 6  Progressing in Significant Leadership (Part 1)
Action Plan, Accountability, and Support (Part 2)
SESSION 1
WELCOME & ORIENTATION

OBJECTIVES:
• Understand how business leaders have a vocation and what it is
• Use Business Leadership Excellence 2x2 to live your vocation
• Understand and embrace urgency like a significant leader
  - every thought, action & interaction is done with excellence.

KEY PERSONAL TAKEAWAYS:

1.
2.
BUSINESS LEADERSHIP EXCELLENCE 2X2

Connecting Identity & Performance for Optimal Results
The Significant Leadership Program shows proven leaders how to improve their decision making by 100% and reach the upper right quadrant.

**SESSION 1:**
Significant Leadership: Urgency to do great things, knowing how to make a difference and changing the game.

**SESSION 2:**
Before you can be a Significant Leader, you have to know who you are.

**SESSION 3:**
When you know who you are, you can consistently connect what you're doing and why you're doing it.

**SESSION 4:**
You consistently connect what you're doing and why by building character. You build character by practicing the leadership virtues.

**SESSION 5:**
The leadership virtues are magnanimity & humility, which are the virtues of the heart.

**SESSION 6:**
You lead by showing your virtue, or heart. When you show your heart, you will win others'.

The measure of a Significant Leader is not how great your team members become, but how great their team members become. This is how you achieve Business Leadership Excellence.
SESSION 2
MY ‘WHO’ AND MY ‘WHY’ (I)

OBJECTIVES:
• Capture WHO you are in temporal terms
  X-axis action is needed to activate/grow identity/culture/WHY/heart
  i.e. enforce cell phone policy

KEY PERSONAL TAKEAWAYS:

1. 
2. 
Darren’s Vocation as a Business Leader or his calling through which he does great things with urgency, knowingly makes a difference and changes the game...

Darren’s WHY for being or purpose (how you serve others) – He shows proven business leaders how to improve decision making by 100%.

Darren’s MISSION or substance – what you do, how you do it, the result and who you do it for - He creates excellence in business leadership. He’s a strategy implementation expert, advisor, and professional speaker. He shows proven business leaders how to consistently connect their identity & day to day performance by first capturing who they are, and then most importantly, showing them how to capitalize on it. The result is consistently connecting your identity & performance to be the high mind, high heart organization your customers and team members want. He works with proven leaders who are learners. These leaders have raw magnanimity - they have an urgency to do great things, know how to make a difference and change the game.

Darren’s PRINCIPLES – truths that do not change. When you make decisions, you must help not hinder your principles.

Respect for the Person
Doing what’s in the Common Good
Subsidiarity – defining a team member’s scope of responsibility and giving them the freedom to succeed
Solidarity – caring about team members lowest on the ladder and the ripple effect of decisions on all stakeholders.

VALUES – what you believe is important. Your values influence how you implement your decisions.
- Relationship with God - Faith
- Health
- Personal Development
- Industriousness
- Humor
- Simplicity, Probability, Leverage

VIRTUES – habits that you practice to build character and in turn increase your authority as a leader which means you lead by WHO you are backed-up by WHAT you’ve done or your work product. It’s how you connect hearts & minds to get the best results.
- Magnanimity
- Humility
- Prudence
- Courage
- Self-Control
- Justice

What does Darren do with EXCELLENCE? – 1-2 things responsible for a majority of your success. It’s what you REALLY do for clients. Creating excellence in business leadership and significant strategy implementation. Helping others capture what the objective is (the crazier and bigger the impact, the better), changing the way people get work done, and achieving the objective with urgency (every thought, action, and interaction is done with excellence all day, everyday), regardless of the context – IT, operations, training & development, finance or marketing.

GROUND RULES – how you manage your own behavior and your interactions with others
- Be WHO you are and do what you say
- Manners
- Work with others with joy, love, and understanding
- Measure the promotion of an idea
- Take the approach to communication and implementation instead of jumping too far ahead, less is more, simple is beautiful, we don’t need perfection, just additional success

COMMUNICATION PREFERENCES
- Primarily face to face, secondarily telephone and email, text as a last resort
- One-on-one communication at least once per month for at least 30 minutes with my most important relationships
- Meal time
- Social time

TEAM STRUCTURE PREFERENCES -
- Fluid, depending on the leadership style, skills, knowledge & talents needed for the team to be successful

FAMILY HISTORY, TRADITIONS/CUSTOMS/RITUALS - Family time is protected and our church life is the foundation of our family
- Start relationships by hosting other families at our home, then sustain and grow relationships
- Family Road trips, Cooking, Dinner together, practicing virtue, reflection, 30 minute meetings with those closest to us.
Darren Smith

His Big Why for being or purpose: He shows proven business leaders how to improve decision making by 100%.

Mission or substance – what he does, how he does it, the result, and who he does it for: He shows proven business leaders who are magnuminious in nature how to strengthen their core. By showing them how to convert perceived power to significant leadership, and lead based on WHO they are, they can consistently connect their identity & performance. This leads to significant strategy implementation and higher quality growth.

Characterization
Trailblazer

Talented at attracting and leading a group to boldly go where no one has gone before or accomplish a goal previously out of reach. Great individual contributor, who knows how to get things done and figures it out when necessary. Makes decisions quickly and can move forward with incomplete data.

Blue Connect
External Dialogue

Green Reflect
Internal Dialogue
1. Learner

Orange Energize
Internal Motivation
2. Achiever
3. Self Assurance
4. Focus
5. Significance

Magenta Mobilize
External Motivation

Talent Concentration
Orange Energize, Internal Motivation

Leadership Style
Think/Do it Myself, Lead by Taking Charge

Personal Best Statement

Darren is at his best in leading edge environments where constant learning is required and valued. If there’s a mountain to scale, it energizes him. When someone has to lead unflinchingly in the face of adversity and resilience is needed, Darren can play the role. He can hone in on core pieces of a project or organization and help others lead them more effectively. His name is his personal stamp of excellence, so he always does exceptional work.

Quick Hits

• Darren learns best by doing.
• When working with Darren, emphasize ‘doing’, be concise and use an agenda. Put a boundary on his learner.
• His focus talent intensifies the other four talents. Significance and Self Assurance intensify each other. What this means is he’s in the top 1% of the population in regards to these talents.
• Darren’s 6th and 7th talents are woo and maximizer.
• Darren is complimented by those with strategic, analytical, ideation, deliberative, futuristic, harmony, relator, discipline, positivity and input talents.

darrensmith@cimastrategic.com
214.535.9333

CORECLARITY

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(Your Name)’s Vocation as a Business Leader or calling through which you do great things with urgency, knowingly make a difference and change the game...

Your WHY for being or purpose (how you serve others) -

Your MISSION or substance – what you do, how you do it, the result and who you do it for -

Your PRINCIPLES – truths that do not change. When you make decisions, you must help, not hinder, your principles.

VALUES – what you believe is important. Your values influence how you implement your decisions.

VIRTUES – habits that you practice to build character, and in turn increase your authority as a leader. You lead by WHO you are backed-up by WHAT you’ve done, or your work product. It’s how you connect hearts & minds to get the best results.

What do you do with EXCELLENCE? – 1 to 2 things responsible for the majority of your success. It’s your intellectual property (IP). EVERY person and organization has IP. It’s what you REALLY do for clients.

GROUND RULES – how you manage your own behavior and your interactions with others. What do others need to know to successfully work with you?

COMMUNICATION PREFERENCES – what are your primary, secondary and tertiary means of communication?

TEAM STRUCTURE PREFERENCES – i.e. fluid or formal organizational structure?

FAMILY HISTORY, TRADITIONS/ CUSTOMS/RITUALS –
Your Name
Your Big Why for being or purpose:

Your Mission or Substance – what you do, who you do it for, how you do it and the result:

Characterization
Your Characterization Here

Blue Connect
External Dialogue

Green Reflect
Internal Dialogue

Talent Concentration

Insert the results of your preferred assessment such as Clifton Strengths, DISC, etc... here

Orange Energize
Internal Motivation

Magenta Mobilize
External Motivation

Leadership Style

Personal Best Statement

Quick Hits

darensmith@cimastrategic.com
214.535.9333
SESSION 3

MY ‘WHO’ AND MY ‘WHY’ (II)

Objectives:
• Capture WHO you are in legacy terms
  If everyone knows WHY you do what you do, they will
  understand WHO you are and help you stay accountable
  for being excellent

Key Personal Takeaways:

1.

2.
EXAMPLES OF PRINCIPLES
Respect for the Person – Every person has dignity.
The Common Good – Do what’s in the interest of the group and the individual will also succeed.
Subsidiarity – Everyone has a role to play and a scope of responsibility in the world.
Solidarity – Considering the primary and secondary implications of our decisions and their results. In other words, the ripple effect.
Accountability – Acknowledge and accept personal responsibility for the quality of your decisions.
Commitment to Excellence – well informed and prepared and constantly endeavor to improve.
Honesty – full truth, not partial truth or misrepresentation.

EXAMPLES OF VALUES
Freedom Optimism
Truth Respect
Integrity Fitness
Open-mindedness Courage
Reliability Education
Efficiency Perseverance
Creativity Patriotism
Humor Environmentalism
Compassion Service
Motivation Humor

EXAMPLES OF VIRTUES
Prudence – Making good decisions.
Courage – Sticking with your decisions even in the face of opposition.
Self-Control – Avoid making emotional decisions.
Justice – Listening to where the other person truly feels heard.
BIG WHY & MISSION TOOL

Your ‘BIG WHY’ is about how you serve others or your call to being. Your purpose.

Questions to help you create your ‘BIG WHY’
- What impact do you want to have on clients/society?
- What type of relationships do you want with your team members, clients and society?
- What innovation do you want to support?
- If money wasn’t an issue, what would you do? Why?
- How does it make you feel?

Other ideas to consider to draw-out your BIG WHY
1. One way to test your BIG WHY is to ask whether acting on your BIG WHY is priceless to you.
2. An alternative is to list some life goals or ways people say you impact them as ‘little whys’ and look for patterns to create your BIG WHY...

Don’t worry about perfection, just success capturing version 1.0 of your BIG WHY. Go ahead and create version 1.0 now!

REAL BIG WHY EXAMPLES

Example #1 - Solve puzzles and build teams
Example #2 - We ‘wow’ our clients and provide life-changing opportunities for our people, while delivering our projects in a family atmosphere, where our people are proud to work
Example #3 - Help others capture WHO they are, and more importantly, capitalize on it
Answer the questions as specifically as possible - What do you do, who do you do it for best, how do you do it and what is the result? This is your MISSION. It’s for focus, not inspiration.

It’s your substance....

Example #1
Here’s the insurer, USAA’s mission I found online - The mission of the association is to (what) facilitate the financial security of (who) its members, associates, and their families through (how) provision of a full range of highly competitive financial products and services; in so doing, USAA seeks to (result) be the provider of choice for the military community.

Example #2
He’s an expert advisor, coach and speaker. He works with clients to connect their strategy and culture for optimal results. Client results include crystallizing your business niche so you can own it, attracting team members who are a tighter fit with WHO you are and can take you where you want to go, and re-energizing business development growth by answering ‘WHY you’ with ‘WHO you’ are. He works with CEOs who are still learners. These CEOs have raw magnanimity.

Example #3
We help heal the sick, make new discoveries, educate future leaders, and improve our communities. We specialize in building complex and time sensitive projects of any size. Our clients value excellence from a true builder. We embrace our client’s goals with an attention to detail, a proactive approach to problem solving, and a sense of urgency.
SESSION 4, PART 1

THE VIRTUOUS LEADER: MAGNANIMITY

OBJECTIVES:
• Learn what it is and make it tangible
• Learn to use the Integrity process visual and understand how magnanimity adds value
• Learn one way to practice magnanimity immediately

KEY PERSONAL TAKEAWAYS:

1.

2.
INTRODUCTION TO THE VIRTUES OF MAGNANIMITY AND HUMILITY

THE TWO MOST POWERFUL WORDS IN BUSINESS LEADERSHIP

Based on the book, Created for Greatness: The Power of Magnanimity by Alexandre Havard

Intro video on Youtube - https://www.youtube.com/watch?v=qhqkpixu_I8&feature=share

THE AGENDA AS A GUIDELINE:

Check-in
Define key terms and distinctions
Introduce new ideas and leadership exercises for each leadership virtue
Check-out

CHECK-IN

KEY TERMS AND DISTINCTIONS

Magnanimity is the thirst to lead an intense and full life both in the extraordinary and ordinary like Abraham Lincoln or Herb Kelleher, former CEO of Southwest Airlines. Humility is the thirst to love and sacrifice for others like Saint Mother Teresa or Martin Luther King Jr. Consciously or not, everyone’s heart thirsts for living (magnanimity) and loving (humility), or in one word, satisfaction. Magnanimity consists of bringing what makes you great to bear on your biggest business issues - your virtues are a part of what makes you great.

• Vocation of the Business Leader
Everyone has a vocation, whether he knows it or not. A vocation is a call to live, think and act in a particular way. It is a call to take a certain job in a particular city, for a finite period of time. It is a call from God addressed to your heart. To win hearts, open yours to God’s call.
To live your vocation, it is an act of magnanimity because we trust in the talents and temperament God has already given us (magnanimity) and are thankful for them (humility). Our vocation is the criterion according to which we measure all our actions (to do something if it moves us towards our vocation or not to do something if it moves us away); your vocation gives unity to your life – it is your WHY + your mission + your talents + your identity/culture.

**Leadership**
Leadership must be based on an anthropology or body of work including aretology which is the science of virtues. Virtues are habits of the mind, will and heart.

Leadership is intrinsically linked to virtue. 1. Virtue creates trust, without trust there is no leadership (sine qua non). 2. Virtue comes from *virtus*, meaning strength, which enhances the leader’s ability to act.

Leadership can only be virtuous (magnanimous and humble) or it is not leadership. What is accomplished by leaders is virtuous and therefore *eternal*.

**Leaders lead with authority (actoritas).** Authority comes from character. Authoritative leaders ‘pull’ others by winning hearts with their character. You practice virtues to build character and increase authority. Authority is serving others, and energizing. Anyone can lead with authority, even a front-line team member.

Power comes from title (potestas). It is authoritarian. It is used to ‘push’ others – ‘I’m in-charge!’ It is self-serving and exhaustive. It is leading in name only. The more power is abused, the less authority one has.

Leadership is a spiritual activity – moving people forward (in contrast, management moves *things*). The leader’s greatness is measured by their effectiveness in bringing out the greatness in others. CEO of Michelin, Francois Michelin’s story is an example.

**Leaders are trained, not born and there is desire.** Everyone is born with temperament, it is biology. Some temperaments help leadership just as some hinder, but temperament does not make someone a leader. Temperament is emotion. People are not born with character. Character is built. You train on the virtues to build character to become a leader. Character harnesses temperament or emotion.

**What is a virtue?** – Virtues are habits you practice, to build character and increase your ability to lead authoritatively. The objective of all virtue is beauty. If you do something beautiful, results are a by-product. Doing something that makes a difference is beautiful.
Making a difference while making a living/building a business cuts to the heart of what business is meant to be.

Beauty will save the world, because it is the most complete and immediate expression of truth and goodness.

**What else builds character besides virtue?** Nothing. Virtue enables anyone to make good decisions to stay true to their ‘why’, mission, principles, etc... which results in their characterization as human beings or identity/culture that is inside of them.

**Virtue transcends education, experience and other temporal things. It’s the reason a single person can give advice on raising children.**

If a person is characterized by the weaknesses of their temperament, they are not a leader because they have no virtue to smooth the rough edges of their temperament. Temperament is not an obstacle to leadership, whereas a lack of character is... character gives you the moral energy that prevents you from being slaves to biology or temperament.

**NEW IDEAS**

**What Magnanimity is not: The Differences between Aristotle’s and Aquinas’ view of Magnanimity**

**Aristotle** – A magnanimous person practices virtue and as a result, considers himself worthy of great things or honors. He may deserve them, but he does not seek them. He can do without them because he possesses something greater – virtue, the greatest of treasures. The universe and everything it contains is worth less than his virtue.

Aristotle’s version of magnanimity exalts self and it holds contempt for the world. It is the genesis of what we understand magnanimity to be today.

The key difference between Aristotle’s and Aquinas’ version we embrace today is ‘why’ someone is magnanimous. Aristotle’s version is vanity and self-absorption, which is the search for false excellence. Aquinas’ version is about true excellence and serving others.

**Aquinas** – you are worthy of doing great things and accomplishing them for their inherent beauty. Leaders are doers because it is an extension of their being. To be fully human is to offer yourself as a gift to others.
Rightly Ordered Magnanimity

Too often we seek greatness in extraordinary feats and impossible dreams. We expect to find greatness at some future date and in some other grand place. We fail to understand that **greatness is to be achieved here and now beginning with the extraordinary, like being a good dad** - in the immediate, tangible reality of our material surroundings. You must first be magnanimous in the extraordinary to earn the freedom to do so in the ordinary. To abandon the extraordinary in favor of the ordinary is to seek honor and glory for oneself rather than for others or the greater good. If one is to lead, lead at all times – in the right order or you are not leading.

3 Levels of Magnanimity

Level 1 - Awareness of one’s dignity and greatness
Level 2 - Wanting to do great things – living in the truth about yourself
Level 3 - Doing great things for their beauty, and if honor comes with it, it is secondary

Attempted Secularization of Magnanimity

Leaders reject a utilitarian approach to virtue. For example, virtue is not something to cultivate to become more effective, like ‘getting things done’. They practice virtues to realize themselves as human beings and help the people they lead do the same. An example is striving for sainthood as well as drawing it out of others.

If you know man, you know all have dignity and bring something different (knowledge, skills, passions) – Mozart, Shakespeare... This conflicts with ‘isms’ and those mistakenly thought to be magnanimous - Lenin (communism) and Hitler (racism).

Lenin and Hitler practiced cunning, not the cardinal virtue of prudence and megalomania, not the leadership virtue of magnanimity. They had no interest in the cardinal virtue of prudence because they had no interest in goodness. It explains why evil can’t be magnanimous because it doesn’t help you do things for their beauty and for loving. This explains why leadership is virtuous or it is not leadership – because it is not good.

LEADERSHIP EXERCISES – MAGNANIMITY

1. Practice being magnanimous in the extraordinary to earn the freedom to be so in the ordinary.
2. Contemplate the model of leadership of the magnanimity of Jesus...
SESSION 4, PART 2

THE VIRTUOUS LEADER: HUMILITY

OBJECTIVES:
• Learn what it is and make it tangible
• Learn to use the Integrity process visual and understand how humility adds value
• Learn one way to practice humility immediately

KEY PERSONAL TAKEAWAYS:

1.

2.
GROWING IN HUMILITY

To grow, you need to understand the amplitude of this virtue. Humility in its proper sense is the habit of living in truth. To live in truth is to recognize one’s status as a creature (metaphysical humility) as well as one’s natural weakness and personal faults (spiritual humility). It is also to recognize one’s dignity and greatness (ontological humility) as well as one’s talent and virtue (psychological humility). Lastly, recognizing the dignity and greatness of others (fraternal humility).

Humility is the fruit of the knowledge of God, of the knowledge of self, and of the knowledge of others. If you understand the amplitude of humility, you understand its fruit.

To practice humility is to live for others, but to also joyously know that others exist to serve you, to accept they have something to offer you, something intimate and personal. This is the reason why it’s important to listen...

When a leader practices humility, he teaches and inspires the people he leads. By the same token, he learns from them and comes to see them as gifts.

Thus, to practice humility is to serve others and to allow others to serve you. Humility is to serve your family and friends, your colleagues and clients and let yourself be served by them. Numerous are those who, through a lack of humility, do not want or do not know how to be served. As a result, they prevent others from realizing themselves as persons.

Magnanimity & Humility

Magnanimity without humility is not magnanimity at all. While magnanimity is doing great things, humility is seeing greatness in others - we must perceive God in all people. Also, gratitude must make its way into magnanimity.

If others aren’t growing, you’re not serving/leading. You must know others in order to grow them, which means spending time with them directly or indirectly (training). François Michelin - to get things done is management. To help people grow is leadership.

Humility is about pulling not pushing. Teaching rather than ordering. Inspiring rather than berating. You are a teacher and father/mother.

When practicing humility and serving others, we gift ourselves to them as Jesus did to his apostles. Then, we can bring out the greatness in others. Jesus did this with the apostles. Humility offers up magnanimous or great things.

Magnanimity and humility exalt the truth about man. No one is born magnanimous and humble; no one is born a leader. Leadership is the result of a free choice and diligent effort.
LEADERSHIP EXERCISES – HUMILITY

1. Reorder your language to be humble. Instead of saying ‘I’m fast or I can focus’, you say ‘God made me fast or God gave me the ability to focus’.
2. Contemplate the model of leadership of the humility of Mary.
INTEGRITY

Modeling WHO You ARE

Spirituality  Community  Work
ONE SHEET REFLECTION TOOL

Please use the reflection tool daily as the first thing you do or the last thing you do everyday.

1. Find two things to be grateful for today.

2. Ask for the wisdom to know what you’re supposed to be doing, which could be different from what you want to do and reconcile them. Remember your WHY, which is how you serve others.

3. Review your day — recall specific moments and your feelings at the time. Especially when your time, money, reputation, power or desires are at risk.

4. Reflect on what you did, said, or thought in those instances. Were you modeling more closely WHO you are or farther away?

5. Look toward tomorrow — think of how you might more closely do what you’re supposed to be doing and model WHO you are. Be specific.

FORMATION FORMULA

Leaders are ultimately measured by how well they are able to draw the excellence out of their people. As a leader, what can you do? Schedule time to draw out their excellence by forming them...

What is formation? It’s fashioning another person in a particular way. When you schedule time to form your people (30 minutes), the only rule is to avoid talking about work. Talk about them!
THE FORMATION FORMULA

☐ CHECK-IN

☐ WARM-UP
KNOW YOUR 5 KEY TEAM MEMBERS INTIMATELY – Ask the type of questions you would ask someone you are thinking about marrying and being with forever. For example:
- What is your idea of the best weekend?
- How do you handle disagreements?
- What do you think is the best way to invest in a relationship to keep it thriving?
- What would you do if someone said something bad about me?

☐ GROWTH
☐ LEADERSHIP
Help them learn to lead based on WHO they are, or their character, backed-up by their work product

☐ TECHNICAL ABILITY
The business of the organization or the value delivered to clients, i.e. design

☐ DAY TO DAY SKILLS
i.e. big picture thinking, crucial conversations, leadership fundamentals, leading teams, motivating others

☐ FUNCTIONAL UNDERSTANDING OF RUNNING THE BUSINESS
i.e. accounting, IT, HR, operations...

☐ BEHAVIORS
Talk about their behaviors that produce negative results and coach them.

If you were able to form leaders that could ‘check these boxes’ in the formation formula, what would be the implications? The results? Would some of your current issues disappear? It’s time to measure-up as a leader.

☐ TAKEAWAY, ACTION ITEMS

☐ CHECK-OUT
SESSION 5

SIGNIFICANT LEADERSHIP: A CASE STUDY

OBJECTIVES:
- Learn to use the case study to reach quadrant 4 individually – high identity and high performance
- Create a case study tool to practice integrity

KEY PERSONAL TAKEAWAYS:

1.

2.
Navigating a Perfect Storm: Firing Dilemma Case Study

What would you do if you had an under-performing team member who was caught lying? Wait, there’s more...

They were also just diagnosed with cancer.

Is that all? No. You also learn their spouse was fired from their job two weeks ago and your attorney is in your ear NOT to fire them because the team member would sue.

What should you do?

Model your culture when making your decision. Your culture is WHO you are. In other words, be WHO you are as you make your decision, and you will follow the best path and achieve the best result. Why? Your culture is you at your best – and your best is good enough...

What do we usually do? We don’t model our culture and we regret the manner in which we fire someone or hold on to them too long. We have regrets because we’re not being WHO we are when we make crucial decisions.

How do you measure success modeling WHO you are? You hear reactions such as ‘wow, I don’t know if I could have handled that situation as well’.
BREAKOUT GROUP QUESTIONS FOR CREATING A CASE STUDY

**Problem #1**

If you’re working in a company in quadrant 2, what do you do to move to quadrant 4?

In other words, what if you’re in the upper left, how do you add strategy to enhance culture to move to the upper right?

**Problem #2**

If you’re working in a company in quadrant 3, what do you do to move to quadrant 4?

In other words, what if you’re in the lower right, how do you add culture to enhance strategy?
SESSION 6, PART 1

PROGRESSING IN SIGNIFICANT LEADERSHIP

OBJECTIVES:
- Create a GAP analysis – where are you on the Business Leadership Excellence 2x2 today?
- Take your first act of magnanimity by turning your talents into strengths to move to the upper right quadrant.

KEY PERSONAL TAKEAWAYS:

1.

2.
TURNING TALENTS INTO STRENGTHS 6 MONTH TRAINING PROGRAM

Who are you?

You can figure this out using a talents-based approach. Capturing your BIG WHY and your Personal Best on paper using the available talents worksheet goes a long way towards helping you know who you are and why you are here in this world. This training program helps you become a better version of who you are through a talents-based approach. The end result is deeper satisfaction with your life.

**Month 1** – Learn the talents-based language, study, complete the talents worksheet and record ‘a-ha’ moments.

**Months 2-6** – using your worksheet, focus on one talent/month and develop a new habit with it. Begin with the talents in your dominant color quadrant first.

How do I know I’ve made progress through this training program? Similar to physical strength training (training regularly and gaining strength), new habits and capability are the easiest ways to detect progress. Here are some habits.

- Use of talents-based language occurs daily in thought or verbally.
- You have occasional ‘a-ha’ moments when you’ve used or over-used a talent to generate a positive or negative result.
  - Ask yourself AM/PM questions:
    - AM – How can I use my talents today?
    - PM – How did I use my talents today?
- You use talents-based tools monthly such as the relationship placemat for your family or team, or you inject a talents-based approach to enhance a business operation in your organization
- You appreciate talents in others who used to frustrate you. Ask them to use their talents to help you.
- You can better articulate ‘why’ you’re best suited for a role or solving a particular issue.
- You can better articulate ‘ground rules’ with family and co-workers.
- You have better relationships with people.
- You communicate better.
- There is practical evidence – you’ve updated your resume or bio using talents-based language.
Specific, Talent-Based Approaches to Life

- Add your top 5 talents to your email signature.
- Create a ‘wallet card’ for yourself with your top 5 on it.
- Post your top 5 to your bathroom mirror.
- Change your mind and forget about working on your weaknesses. Use your talents to overcome weaknesses instead of working to improve weaknesses.

**Study Your Top 10 and Bottom 5** – You can purchase this report for $89 at www.gallupstrengthscenter.com

Studying Your Talents

- Gallup Strengthsfinder YouTube Channel
- Cima’s blog category – ‘Skillfully Using Your Talents Exercises’
- Books on using your talents
- Internet Research

Keep a talents journal on what’s gone well, not gone well and where you need help.
SESSION 6, PART 2
ACTION PLAN, ACCOUNTABILITY, AND SUPPORT

OBJECTIVES:
- Establish a personal support system to move away from practicing WHO you are until you get it right and move towards practicing until you can’t get it wrong.

- Choose metrics for growth.

Metrics for Consideration

We are building and developing character. We are carrying out a fierce transformation of our interior selves. Have you improved?

Go back to questions in the GAP analysis. What actions have you taken to close the gap?

Pick something you want to increase or decrease in your business and we’ll make it a metric for measuring magnanimity.

Put more personal definition around what magnanimity is, is not, and a personal example. Explain how it helps you create better results or add more value, NOT be more effective. Also, how does it help you get to heaven?

You’ll be energized by modeling your Excellence Sheet starting with your talents. You’ll make better decisions and be a leader by forming others.

- Learn to use the Quality Growth process visual to communicate WHY someone would want to do all this.

KEY PERSONAL TAKEAWAY

1.

2.
Capture WHO you are, and Capitalize on it

Team Member Team or Organization Strategy Quality Growth
Identity Culture
HELP OTHERS REACH HIGHER.

Not everyone has access to this program and we want to share it with as many people as possible. It will change lives.

Invite others to use the ‘do-it-yourself’ version of this program by sharing the ‘how to’ instructions below. Dare them to be great and serve others. Leadership is for the many, not the few.

HOW TO CONNECT YOUR IDENTITY & PERFORMANCE

What’s the ‘1 thing’ to do to connect your identity and day to day performance for optimal results?

Create your ‘Excellence Sheet’ to capture WHO you are or your identity as an individual. It will change your life...

There is nothing to buy. You don’t have to be a client, just interested in growth.

1. Go to the [www.coreclarity.net/cimastrategic](http://www.coreclarity.net/cimastrategic) landing page and follow the instructions to enter your top 5 strengths. If you’ve never completed the Clifton Strengths assessment, there will be a link on the landing page to complete the assessment ($20).

2. When you enter your top 5 talents on the landing page and submit them to Core Clarity you will receive a tool to turn your talents into strengths to begin to capitalize on WHO you are or your identity.

3. Download the Excellence Sheet template on the landing page and the completed sample. Answer the identity questions at the bottom of the page first and work your way UP the page, answering your WHY question last - it’s the most difficult.

To connect your identity & performance for optimal results, make decisions based on whether the decision helps or hinders you being excellent at WHO you are on your Excellence Sheet. Doing so helps you move towards quadrant 4 - a high mind, high heart leader.

You’ve completed the Leadership 2.0 Loop!

WHATS’ NEXT FOR YOU?
The Significant Leadership Graduate Program or the Group Coaching Program.

For invitations to these and future events, connect with Darren on LinkedIn and subscribe to Darren’s blog

Please email darrensmith@cimastrategic.com to subscribe.
BUSINESS 2.0

Connecting strategy & culture for optimal results.

Cut to the heart of what business is meant to be.

We’re made for work, and creating meaning.

Somewhere along the way we lost WHO we are.

Now we’re bringing back WHO we are (culture) and connecting it to WHAT we do (strategy).

Through business we can help the world create tremendous meaning rather than hindering it because we don’t know WHO we are.

Creating tremendous meaning attracts community, and community creates an opportunity to bring significant leadership and urgency to bear on great opportunities - and achieve the impossible.

At the minimum, based on data, practicing Business 2.0 (connecting strategy & culture), will help you achieve a 6 times greater result than organizations that focus solely on strategy.

Why wouldn’t you want to do everything you’ve ever learned better?

Business 2.0 helps you do it.
WHAT IS CIMA?

You know who I am from my Excellence Sheet example in this workbook. What do I do? I Create Excellence in Business Leadership - I’m a Strategy Implementation Expert, Advisor, and Professional Speaker

Besides showing proven leaders how to improve their decision making by 100% through the Significant Leadership Program, clients also enjoy success working with me through strategy advisory programs and the business leader peer advisory groups I lead. Often, the very thing that should help a CEO implement their strategy is what hinders it - the people part, or the culture. In other words, their culture isn’t connected to their strategy.

Did you know when CEO’s consistently connect strategy & culture they generate a 6 times greater result than CEO’s who focus only on strategy?

I help CEO’s consistently connect strategy & culture by first capturing WHO they are and then, most importantly, showing them how to capitalize on it. In other words, I show them how to leverage their culture to enhance the implementation of their strategy for quality growth.

The result is being the ‘high strategy, high culture’ organization your customers and team members want (view Business Leadership Excellence 2x2). Producing goods that are truly good and services that truly serve.

Contact me directly at darrensmith@cimastrategic.com or 214-535-9333 to chat about how connecting strategy & culture works and how my Significant Leadership Program can get you there.

Are you looking for a speaker for your next event? What sets me apart from other professional speakers is I deliver a ‘working keynote’ that generates action.

SPEAKING TOPICS:

Business 2.0: Connecting Strategy & Culture to Achieve Significant Goals
- Practice ‘real-time’, capturing your culture on paper to then enhance your strategy.
- Learn how to cut to the heart of what business is meant to be: striving to do great things, making a difference and being a game changer.

Great Strategy in 3 Hours
- Great strategy is simple strategy that only takes 3 hours per year to update and includes meaningful accountability.
- Learn elements to add to your strategic plan to win hearts, not just minds, in order to increase engagement during implementation.
- Create your own repeatable strategic plan model.
- Receive answers to all your questions about how to create great strategy.
What is Significant Leadership?

Significant Leadership is the highest form of leadership. It is striving to do great things, knowing how to make a difference and being a game changer.

How does it work?

Significant Leaders know how to consistently integrate WHAT they’ve accomplished in business, or their substance, with their WHY, or purpose.

Why become a Significant Leader?

Significant Leaders are able to eliminate significant issues that have always hindered other business leaders. This is what sets them apart.

Significant Issue: I often feel paralyzed. I’m pulled into many directions but don’t have a consistent way of knowing when to say yes or no.

Significant Leaders have clarity on the few important things they should focus on. They make decisions with consistency, speed and confidence, leading to peace of mind.

Significant Issue: I find myself spending too much time on business development and not enough time on strategy and forming my people.

Significant Leaders spend less time on business development. They stand out from the crowd by boldly answering, “Why should I choose you?”, with WHO they are, not WHAT they do.

Significant Issue: I’m frustrated because I often find myself doing the work of my highly paid managers.

Forming leaders is one of the few vital tasks of Significant Leaders. They schedule time to draw out others’ abilities and help them grow.

A Significant Leader cuts to the heart of what business is meant to be – striving to do great things, knowing how to make a difference and being a game changer.

How do I become a Significant Leader? In 9 hours you will:

1. Create a one-sheet that helps you capture your WHY, or purpose.
2. Learn the significant language that will unlock your ability to use your one-sheet.
3. Consistently integrate your WHY with your day-to-day performance to eliminate your biggest issues.
4. Capture a plan to sustain and grow as a Significant Leader.

Turn the page over for next steps.
“Darren helped me make the choice to be great at WHO I am and do what we all talk about - do things that take us towards our purpose & the profit will come.”
- **Curtis H, SVP**

“Darren uniquely helps you strengthen your very core as a leader.”
- **Mike D, CEO**

“I’ve done everything out there (university programs, Tony Robbins, Zig Ziglar, etc.) and the Significant Leadership Program helps me do all of those things better.”
- **Tom K, CEO**

**Next Steps...**

- You can do nothing, but you’ll still have the same significant issues won’t you?
- You can use the free, ‘do it yourself’ Significant Leadership tools I make available at [www.coreclarity.net/cimastrategic.com](http://www.coreclarity.net/cimastrategic.com).
- You can contact me today at 214.535.9333 and I can guarantee you’ll achieve the results you want.

**You have 3 options when you contact me:**

1. **Register for the Significant Leadership Class**
   - 9-hour, 1.5 days
   - May 2nd-3rd in Dallas
   - Investment: $2,500

2. **Schedule the customized Significant Leadership Advisory Program With Darren**
   - 1v1
   - Monthly 90 min sessions for 6 Months
   - Investment: $8,000

3. **Have a cup of coffee with me to chat further about what you’re looking for and how Significant Leadership works.**

Darren works with clients to consistently connect strategy & culture to achieve a significant goal. In other words, he helps clients capture WHO they are, and most importantly capitalize on it. Darren is an expert in the implementation of significant strategy, an advisor and professional speaker.