

# Monday Morning Leadership Reference Guide



This guide serves as a resource for the learning lessons from David Cottrell's Monday Morning Leadership (MML). Each of the eight mentoring lessons will recur throughout the Sales Management Conference and aid in the development of salespeople.

**Summary:** MML takes readers through the mentoring relationship between Jeff Walters and Tony Pearce; Jeff, a successful manager of a Fortune 500 company, felt that nothing was going well for him — personally or professionally. Tony was a semi-retired business leader who had made a name for himself as a “turnaround specialist”; in this position, he brought companies from the brink of bankruptcy back to solvency time and time again. After the pair met through a family introduction, Tony offered his knowledge and expertise to Jeff whenever he wanted. Jeff simply had to ask.

When Jeff decided to make the call to ask for help, Tony happily agreed under two conditions:

1. Don't think I will solve your problems — I won't. But I will help make you a better person and leader. This takes time, so if you can commit to meeting once a week for eight weeks, we're in business.
2. Once I teach you these lessons, make a second commitment to share them with others.

**With these two commitments set in stone, the pair began meeting. The following mentoring lessons were gleaned from these meetings:**

## ***Drivers and Passengers:***

- ▶ Passengers can do almost whatever they want, whereas drivers need to focus on the road and avoid distractions; the same can be said for transitioning from peer to leader:
  - Your responsibilities increase, and you lose some of your “passenger” freedoms
  - You must maintain a driver mentality so you can lead people to their destinations
- ▶ Be aware of the decisions you make — they have a lasting impact
- ▶ Your management problems are not unique; all managers face the same issues at one time or another
- ▶ It's never too late to change your strategy to achieve a desired outcome
- ▶ Always seek outside perspectives
- ▶ Always accept 100% responsibility regarding actions and situations that involve you

## ***Keep the Main Thing the Main Thing:***

- ▶ It is critical to identify and keep focus on long-term company goals and priorities, thus keeping the main thing the main thing; anything that doesn't support these goals should be eliminated
- ▶ Communicating the main thing to your team is critical for alignment and success
- ▶ Be aware of staffing — people do not leave companies, they quit because of their managers

## ***Escape From Management Land:***

- ▶ Hire good (quality) employees
- ▶ Coach everyone on the team to become better; feedback and direction are key
- ▶ Dehire those who do not carry their weight; always deal with performance issues head on
- ▶ Escaping management land means getting back in sync with your employees and not believing lip service
- ▶ Seek to identify the super, middle and falling stars within your teams and then elevate the minimally acceptable performance level

## ***The “Do Right” Rule:***

- ▶ When presented with a problem, get to the root of it versus ignoring it
- ▶ Managers are often the last to know, so do not make excuses for falling stars — your leadership is being counted on when you finally find out; the team expects you to do right
- ▶ Ignoring risks puts your integrity at risk
- ▶ Develop an action plan before you're in the thick of a crisis

### **Hire Tough:**

- ▶ The greatest liability a company has is hiring the wrong people
- ▶ When you hire tough, you manage easy
- ▶ Never lower your standards simply to fill an open position
- ▶ Keep the rule of three in mind when hiring:
  1. Interview at least three qualified candidates for any position
  2. Interview the candidates three times
  3. Have three other people evaluate these candidates

### **Do Less or Work Faster:**

- ▶ Your time is your responsibility
- ▶ There are only two ways to manage your time:
  - Do less
  - Work faster
- ▶ Consider where your time is actually going, and adjust where needed
- ▶ Seek to always prioritize, limit interruptions, and effectively manage meetings you attend

### **Buckets and Dippers:**

- ▶ As a leader, your job is to keep everyone's bucket full
- ▶ You do this in four ways:
  1. Knowing what the main thing is and keeping it in the forefront to do one's job
  2. Have a constant feedback loop so that everyone knows how they are doing and can adjust where needed; provide feedback that is sincere, specific, timely and important/aligned with the receiver so they will accept what is being said
  3. Communicate that you care, and reinforce that the job they do matters
  4. Communicate to the team how well they are doing collectively

### **Enter the Learning Zone:**

- ▶ In order to support your team and achieve all goals, you need to look inward; avoid complacency, and always be in the "learning zone" by doing these things:
  - Read often — when you learn, you can teach
  - Set goals for yourself that are specific, measurable and obtainable; goal-setting is critical!
  - Have a positive mindset — not every day will be easy; it is not a matter of if, but when, and how you react is what will set you apart

<b>How We Do the Things We Do</b>		
<b>The Things We Do</b>	<b>Main Things Right</b> Example: Run a productive and necessary meeting.	<b>Main Things Wrong</b> Example: Waste two hours during an important meeting.
	<b>Wrong Things Right</b> Example: Facilitate a great meeting that was not necessary.	<b>Wrong Things Wrong</b> Example: Waste everyone's time at an unnecessary meeting.

<b>Jeff's Leadership Commitments</b>	
I am responsible for my actions and my team's performance, no matter what the circumstances.	
I keep the main thing the main thing.	
I have a positive relationship with my boss.	
I escape from management land and stay in tune with my people.	
I recognize and reward superstar activity.	
I address problems in a proactive manner.	
I do what's right even when no one is watching.	
I realize that everything I do counts toward my leadership score.	
I hire tough.	
I am an excellent time manager.	
I fill others' buckets.	