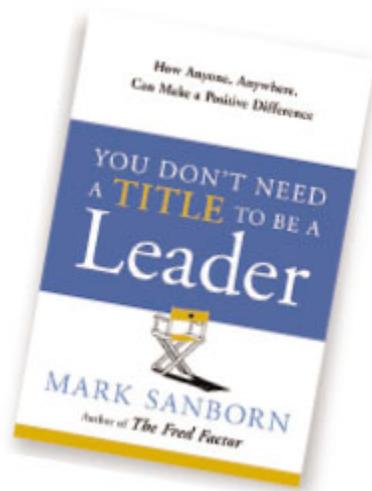


Sanborn & Associates, Inc.

Executive Summary

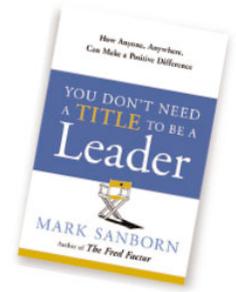
You Don't Need a Title to be a Leader*

How Anyone, Anywhere Can Make a Positive Difference



By Mark Sanborn

*Available on [Amazon.com](https://www.amazon.com) and at fine bookstores everywhere September 19, 2006



Overview

“An army of deer lead by a lion is more to be feared than an army of lion lead by a deer.”

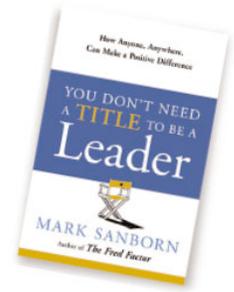
Philip of Macedonia

Philip made a good point, but he missed the more important insight: *an army of lions lead by a lion is to be feared most of all.*

There is something more powerful than having good leadership at the top of your organization: having an organization where *everyone* knows *when* and *how* to lead.

Leadership isn't about having a title. Often, the strongest leaders in an organization, and in life, are those who don't have official titles. When I stay at a hotel, I rarely meet the General Manager, but I always meet bell caps, doormen, front desk personnel, housekeepers and restaurant staff. It is their service leadership that makes me decide to come back – or not.

Smart people and enlightened organizations know that having a title doesn't automatically make a person a leader, and not having a title doesn't keep one from

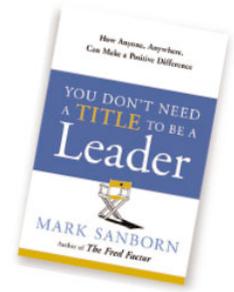


leading and making a positive difference. As Peter Drucker said, in his classic book *The Effective Executive*:

“The man who focuses on efforts and who stresses his downward authority is a subordinate no matter how exalted his title or rank. But the man who focuses on contribution and who takes responsibility for results, no matter how junior, is in the most literal sense of the phrase, ‘top management.’ He holds himself accountable for the performance of the whole.”

Yet the majority of leadership books and development resources are aimed squarely at leadership with a capital “L” – at those who have or aspire to achieve a title or official position within an organizational hierarchy.

The fact is, anyone who wishes to shape their own lives and positively influence the lives of others is a leader. And that kind of leadership is a skill that can be learned by anyone, anywhere and that is what this book is about.



WHO IS A LEADER?

At one point in my book, I define leadership as an invitation to greatness that we extend to others. Of course the catch is that you can't extend an invitation you haven't accepted; you can't expect a commitment from others that you aren't yourself willing to make.

In the age of celebrity, it is easy to confuse good work with being well known. Fame usually speaks to what a person receives in terms of money, recognition and rewards. *Genuine greatness* is based on what a person gives. It is about contribution through action.

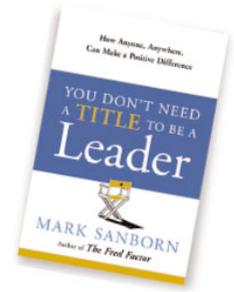
People who lead – whether or not they have a title - strive to make things better for those around them. They increase what I call ROI. In this instance ROI doesn't stand for "return on investment," but rather:

Relationships,

Outcomes and

Improvements.

Leaders accomplish ROI through principle-based skills everyone who wishes to lead must master. The book focuses on six.



THE PRINCIPLES

Principle 1 *Self-Mastery*

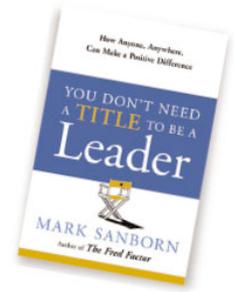
Before you can reasonably expect to lead others you must first master yourself.

The *Wall Street Journal* recently reported that 80% of line workers and 50% of executives are dissatisfied with their lives at work. Many people feel a disconnect between the meaning and purpose of their lives. According to Barna Research, a research company in Indianapolis that specializes in issues of church and faith, nearly one out of every two people is trying to figure out their purpose in life.

Self-mastery is based on what I call the 3Cs that give any leader credibility: **character** (who they are), **competency** (what they do) and **connection** (how they relate to others).

Principle 2 *Focus*

Focus and determination beat brains and intellect every time. You don't necessarily have to be smarter or better educated to succeed. Your power lies in your ability to focus on doing what is important. If you focus on the right things, and work at them often, you will achieve exceptional results.



Genuine Leaders have a clear agenda and a sense of priority. Their ability to identify what is most important helps to create focus for those around them, as well.

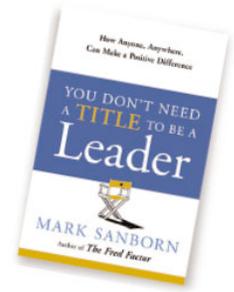
Principle 3 *Power with People*

“Leadership is the art of getting extraordinary performance from ordinary people.” I’m not sure who originally said that, but it encapsulates what I feel is a key leadership principle: *everything of significance a leader accomplishes happens not just because of his or her efforts, but through the efforts of others.*

This chapter distinguishes what sets leaders apart from others. While managers are given employees who work under them, leaders must earn their followers.

Compliance, for example, is a poor but often used workplace tool to get people to do things. Those who exercise power over people have the ability to reward or punish for compliance, or a lack of it. But that does not make them leaders.

While non-titled leaders may lack the ability to reward or punish, they also understand the short-sightedness of such an approach. They get results because of their power with people, not over them.



Principle 4 *Persuasive Communication*

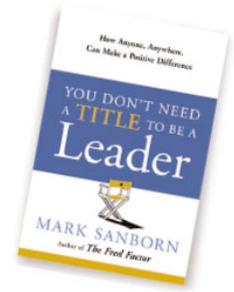
You might be surprised to learn that the objective of communication isn't communicating. The objective is understanding. Genuine leaders communicate to be understood by their audience:

While most people tell, leaders sell, or persuade. Telling is about providing information; selling is about influencing action.

The tools that they use to help sell are *clarity* (knowing what is important and what you stand for) and *stories* (vivid examples that illustrate both the facts and emotional human side).

Principle 5 *Execution*

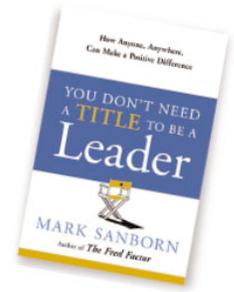
Genuine leaders have high IQ's. I don't mean Intelligent Quotient, as measured by the Stanford-Binet test. I'm referring to what I call your Implementation Quotient. If there is one irrefutable test of a leader, it is the results he or she produces. Having good ideas isn't enough—you have to be able to implement them.



Books on leadership have often focused on the importance of vision, on having a compelling view of the future. I use the term “**visioning**”, instead, to convey the idea that it isn’t enough to have a good idea unless you can effectively implement it. Leaders are always evaluated on the basis of what they achieve and how they create results, not their good intentions.

Principle 6 *Giving*

Robert Greenleaf, in his book *Servant Leadership*, writes that he believes the whole purpose of leadership is to serve. He wrote his book at a time when leadership was often seen simply as a symbol of success and status. Greenleaf sounded a cautionary note, claiming that true leadership wasn’t about what you achieved, but what you gave. His book changed the way many think about leadership.



CONCLUSION: LEAVING A LEADERSHIP LEGACY

The fact is, everyone matters. Everyone makes a difference. That is a critical message often lost on employees and employers today. Leadership is about choosing to make a positive difference, at home, work or in one's community.

Genuine leadership is characterized less by one's *resume* than by one's *legacy*:

Resume

- What you've accomplished
- Results
- The money you've made

Leadership Legacy

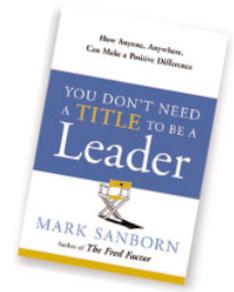
- What you've contributed
- Relationships
- The difference you've made

Are you building a strong resume, or preparing to leave a *lasting leadership legacy*?

Additional Resources

- www.marksanborn.com
- www.youdontneedatitle.com
- www.fredfactor.com
- Buy *You Don't Need a Title to be a Leader* online at www.Amazon.com or at better bookstores everywhere. Available September 19, 2006.

www.YOUDONTNEEDATITLE.com



About Mark Sanborn

Because of his ability to educate in an engaging and entertaining manner, Mark Sanborn is known internationally as *the high-content speaker who motivates*.

Mark is the president of Sanborn & Associates, Inc., an idea lab for leadership development.

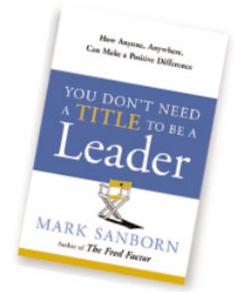
In addition to his experience leading at a local and national level, he has written or co-authored eight books, and is the author of more than two dozen videos and audio training programs on leadership, change, teamwork and customer service. He has presented over 2000 speeches and seminars in every state and 10 foreign countries.

Mark's book, [The Fred Factor: How Passion in Your Work and Life Can Turn the Ordinary Into the Extraordinary](#) is an international bestseller and was #6 for 2004 on Business Week's bestseller list.

The basis of this executive summary is his newest book is [You Don't Need a Title to be a Leader: How Anyone, Anytime Can Make a Positive Difference](#).

Mark is a past president of the National Speakers Association.

www.YOUDONTNEEDATITLE.com



His clients include Costco, Enterprise Rent-A-Car, Exxon, Harley-Davidson, Hewlett Packard, Mortons of Chicago, New York Life, ServiceMaster, Washington Mutual and Wells Fargo.

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