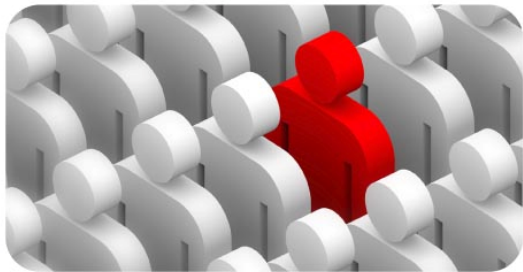


# 7 ESSENTIALS FOR EMERGING LEADERS

A video-enhanced  
special report

EMERGING  
LEADERSHIP CIRCLE



The Development Hub for  
Emerging Leaders

Jim Canterucci, Founder  
Emerging Leadership Circle

## 7 Essentials for Emerging Leaders

### Your Author

**Jim Canterucci** is the founder of **Transition Management Advisors** and **Emerging Leadership Circle**. As an author – *Personal Brilliance* and *Change Project Management – The Next Step*, a professional speaker, and executive Advisor, Jim lives emerging leadership development every day. Advisory roles involve large organizational change and innovation. With Emerging Leadership Circle, Jim has brought together a combination of great minds to provide a unique development opportunity for emerging leaders as a supplement to whatever the organization provides. ELCircle is used as an enhancement to internal programs in corporate universities and by leaders looking to develop their teams.



### What is an Emerging Leader?

An emerging leader is someone who is going places. Not necessarily promotions all the way to CEO, although that's possible. An emerging leader is someone with a leadership position who recognizes that leadership itself should be treated as a co-discipline along with the traditional expertise of marketing, finance, sales, information technology, or operations.

“ You are an Emerging Leader. ”

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“ An emerging leader is someone with a leadership position who recognizes that leadership itself should be treated as a co-discipline along with the traditional expertise of marketing, finance, sales, information technology, or operations. ”

An emerging leader includes everyone from the front-line supervisor to the person vying for the CEO role. Experience is invaluable for any emerging leader. As broad and diverse an experience set as possible. One straightforward principle is at play for the most successful emerging leader though – you don't have time to experience every possible situation you will need to master in your career. You need a professional development program and plan, customized to you in order to leapfrog to your desired goals.

That's why we created Emerging Leadership Circle. We created the leadership development content at the site for the individual who may or may not be on the "list" of up and comers but should be. We also created it for the training director faced with reaching emerging leaders with great content. You'll hear more about this valuable resource in a bit. I'm itching to get to the 7 Essentials. But first, what is a video-enhanced e-book?

## Video-Enhanced e-Book

The primary delivery mechanism of professional development content in Emerging Leadership Circle is video conversations with specialists. So, we have included video segments for each of the 7 Essentials included in this e-book. Read the text, click to watch the videos at your computer. Perhaps go deeper with a trial and then regular membership at [ELCircle.com](http://ELCircle.com). It's up to you.

## The 7 Essentials for Emerging Leaders

The things a leader needs to know to be successful are vast and complex. It's always dangerous to simplify and create lists but we thrive on top 10 lists and the #1 whatever. So, we created a list of 7 Essentials for Emerging Leaders. These are areas that every leader must master. And...mastery takes a lifetime.

Here are the 7 Essentials:

1. *Personal Brilliance - Your Habit of Innovation*
2. *Listening*
3. *Influence*
4. *Teach/Learn - The Leader as Teacher*
5. *Resilience*
6. *Change Leadership*
7. *90/10 - 60/40 - The Key to Organizational Growth*

For each of these essentials we include some insights in text form and then recap the essential with video segments taken from Emerging Leadership Circle and actionable steps to develop these 7 Essentials.

## Personal Brilliance – Your Habit of Innovation

In the book Personal Brilliance – Mastering the Everyday Habits that Create a Lifetime of Success (AMACOM) I discuss four catalysts to developing a personal habit of innovation. We call this **Personal Brilliance**.

When you're faced with a situation in which you have to come up with, and implement great ideas, and you can...that's Personal Brilliance.

*“When you're faced with a situation in which you have to come up with, and implement great ideas, and you can... that's Personal Brilliance.”*

*The four catalysts are:*

**Awareness** – Awareness involves self awareness first, then being conscious of your environment, and being cognizant of the problem at hand.

**Curiosity** - Curiosity is actively exploring the environment, asking questions, investigating possibilities, and possessing a sense of both wonder and doubt.

**Focus** - Focus means going beneath the surface and giving full attention to what you are doing now. Now, I'm not talking about a laser beam focus here. Rather a 360 degree focus, more like a spotlight whose beam widens out. You don't want to limit yourself. Your focused attention should allow you to be open to any possible solutions that are floating out there.



(continued)

## Personal Brilliance (continued)

**Initiative** - Initiative is necessary both to allow the process to work and also to ultimately implement the solution. It's about action. You have once-in-a-lifetime opportunities every day. Are you seizing them?



### The PBQ Assessment

Take the online [Personal Brilliance Quotient \(PBQ\)](#) assessment. The PBQ takes just a few moments. Be sure to request the detailed results which give you a perspective on how you can create a personal development plan to enhance your brilliance.

See more on Personal Brilliance at [Emerging Leadership Circle](#).

Your Personal Brilliance, your Habit of Innovation is one of the most significant differentiators you have in our global community. Enhance and develop the four catalysts to Personal Brilliance and spread this lesson throughout your organization. We have many tools available to you at [www.MyPersonalBrilliance.com](http://www.MyPersonalBrilliance.com).

## Listening

**“Listening is more than simply hearing. Listening involves all the senses.”**

Listening is more than simply hearing. Listening involves all the senses. So much intelligence is gained by feel in addition to what you hear and see. You can even learn when speaking – if you’re listening.

To be a successful leader you must: hear the signs and signals, hear concerns, hear missed ideas, hear the root cause. So much of leadership is anticipation. Can you see around the corner? What do you know and most importantly when do you know it?

The leader is the decision maker. At least that’s what everyone thinks.

As leaders we don’t have the luxury of always being able to do the research ourselves. The only way to really understand the details enough to lean on the analysis requires great questions from you.

See more on Listening at [Emerging Leadership Circle](#).

“The greatest motivational act one person can do for another is to listen.”

--Roy Moody



## Influence

### Tips for Increasing Influence

1. Take an interest
2. Do research
3. Test your thinking in an informal setting
4. Get involved
5. Take a chance
6. Remember to build coalitions
7. Improve your presentation skills

See more on Influence at [Emerging Leadership Circle](#).

Leadership involves getting people to take action, hopefully in the defined strategic direction. Even if you have positional control over people in the organization, command and control is not the best long-term solution.

Issuing an order is not the best leadership approach in today's day and age even if you have the authority to do so. And, frequently as leaders we have the need to influence those that don't report to us and very frequently those that are above us on the organization chart.

You want to be known as a thought leader in your organization. How do you go about doing that?

ELC Advisor [Mike Figliuolo](#) defines a thought leader as someone who delivers business results by agitating for and leading change.



## Teach/Learn - The Leader as Teacher

### The Leader as Teacher Tip

Check out the Emerging  
Leadership Circle blog post  
on this subject:

[The Leader as Teacher](#)

[Tell a Story](#)

See more on The Leader  
as Teacher at [Emerging  
Leadership Circle](#).

The best way I know to learn something is to teach it. The preparation necessary to be credible serves as learning with a purpose. There's a bit of motivation there. I've heard many managers voice the expectation that because they are paying an employee the employee should know how to perform. There is some truth to that but even the NFL first round picks go to training camp and continue to learn from veterans and coaches. It's unrealistic to expect that the majority of your time as a leader will not be spent teaching.

Are you a coach? ELC Advisor [Patrick Donadio](#) shares a couple of definitions. A **manager** tells people what to do and how to do it. A **coach** asks questions and helps employees learn how to problem-solve their way to success. A successful coach sees him/herself not as an expert but as a resource, combining their experience with their knowledge and information to help people do their jobs better and be more successful.



## Resilience

**Four factors that contribute to our resilience:**

- 1. Positive attitude toward challenge**
- 2. Commitment to positive beliefs**
- 3. Positive attitude toward control**
- 4. Connectedness**

Resilience is the ability to adapt and persevere. ELC Advisor [Dr. Belinda Gore](#) identifies this paradox. Adapting only will put you in reactive mode. Not a great leadership position. Persevering exclusively creates a rigidity and clinginess to the old way. We're looking for a balance between the two. Take a look at Belinda's article and lesson "[How to Become a Resilient Leader](#)" as you try out [ELCircle.com](#).

Can you handle the ups and most importantly the downs associated with being a leader? Are you stressed? Think for a second about your actions and reactions when under heavy negative stress? Question: what were the results of those actions? Did they cause you extra time and effort? Did you have to apologize to anyone? Did you lose opportunities? Did you damage relationships?

You're almost always not going to get the resources you prefer. You will be disappointed by your team member's performance. The plans will have to change based on some action out of your control. How you deal with these natural occurrences defines you as a leader.

(continued)

## Resilience (continued)

The job of the leader is just too hard to be a pessimist. Your glass has to be half full or you just won't make it. This positive attitude is one of control. You control you. You influence the environment rather than control it. How will you react to that environment?

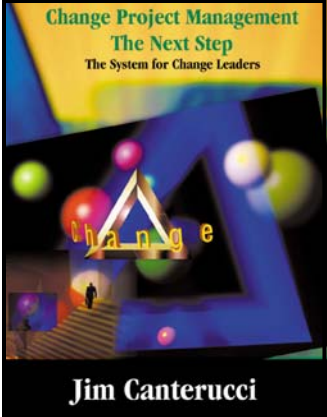
There is a difference between skepticism and cynicism. See the video for more.



See more on Resilience at [Emerging Leadership Circle](#).

# EMERGING LEADERSHIP CIRCLE

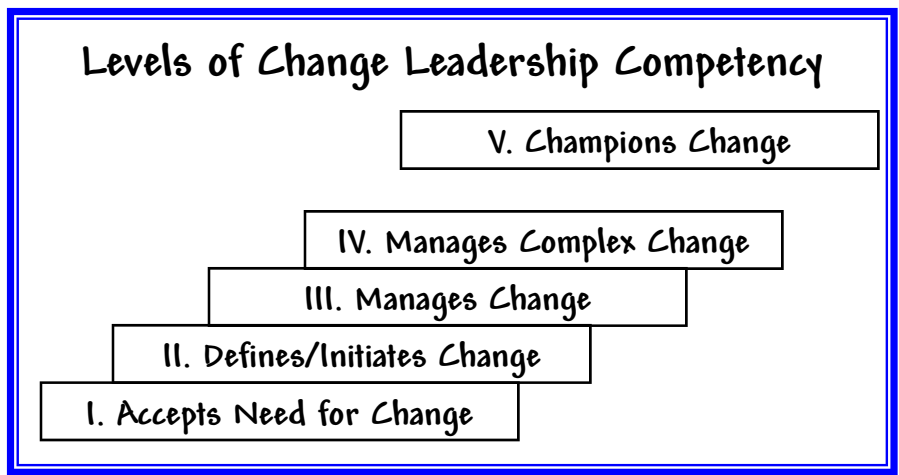
## Change Leadership



Change Leadership is a discipline just like any other. You cannot rise to the top of any organization without demonstrating the ability to successfully lead change initiatives. We are only just recently beginning to teach organizational change leadership in MBA programs and unfortunately not too well, yet.

Why do we think of change leadership as common sense and think that everyone should just know how to do it? I always start my change leadership presentations with the phrase, "Change is simple...just like losing weight is simple." It's simple but very difficult to do.

See more on Change Leadership at [Emerging Leadership Circle](#).



## 90/10 - 60/40 - The Key to Organizational Growth



Transition from  
**90/10**  
to  
**60/40**

There is a line for growth companies. If we cross over that line then growth has very few limits. If we don't cross over that line then the rate of growth begins to slip. That line is the transition from 90/10 to 60/40.

Typically, company executives spend 90% of their time and attention focused on their business area and 10% of their time contributing to running the overall organization. We want to move this ratio from 90/10 to 60/40. This is a very large transition with very high impact potential.

This mindset has many fundamental implications. The idea is to move the company forward, not just to run my silo. Therefore, if we find there are barriers to doing the right thing, like incentive programs, etc. we eliminate or work around those barriers. Could you, for example, get a resource that was allocated to another division and not budgeted in yours to help solve a problem? Can you develop an approach that creates a workable process between the product managers and the front-line sales team, even if they report to separate areas of the company?

There are many implications. One team we work with who is moving to 60/40 inside a huge organization found that they led the company in employee engagement scores. According to the leader of this team, "When the managers work more closely together the staff notices and feels more a part of the process." This leads to engagement. Your business begins to soar.

**(continued)**

## 90/10 - 60/40 (continued)

Another contributor to engagement is that when leaders reallocate their attention in a 60/40 way, potential for increasing responsibility cascades throughout the organization.

When you can cross boundaries in a 60/40 way within your organization and even with outside partners your business begins to soar.

See more on 90/10—60/40 at [Emerging Leadership Circle](#).



## Where do you go from here?

Are the 7 Essentials for Emerging Leaders a comprehensive list of development areas for you? Absolutely NOT! Rather this e-book represents a start, describing essential fundamentals you need to be a great leader.

It's a lonely path. There are many development opportunities available to you. But, you have to create your own plan. You are constantly expected to "just know" things. How does this happen? Experience of course. But, do you have time for experience in every area? Emerging Leadership Circle can be a secret weapon for you. Check it out. We want to participate in your journey. [Click this link for a no obligation 14 day trial](#) of the lessons you just glimpsed in this e-book. We add new content each month from our ELC Advisors, guests, and our CEO interviews. Let us know what you think.

Thanks,



Jim Canterucci



“ \$25 per month!  
Folks, you've got to be  
crazy not to take  
advantage of this  
learning  
opportunity.”

Jim Blasingame  
Radio Show Host