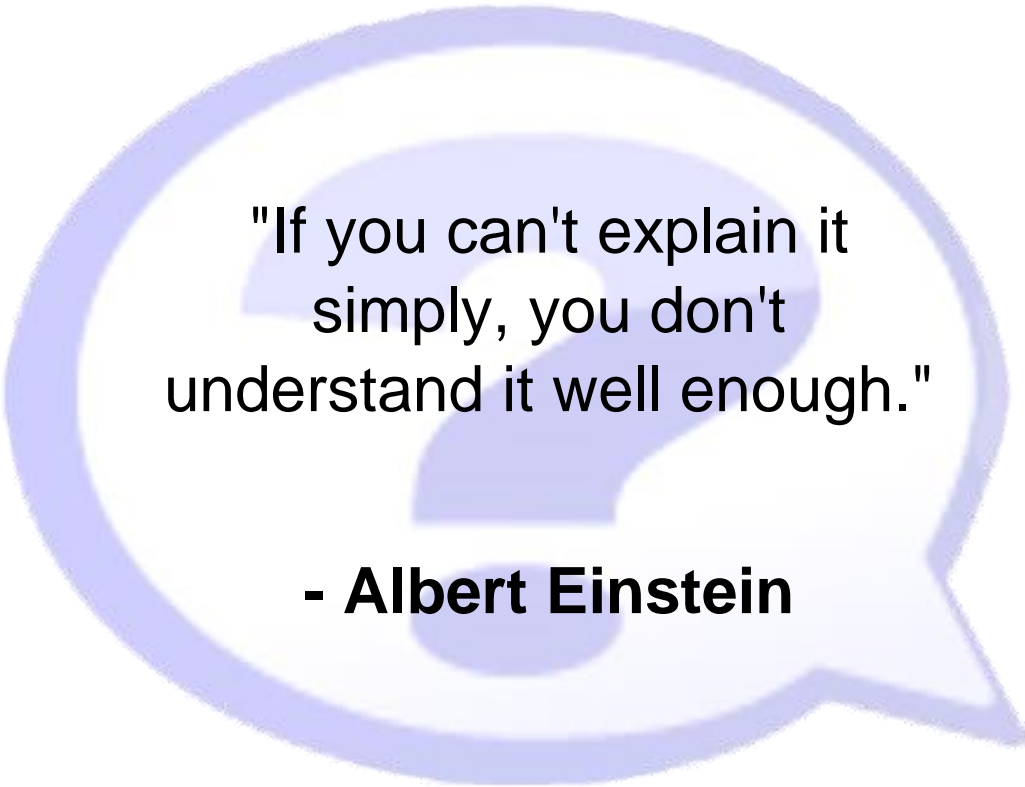


SIMPLIFIED

Leadership Is Simple. You Lead People.

DAVE CLARE



"If you can't explain it
simply, you don't
understand it well enough."

- Albert Einstein

WHAT'S IN THIS BOOK?

Before we get to simplifying, you need to know a few things first

INTRODUCTION

01 LEADING PEOPLE

02 LEADING CULTURE

03 SOMETHING, SOMEONE & SOMEONE

04 PURPOSE DRIVES

05 VALUES GUIDE

06 VISION INSPIRES

07 LEADING STRATEGY

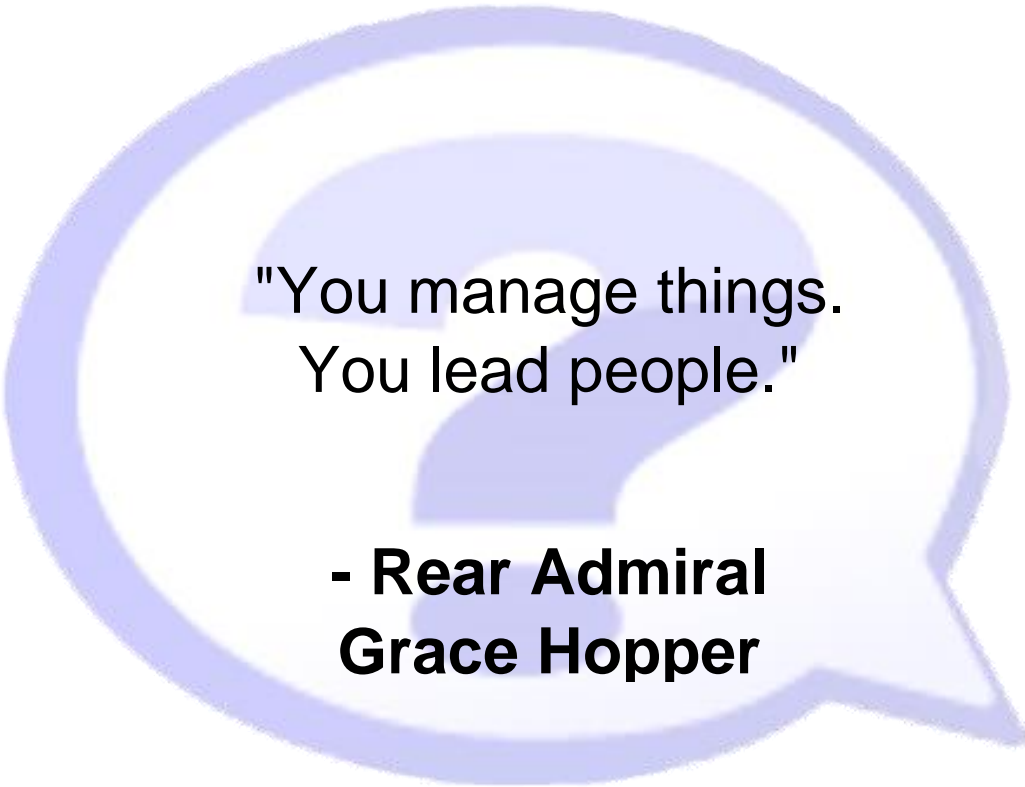
08 LEADING STRUCTURE

09 LEADING SERVICE

BONUS STUFF

Models for a Model Business
Online resources

Glossary
Sources
Acknowledgement
Index



"You manage things.
You lead people."

**- Rear Admiral
Grace Hopper**



MY SIMPLE LEADERSHIP STORY

It was at the old Perth Entertainment Centre in 1994. That's when it all began for me, my introduction into what would be my addiction to leadership.

I was there for the big launch of the newly branded Bankwest (formerly R&I Bank of WA). There I was with hundreds (maybe a thousand, I wasn't counting) of other fellow bankers. Bright lights were flashing like a rock concert. High energy music was pumping! You could feel the excitement like an electrical current. There was a crescendo of emotions ending in a climactic arena full of bankers singing in unison. It was like a bad karaoke crowd singing to the Pet Shop Boys tune of "Go West"!

Amongst the pomp and circumstance of such a launch we were all to be captivated at the new look logo and colours. The fashionable new wardrobe show was happening simultaneously. I was so amped, but then again, I am an excitable and enthusiastic guy by nature.

Then, on the big screen it was there...a powerful statement for the future of Bankwest. It hit me like a beacon of hope, like seeing a lighthouse through the fog on a stormy night for the first time. My first real insight into a mission/vision statement:

“We are a strong, results driven bank, dedicated to the people of Western Australia, with a deep commitment to deliver superior service through skilled staff working as a team”

Please Note: I'm confident it was fairly close to this exact statement since I wrote this from memory! We'll talk about that as a concept a little later. If I forget, please remind me!

I will admit I wasn't fancied on the scroll-ish looking orange 'W' as a logo. That aside and perhaps due to the intensity of the emotionally charged evening, I was hooked. I felt inspired to be a part of this organization that clearly now had a mission.

You see, it wasn't too much before this event that I nearly got fired from the same organization. Under its previous name and leadership, I apparently cared too much for my customers. I spent too much time with them. I didn't conduct enough transactions (be careful what you measure! You get the behaviour you reward. Quantity vs. Quality). To see those new words like dedicated, deep commitment to deliver superior service and working as a team were like music to my ears!

The changes were rapid and reflective of the mission statement. You could see that there was intent and decisions made in line with this mission. Superior service? Yep! Newly appointed Customer Service Managers with not-negotiable ground rules for customer service were created. There was a new organizational structure...an example of mission in action! There were many more, but I knew I had **something to believe in**, and it was really happening.

Some people come into your life and initially you don't know why? Enter my first real mentor (outside of my Dad) and the one leader I credit with inspiring me to be more, do more and give more. He was Mr. John McGinniss, my Regional Manager. At first, I didn't know how to take John. He invaded my personal space. He made me uncomfortable and was commanding in his approach to business. Yet for some reason I was compelled by his continued challenging of my then limiting beliefs.

John was such a great mentor to me and still is to this day. He is a great friend, not just because he saw more in me than I saw in myself. John gave me greater responsibility. I received extra personal development training (The Pacific Institute – Investment In Excellence) outside of traditional banking training regimes. As

mentioned, we also established our five “not negotiable” ground rules for superior service (my first insight into living core values). I was not only held to account to these, but empowered to make decisions in line with them. I knew without a doubt, I had found **someone who believed in me**, Dave Clare, not just Dave the bank Johnny.

John was relentless in his pursuit for us to fulfil all aspects of the banks mission. He was a man of vision and persistence in challenging me. He invested in me. John would continually push me out of my comfort zone. All to ensure I became who I was capable of being as a leader. You could say he breathed spirit into me (definition of inspiration). All this led me to know I had **someone to believe in** too.

When I look back now, I see those things. In the moment, I only felt those things. I never understood how important they were in my leadership journey at the time. We went on to create some magic together with the rest of the leadership team. We achieved tremendous results we could be proud of for our customers, our team and the bank.

A personal note to John McGinniss:

I'm not sure if I ever told you personally, but thank you John. You set me on the path to understanding purpose-driven leadership even though both of us may not have realized it at the time.

Dave Clare

PURPOSE OF THIS BOOK:

There are so many books for leaders out there about WHY, having a WHY and being purpose-driven. These many great books currently available to you all share the cool stories. The usual popular ones about Southwest Airlines, Proctor & Gamble, Virgin and Sir Richard Branson, Apple and Steve Jobs and many of the other “big name companies and leaders”. They all re-enforce the need for a WHY and how powerful it is for your organization. We get it already, but HOW do you do that?

The purpose of this book is a tool for you. It is all the **HOW TO**. **How to** become a purpose-driven leader. **How to** lead people on purpose. **How to** build the invincible culture. **How to** drive innovation from the inside out. **How to** engage your team. **How to** empower your team. **How to** inspire your team to new levels of performance and productivity. **How to** break-down the hierarchical structures. How to, how to, how to...

Can you imagine a world where every business lead on purpose first? That's a future I see. That is why my mission is...**to create and inspire 90 million purpose-driven leaders around the world**. That's a rough estimate globally of leaders there are with disengaged teams. If people are disengaged and unhappy at work, they take that home. This impacts their family life, social life, mental and physical well-being and more.

Can you imagine how much of the world's problems are due to unhappy, unfulfilled people not engaged in their life's best work? Meaningful work? Work that is meaning full? Purpose-driven leadership is the answer.

Together we can create a ripple effect that can shift the consciousness of billions of people! With this book, we can change disengagement to engagement and give empowerment and inspiration to allow people to do their life's best work. Imagine everyone going home from work feeling happy?

We spend so much money seeking to make leadership better, yet disengagement rates are rising and the leadership skill gap is widening everywhere around the world. That's why I believe leadership is in crisis mode, it is BROKEN.

Look at the statistics from global surveys like DDI (Development Dimensions International) Global Leadership Forecast 2014|2015. Back then it suggests that \$50 billion dollars is spent on leadership development around the globe.

“Why is leader quality going nowhere fast? Apparently, because leadership development efforts have stalled, despite the fact that it is estimated that some \$50 billion a year is being spent on developing leaders worldwide.

- Barbara Kellerman – The End of Leadership

Some studies show that in the USA alone, they spend \$15 billion! How can we be spending so much money on leadership development yet employee engagement studies show there are more people disengaged and actively disengaged over the previous years? WTF is going on?

Capability gaps are increasing. Culture and engagement and leadership development have become urgent priorities. Apparently building leadership remains paramount (please insert face palm here). Clearly something is wrong!

THE SURVEY SAYS:

With all the great books and programs out there for leaders on leadership, culture, strategy, talent and more, WHY is it that studies still suggest that it's not getting better?

Global Human Capital Trend Report 2015

Building leadership remains paramount. There has been little or no progress since last year. The capability gap for building great leaders has widened in every region of the world.

NOW IS THE TIME:

To some it seems I am being unreasonable in the leadership development industry. It surely can't be as simple as I make it out to be? The current trends in human resources, leadership development and even the coaching industry are frustrating me! Why? Because I believe leadership is simple. You lead people.

I am a person, perhaps just like you, who learnt from the numerous leadership roles I have fulfilled. I have worked the corporate life, public and private sectors and not for profits. I have learnt from the leaders I've had as mentors, including the ones I didn't like. Add to that a lot of trial and error from being in business for myself. All this has led me to find my own purpose. I have become but a humble prophet for purpose.

Why a Prophet? I have chosen to dedicate my life's work to helping others like you, become the Prophet of your purpose, so you will profit from your purpose. I want you to become the inspired teacher and leader of your cause. It is time for purpose-driven leadership. Let's look at what a prophet is...

PROPHET - proph-et (prof-it)

- 1. a person regarded as, or claiming to be, an inspired teacher or leader.**
- 2. a person who predicts or foretells what is to come (purpose-driven leader)**
- 3. a spokesperson for some doctrine, cause, movement (purpose-driven leader)**

Most of you who are reading this may already be great leaders, developing as outstanding leaders or possibly newbies to leadership. My desire is to create or inspire more purpose-driven leadership. I will share my philosophy on what purpose-driven leadership is all about and **HOW TO** put it into action in this book.

Heck, I will simplify leadership right now and tell you:

Leadership is simple. You lead people. People want three things:

Something to believe in.

Someone to believe in.

Someone to believe in them

Give them that. Simple really.

HOW THIS BOOK IS WRITTEN – SIMPLE IS THE NEW SOPHISTICATION:

I have discovered one of my greatest gifts; it's the ability to simplify the complexities of life and business.

I can look at complex theories and situations and find a simple stream of thought process within it. That is exactly what I have done in this book. Taken all the theories, concepts and complications of leading people and simplified it.

Imagine years of scientific research by academics of analysis and pontificators of process? Imagine all of it taken and simplified into one book for you to truly lead people to success? That's what **SIMPLIFIED** is all about.

You could say it is formulated on an applied theory much like the Pareto Principle, or the 80/20 Rule as it is more commonly known. For those of you who don't know, Pareto was an Italian economist. Pareto noticed that 80% of Italy's land was owned

by 20% of the population. He then carried out surveys on a variety of other countries and found to his surprise that a similar distribution applied. It has identified that for many events, roughly 80% of the effects come from 20% of the causes. Even for elite athletes (including corporate athletes like you!), it would suggest that roughly 20% of the exercises and habits have 80% of the impact (Source: Wikipedia).

When professional sports people are “off their game” or in a slump, what do they do? They go back to the basics, the fundamentals. My goal is to help you master the basics, the fundamentals. Something many people don’t like to do because:

“The fundamentals aren’t fun, they’re just d’mental”
- A Clarism.

SIMPLIFIED is built on this same philosophy. It's focused on the fundamentals. The 20% of the knowledge and habits that produce 80% of the impact. If you just master the principles I am going to share with you... the "**HOW TO**" lead people on purpose...you will increase employee engagement and have an empowered team that is inspired by a bigger future. You will cultivate many more leaders and build a legacy.

SHATTERING NEW OLD TRUTHS:

As I have said, leadership is in crisis mode, broken even. The worldwide statistics prove it. Obviously, something isn’t working. We are clearly missing the point when it comes to leadership. Therefore, please don’t be surprised if it seems that I am kicking dirt into the face of traditional leadership.

I’m willing to admit that I might add a little fancy title or two in this book. What we read on modern leadership these days is old principles re-hashed with new fancy titles

to make them sound like something newly discovered. I can handle some of that, but do we have to make it sound so complex? How many steps and laws of leadership are promoted these days? Can you imagine having to own twenty-one irrefutable laws for example? Or 67 success principles? Or 50 rules for being a great leader. Oh dear lord. What I share with you is what I've learnt from the fundamentals.

OPEN YOUR MIND:

I assure you there isn't much new in the terms of success principles, other than peoples spin on them. I will accept that we are learning more about the human mind and how it works. The evolving work on the second brain, the heart brain is fascinating.

I will also accept that science has been able to explain much of the magic of human behaviour too. I am not a psychologist, psychiatrist or even a certified counsellor. We will touch on some of the science and why that is important to leadership. As I often share with people, I reckon what I am going to show you is the important 20%. The highest pay off of years' study in each of human and organizational behaviour that will make a significant difference if you master it. Armed with that knowledge and applied should allow you to create the equivalent of about 80% impact. I know that this concept will upset some people. Again, can it be this simple?

THE STYLE:

I'm a simple guy. I love simplicity. The font, font size, full page quotes, pictures, models, diagrams and Clarism's are all designed to be simple.

“Simplicity is the ultimate sophistication”.

– Attributed to Leonardo Da Vinci

Hmm? Now that I think about it, maybe I'm just really sophisticated?

I write as I speak. When you meet me (I truly hope we do), it will be like I was talking to you instead of you reading it. I want there to be no disconnection between how I would, as they say, "shoot the breeze" with you about this. This is how I converse and will happen when we meet. I am what I am and make no bones about it. Authenticity is critical in building a relationship.

This is what I aim to do with you the reader...build a relationship. Authenticity is a building block of trust. I share this with you for that reason; one of my beliefs about leadership is to be true to yourself. Sure, you need to style flex some from time to time, but you should be true to you.

THE STRUCTURE:

I have designed each chapter to flow into the next. While each chapter builds on the previous content, it is also set up so you could just read whatever chapters take your interest. They are all capable of standing on their own.

You might catch yourself thinking "It can't really be this simple?", but I assure you it can be, if you master it properly.

Each chapter is broken down into a key concept, partly told through my learning journey and backed up with models, stats and facts. Also, a perfect dose of Clarism's!

WHAT YOU SEE IS WHAT YOU GET:

What you are getting in this book is a textbook, a workbook, and a storybook all in one. It's a training program packed with value. I have filled it with every tool, model resource that I have for you. I want to deliver massive VALUE to you, the reader, in the shortest time possible. Please understand that you must read, re-read, apply,

assess, adjust and repeat. Do this, until these practices become automatic for you. You gotta do the work! Remember:

“No-one has ever lost 20lbs from reading a book on weight loss.”

- A Clarism.

CLARISM’S:

You’ve seen a couple of them already. One of my friends, Don Walling, coined a phraseology some time ago that is purely an ego based reward for me. It is well carried by those who know me. They’re called “Clarism’s” and named after me. What is “Clarism”? It is, is a quote or statement from me personally or a rephrasing or simplification of someone else’s quote...or a combination of both.

WRITTEN BY ME:

I’m a guy who has been at the coal-face of leadership for 25 years. Mastered under many great leaders, none of which most of you will ever know. Every leadership training, program, book or other resource I could get my hands on I fed into my mind. Trained as a facilitator with two international personal and organizational development companies, I am an award-winning coach, facilitator and sales leader. Over ten years has been invested in coaching and facilitating personal and organizational development programs. My own corporate leadership experience is combined with my practical business coaching experience with small to medium size businesses and their leadership teams. I learnt from every business person I had the pleasure of working with, the good, the bad and the ugly. Simply, I have combined all this with tried and true leadership principles, ones that I still hold dear and use today.

CONNECT WITH ME:

I seek to personally respond to every genuine connection I receive:

Facebook.com/prophetforpurpose

Instagram.com/prophetforpurpose (use hashtag: #simplified)

Twitter.com/prophet4purpose (use hashtag: #simplified)

Snapchat: prophet4purpose

www.daveclare.com

www.propheTV.com

SIMPLIFYING EACH CHAPTER

Arthur Ashe said “**Success is a journey, not a destination. The doing is often more important than the outcome**”. The doing is where we learn.

Chapter One: Lead People. If you are going to lead people, it makes sense that you should understand people. You need to understand the process of human behaviour. How we got to be who we are and **HOW TO** become who we need to be.

Chapter Two: Lead Culture. Now we understand people as individuals, we need to understand how those people behave in organisations. Understanding **HOW TO** create organizational behaviour change is critical to build an invincible culture.

Chapter Three: Leadership Framework. People want three things. We will work through the three “some’s” and what you need to understand about each of these. Then we will look at **HOW TO** build a framework that encompasses all of them.

Chapter Four: Purpose Drives. What problem are you solving in the world? We will look at the importance of understanding **WHY** you are in business beyond making money. Then we will work out **HOW TO** use that to engage your employees.

Chapter Five: Values Guide. We'll look beyond the common place corporate principles that are inherent in every business. We will learn **HOW TO** empower your team with a deeper understanding of the unique thinking your business possesses.

Chapter Six: Vision Inspires. What does the world you see look like? What is the contribution your business will make to that world by fulfilling your purpose through your values? Learn **HOW TO** use vision to inspire your team to do their best work.

Chapter Seven: Lead Strategy. Total alignment of your culture and strategy happens when you reverse engineer your vision. We will learn **HOW TO** create an aligned strategy that brings your vision into reality. Culture leads strategy.

Chapter Eight: Lead Teams. Businesses need to overhaul their structures and dismantle hierarchies to adapt and become innovative. We will learn **HOW TO** lead teams with a purpose-centric structure to empower innovation and build leaders.

Chapter Nine: Lead Service. If you're customer service sucks it's because your leadership sucks. What happens on the inside will find a way to manifest itself on the outside. We will learn **HOW TO** create an inside out customer experience model.

Chapter Ten: Bonus Stuff. Not to leave you hanging, I have also included a bonus chapter with some of the other models I use when coaching and leading teams. Not only will you know **HOW TO**, but you will have all the tools and resources to **DO** it.

Please join me and the movement to create and inspire 90 million purpose-driven leaders. Together we can improve people's lives. Together we can build businesses and organisations that help people. Together we can enable people to do their life's best work. **Leadership is simple. You lead people. It's time to lead different.**

