

Application Guide

DEVELOPING LEADERS WITH CAROL TOMÉ



BOTTOM LINE:

A leader's priority should be to invest in their team.

KEY TAKEAWAYS

I. The impact you make on people should be your top priority as a leader.

A. Make it your job to invest in the people you have hired, even if that isn't in your job description.

1. Take the time to find the right person for the right job; you must "go slow to go fast" in this area.

2. Take time to help individuals reach their highest potential, even if you have a lot of other responsibilities.

B. Put others before yourself and value the power of the team.

1. When you accept the role of leadership, you need to understand the responsibility you are stepping into: investing in your team and putting them ahead of you.

2. Together you will be stronger.

a. The best talent for each role should be on the team.

b. You should care about developing talent on your team.

3. It is okay for people to leave your team to do what they need to do.

a. Celebrate when they move up or move on.

b. It is your job to care and guide them.

II. To be first, you need to be a servant to all.

A. It is essential to have leaders bear the weight of the decisions made for the company. Doing so frees the associates to value and care for the customers.

B. This method leads to greater success in the marketplace, though it seems like a counter-corporate concept. People are still people and want to be valued, even in a corporate world.

C. Allowing people to bring their authentic self to work every day is important, and it is your job as a leader to instill this value in your workplace.

III. It's easy to confuse the things that fuel productivity with the things that are in place simply because they have always been done that way.

A. It's important to determine which policies are a means to your success.

B. As a leader who has the authority to change things, it is valuable to be vulnerable with your team and share what's important to you —and why.

IV. Take advantage of networks.

A. Being at the top is often a lonely place. Healthy leaders learn how to fill this void in a healthy way.

1. Manage the tension.

2. Be proactive.

3. Reach out to a network outside the company.

a. Family

b. Friends

c. NOT company insiders (This will create unhealthy political sides within the company.)

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- B. Mentor up: Aspiring leaders have a great opportunity to help those above them.
 - 1. Leaders who lead early on will continue to do so in the future.
 - 2. Leaders who are timid and wait to lead because they are new, young, and have not accomplished anything yet often never lead.
 - C. Leveraging your network will make you better.
- V. How we incorporate personal purpose into leadership will translate into the legacy we leave behind.
- A. Example: “Lead to inspire, serve to create, give to remain.” – Carol Tomé
 - 1. The output of this includes people, performance, purpose, and then platforms.
 - 2. “Platforms are about what we do from a sustainability perspective to make sure we are here for a long time.” - Carol Tomé
 - B. “Don’t make money your goal, instead do what you love and do it so well that people cannot take their eyes off of you” - Maya Angelou

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION

- 1. How can you invest in each of the individuals on your team?
- 2. Can you identify the top strengths and talents of each of your team members?
 - a. What are they?
 - b. How are you utilizing them?
- 3. What are your current measures of productivity? How are you promoting these measures within your organization?
- 4. Who is in your personal network outside of your company?
- 5. What is one way you can inspire your team this week?