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Author Spotlight: ROBIN SHARMA

- Robin Sharma is a famous Canadian writer and inspirational speaker.
- He has written nine leadership bestsellers including *The Greatness Guide* and *The Monk Who Sold His Ferrari*.
- He is one of the world's most trusted advisors in organizational and personal leadership.

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Today's Leader

Executive Book Summaries

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The Leader Who Had No Title

A modern fable on real success
in business & in life

THE SUMMARY IN BRIEF

The Leader Who Had No Title reveals that anyone has the power to show leadership, regardless of the position they hold within their organization. Robin Sharma shares the secrets of how to be a leader without a title through a story about a fictional character named Blake Davis, a young veteran of the US army who is struggling to fit back into society after completing his military service in Iraq. Blake finds a job at a book store in order to pass time and pay his bills, but he is unmotivated and feels that his life lacks a sense of

purpose.

One day an old man named Tommy Flinn transfers to Blake's book store. Tommy has been "Employee of the Year" five times in a row for the book company. Tommy becomes Blake's mentor and takes Blake on a journey to visit four amazing teachers who have helped him to achieve success: Anna the housekeeper, Ty the pro skier, Jackson the former CEO of a large company, and Jet the massage therapist. These four empowered individuals each reveal one aspect of the



"LWT" (Lead Without a Title) philosophy. Through their teachings, Blake comes to understand what it means to be a leader without a title, and turns his life around to achieve success at work and in his personal life.

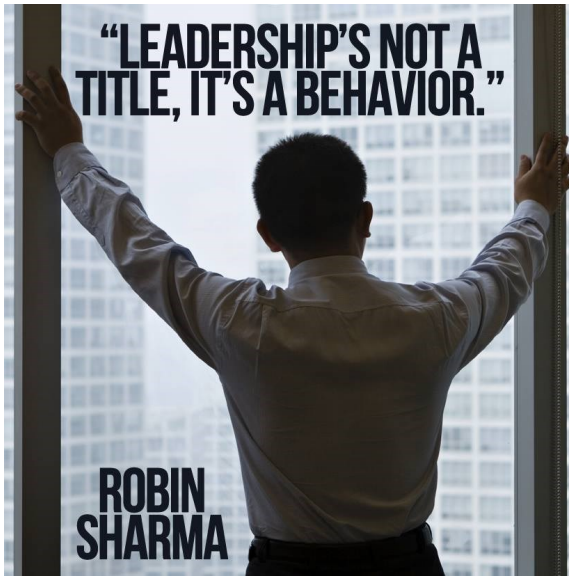
THE AUTHOR'S AIMS

In *The Leader Who Had No Title*, you will learn:

- How to confidently work with and influence people like a superstar, regardless of your position
- A method to recognize and then seize opportunities in times of deep change
- A strategy to build great relationships with others
- How to become mentally strong and physically tough enough to lead your field
- Practical ways to defeat stress, build an unbeatable mind-set, unleash energy and balance personal life

"If you can
breathe,
you can
lead."

(p.27)



KEY CONCEPTS AND MESSAGES

Robin Sharma outlines four key messages about leadership in his best-seller *The Leader Who Had No Title*.

Sharma's fictional character Blake Davis learns these four key messages through four different conversations with everyday leadership gurus who are all practicing the "Lead Without a Title" (LWT) philosophy. Each message has an acronym that goes with it to help us remember the key concepts.

The four main points are:

- **You need no title to be a leader**
- **Turbulent times build great leaders**
- **The deeper your relationships, the stronger your leadership**
- **To be a great leader, first become a great person**

The First Leadership Conversation: You Need No Title to Be a Leader



- Innovation
- Mastery
- Authenticity
- Guts
- Ethics

"Simply remember that no matter what position within any organization and no matter how old you are or where you live throughout the world, you have the power to show leadership. And no one and nothing can ever deny you that. But it's totally your responsibility to activate that power." (p.55-56)

FLIP THE SWITCH.



The first acronym in the LWT philosophy is **IMAGE**.

Innovation always trumps repeating what might have worked in the past. Focus on slow and steady changes to improve over time (p.61). By practicing the "Daily 5" (5 little acts that you can do daily to help you achieve your most important goals) you can achieve **mastery**. Be **authentic**— this doesn't just mean being true to your values, it means being true to your talents. Leadership has a lot to do with believing in yourself when no one else believes in you (p.77). To have the **guts** to not be afraid of change. Most people are too threatened by the change needed to reach a better version of their greatest vision (p.80). Having **ethics** is doing what is right, and staying true to your values (p.81).

- Natural Power #1** • "Every one of us alive in this moment has the power to go to work each day and express the Absolute Best within us. And you need no title to do that." (p.53)
- Natural Power #2** • "Every one of us alive today has the power to inspire, influence, and elevate each person we meet by the gift of a great example. And you need no title to do that." (p.53)
- Natural Power #3** • "Every one of us alive with life can passionately drive positive change in the face of negative conditions. And you need no title to do that." (p.54)
- Natural Power #4** • "Every one of us alive to the truth about leadership can treat all stakeholders with respect, appreciation, and kindness - and in so doing raise the organization's culture to best of breed. And you need no title to do that." (p.54)

The Second Leadership Conversation: Turbulent Times Build Great Leaders

Speak with Candor

Prioritize

Adversity Breeds Opportunity

Respond Versus React

Kudos for Everyone

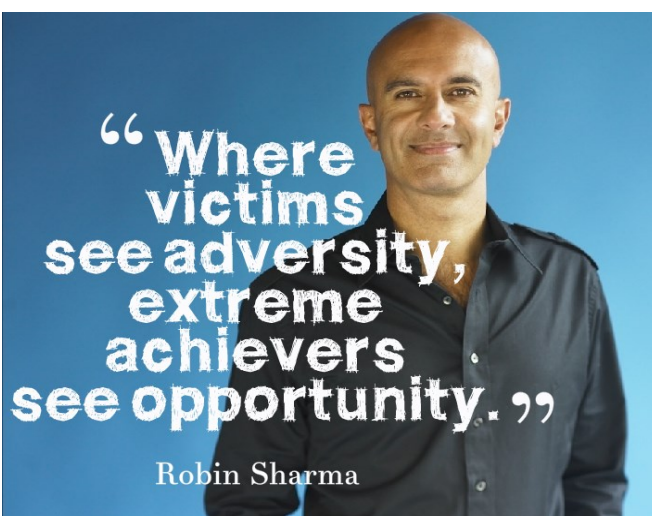


The second acronym in the LWT philosophy is **SPARK**.

Speak with candor—listen intensely and overcommunicate to prevent gossip and rumours. Use language that will inspire, engage, and elevate others (p.112). **Prioritize** and focus your personal energy on the right things. Remember that 80% of your results come from 20% of your activities(p.118).

When faced with **adversity**, remember that “every setback carries with it an even greater

opportunity” (p.119). **Respond vs. react** by becoming the source of the solution, not part of the problem, and remember to stop worrying about things that you can’t control (p.124). Give **kudos** to people around you in order to inspire and uplift them, because people need to be appreciated for even the smallest things they do in adverse times (p.124). Commit yourself to celebrating the great work of others around you. Don’t wait for your boss to do it, *you* do it... Lead Without a Title!



“The key isn’t whether you will face challenges. You will. The real key is what you’ll do with difficulties. And how quickly you’ll get back up.” (p.120)



“Leave every single person who intersects your path better, happier, and more engaged than you found them.” (p.153)

The Third Leadership Conversation: The Deeper Your Relationships, the Stronger Your Leadership

The third acronym in the LWT philosophy is **HUMAN**.

Being **helpful** is about doing more than you are paid to do (p. 146). We can all show **understanding** by speaking less and listening more. “Deep listening is one of the bravest – and rarest – of all the central acts of real leadership” (p.148). We all want to be understood,

and when we feel that someone’s taken the time to hear and acknowledge us, we open ourselves up to that person and our trust, respect, and appreciation for them grows (p.148). To **mingle** is to network and connect with teammates. When people see your face and get to know you, they like you and want to do business with you. **Amuse**—

“When people are enjoying themselves at work, their stress levels are lower, they are far more willing to do the unexpected to overdeliver for all customers and they are excited to work a whole lot harder” (p.151). Be **nurturing** by being friendly and sincere. Make time each day to grow relationships (p.152).

Helpfulness

Understanding

Mingle

Amuse

Nurture

The 5 Rules



Everyone matters, everyone’s actions matter. Each relationship cascades throughout the entire organization, one superb conversation inspires the next one. The ripple effect determines the culture of the organization and the quality of results it will achieve. (p.142)

“The quality of an organization comes down to the quality of the relationships between its individual teammates.” (p.143)



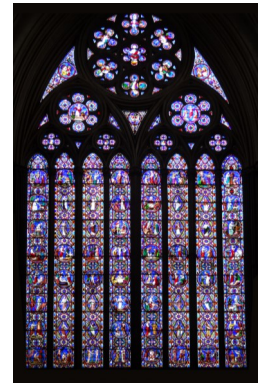
The Fourth Leadership Conversation: To Be a Great Leader, Become a Great Person

The fourth acronym in the LWT philosophy is **SHINE**.

To **see clearly** you must think like a champion and avoid negative thoughts which cause people to act as victims rather than perform as leaders (p.174). By having a morning ritual such as a "Personal Leadership Hour" to focus on yourself, you can awaken your inner leader. Remembering that

your **health is wealth** is important, because your health will never be better than your self-image (p.185). **Inspiration** also matters greatly, as "a day without feeling inspired is a day that you haven't fully lived" (p.185). A solid foundation at home sets you up for solid results at work, so it is essential to **neglect not your family**. Finally, in order to

become a great person you should **elevate your lifestyle**. You only live once, so why not enjoy it completely? However, it is important to remember that the real key is to get the things you want, while making sure they don't get you (p.187). "Success is not about what you receive... Success is all about what you return" (p.187).



Most people don't truly see reality.

Each one of us has a stained-glass window through which we perceive everything. It's made up of all the beliefs, rules, and ways of being taught to you.

"We see the world not as it is but as we are. So if your stained-glass window has a belief that says, 'You can't lead without a title,' then your actions will of course be consistent with that belief, and so you won't lead if you lack a title" (p.172).

"Lead yourself first. Only then will you get to a place as a person where you can lead other people." (p.161)

"DON'T LIVE THE SAME YEAR 75 TIMES AND CALL IT A LIFE."

-ROBIN SHARMA



The 5 Rules

See Clearly

Health is **W**ealth

Inspiration Matters

Neglect Not Your Family

Elevate Your Lifestyle

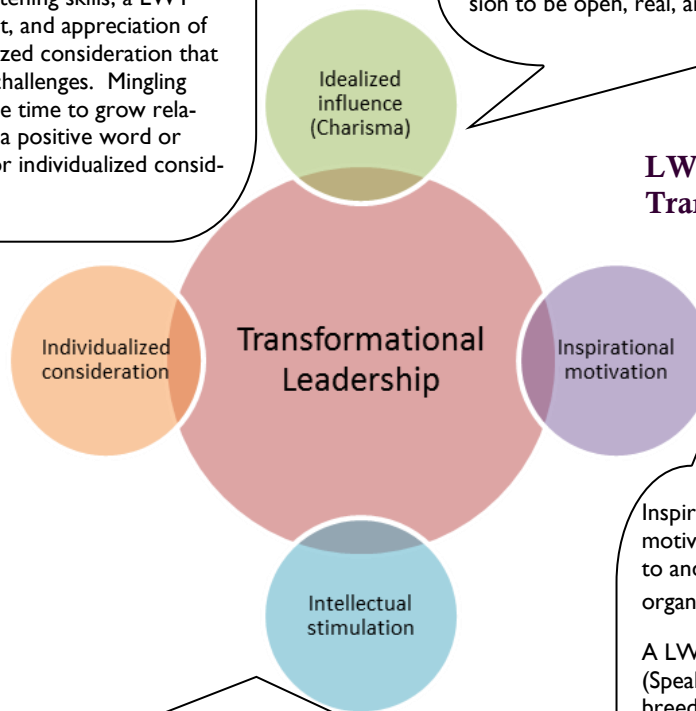
CONNECTIONS TO LEADERSHIP THEORY AND PRACTICE

Individualized consideration is demonstrated by leaders who provide a supportive climate in which they listen carefully to the individual needs of followers. They act as coaches and help followers overcome challenges. (Northouse, 2016, p.169).

A LWT believes that the deeper your relationships are, the stronger your leadership will be. A LWT who follows the 5 rules of HUMAN (Helpfulness, Understanding, Mingle, Amuse, Nurture) can provide a supportive climate for others. By being helpful and showing understanding by using deep listening skills, a LWT can gain the trust, respect, and appreciation of others and the individualized consideration that they need to overcome challenges. Mingling with others and taking the time to grow relationships, smile, and give a positive word or positive gesture allows for individualized consideration.

Idealized influence, or charisma, describes leaders who act as strong role models for others. These leaders usually have high standards of moral and ethical conduct and are deeply respected and trusted by followers. Leaders with charisma give others a vision. (Northouse, 2016, p.167).

A "Leader Without a Title" demonstrates leadership and is a role model to others even without holding a leadership title. A LWT follows the 5 rules of IMAGE (Innovation, Mastery, Authenticity, Guts, Ethics). The "image" that a LWT portrays inspires and transforms others. "When you give yourself permission to be open, real, and brilliant around others, you give others permission to be open, real, and brilliant around you." (p.76)



LWT & a Model of Transformational Leadership

Intellectual stimulation inspires followers to be creative and innovative and to challenge their own beliefs and values, as well as those of the organization (Northouse, 2016, p.169).

A LWT has 4 "Natural Powers" within them. These powers focus on unleashing the inner leadership within all of us. Among them is expressing the Absolute Best within us, elevating others around us by setting a great example, passionately driving positive change, and raising the organization's culture to best of breed (p. 53-54). Following the IMAGE acronym, a LWT is not afraid to be innovative, as "Innovation always trumps repeating what might have worked in the past... be all about making this day better than yesterday." (p.61) "To have the guts to see opportunities where others see challenges and to envision things becoming a whole lot better while others grow complacent is to become a visionary." (p.80)

Inspiration is shown by leaders who motivate others to become committed to and a part of the shared vision in the organization. (Northouse, 2016, p.169).

A LWT follows the 5 rules of SPARK (Speak with candor, Prioritize, Adversity breeds opportunity, Respond vs. react, Kudos to everyone). Even in times of turbulence, a LWT can motivate others to be committed to achieving team goals by listening intensely and elevating others with their language, and giving kudos to others to uplift and motivate them. For some, it is easy to lose sight of mission, vision, values, and goals. A LWT prioritizes tasks and spends their personal energy on the right things. When faced with hard times, a LWT will "focus on the best and neglect all the rest" to uplift and inspire teammates (p.115).

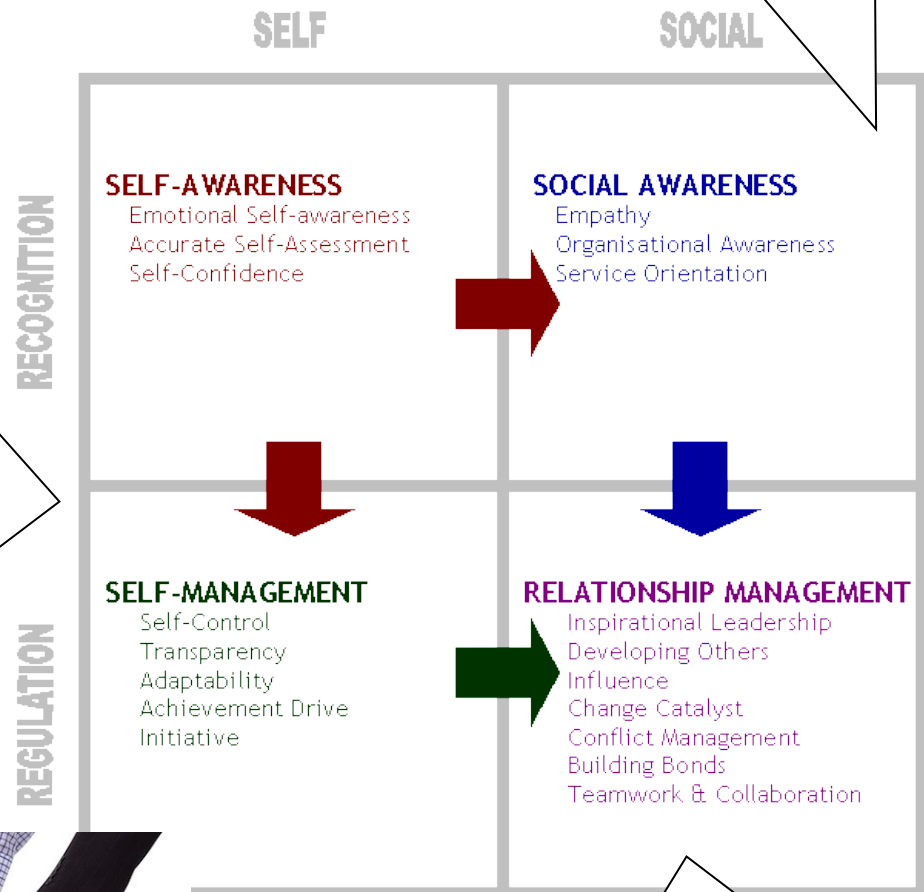
Leading Without a Title & Emotional Intelligence

The 5 Components of Emotional Intelligence (Daniel Goleman)

A LWT believes in becoming a great person in order to be a great leader and an inspiration to others. By following the 5 rules of the acronym SHINE (See clearly, Health is wealth, Inspiration matters, Neglect not your family, Elevate your lifestyle), a LWT practices balancing their personal and work lives.

Through daily practices of self-inquiry (setting time aside for "Personal Leadership Hour" each day) and through reflection and goal-setting, a LWT can reach a heightened **self-awareness** and can gain better **self-management** which leads to a greater **Emotional Intelligence**.

A LWT has strong **social awareness**, as he or she focuses greatly on inspiring others. By "deep listening" a LWT can become aware of others' needs and can show **empathy** towards them. A LWT has **organizational awareness** by committing to being the BIW (best in world) and also raising others' awareness (p.68).



"Leave every single person who intersects your path better, happier, and more engaged than you found them." (p.153).

A LWT exhibits strong **relationship management** through strong efforts to focus on **building deeper relationships** by following the acronym HUMAN (Helpfulness, Understanding, Mingle, Amuse, Nurture). These 5 rules focus on the human side of leadership.

"If you want to win, you need to help others win. And part of that is doing all you can to build a high-performance culture within your organization. One where everyone understands how excellent they can be. And so part of your job now becomes unleashing the greatness in people who've never seen the greatness in themselves" (p.136-137).

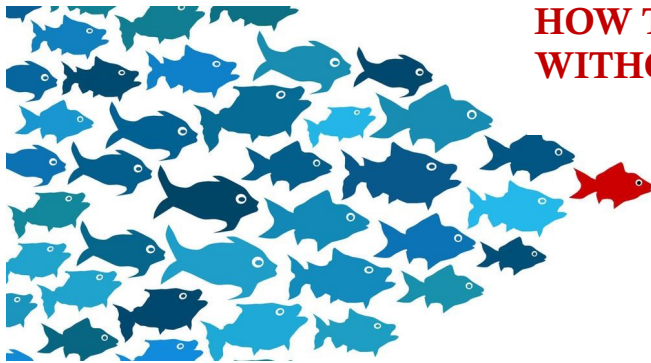
LWT & Servant Leadership

The "Lead Without a Title" philosophy links with theory of servant leadership because both focus on intrinsic motivation. The fictional leadership mentor Tommy Flinn in *The Leader Who Had No Title* reveals that he is not fixated on fame or fortune, but in doing his best work and inspiring others to be leaders without a title as well.

The outcomes of servant leadership are:

- Follower performance and growth
- Organizational performance
- Societal impact (Northouse, 2016, p.236)

Outcome of servant leadership	Link to Leading Without a Title
<i>Follower performance and growth</i>	"If you want to win, you need to help others win. And part of that is doing all you can to build a high-performance culture within your organization. One where everyone understands how excellent they can be. And so part of your job now becomes unleashing the greatness in people who've never seen the greatness in themselves." (p.136-137)
<i>Organizational performance</i>	"Everyone needs to drive innovation. Everyone needs to inspire their teammates. Everyone needs to embrace change. Everyone needs to take responsibility for results. Everyone needs to be positive. Everyone needs to become devoted to expressing their absolute best. And once they do, the organization not only will adapt beautifully to the changing conditions, it will actually lead within its field." (p.16)
<i>Societal impact</i>	"Greatness is an inner event with outer consequences. Once you awaken your inner leader, worldly success is the guaranteed result." (p.168)



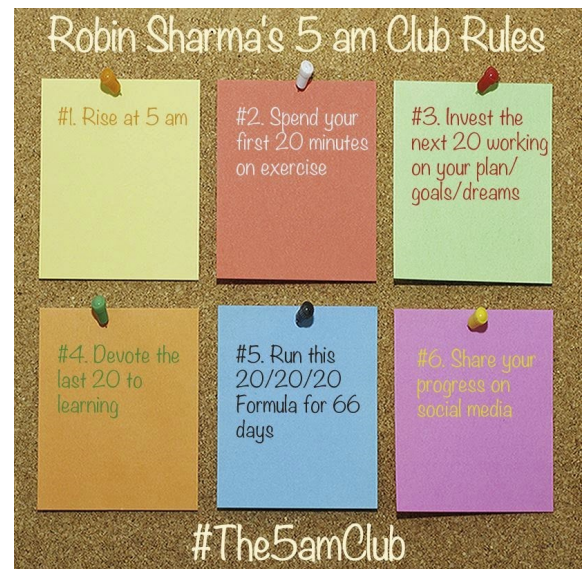
HOW TO START BEING A LEADER WITHOUT A TITLE TODAY

"The way you start your day determines how well you will live your day." (p.182)

The 7 Fundamentals of Personal Leadership

1. Learning - read books that will inspire you.
2. Affirmations - consistent repetition of positive statements.
3. Visualization - close your eyes and envision your goals.
4. Journaling - your life is a gift, and it's so worth recording!
5. Goal Setting - goals generate hope and positive energy.
6. Exercise - boosts brain function and energy, manages stress.
7. Nutrition - eat like a winner to keep your energy level high.

Robin Sharma recommends to choose a few of these fundamentals to focus on each day during your "Personal Leadership Hour." He recommends getting up early at 5:00 am and setting aside one hour to focus on developing yourself. Waking up one hour earlier every day creates 7 extra hours per week, and one whole extra work week every 30 days.



RESOURCES TO HELP YOU LEAD WITHOUT A TITLE:

robinsharma.com

theleaderwhohadnotitle.com

youtube.com/user/sharmaleadership

Twitter.com/_robin_sharma

Facebook.com/theofficialrobinsharmapage

Discussion Questions for Readers:

1. Make a list of your Daily Five leadership goals for each of the next seven days to drive positive change as a Leader Without a Title.
2. What is the single biggest opportunity to lead positive change in your organization? Why are you resisting it?
3. What are the three most engaging rewards that you will receive if you initiate positive change?
4. Who has had the biggest influence on you? What are three things that make them special?
5. How can you begin to instill positive leadership behaviours into your personal and professional life starting today?
6. What barriers have prevented you from being a LWT before you read this book?

REFERENCES:

Sharma, Robin. (2010). *The Leader Who Had No Title*. London: Simon & Schuster.

Northouse, Peter G. (2016). *Leadership: Theory and Practice* (7th ed.). Thousand Oaks, CA: Sage.

CRITICAL EVALUATION

“An inspiring read!” (*****/5)

Robin Sharma’s *The Leader Who Had No Title* is an easy read with a powerful message: anyone can be a leader, even if they do not have a leadership title.

Sharma’s use of fictional characters to deliver his leadership message is a unique and effective way to get his point across. Having a story about everyday people showing leadership makes the “Leader Without a Title” philosophy easier to apply for readers. Sharma’s repetition of the key points and use of memorable quotes also helps to instill the LWT philosophy in the reader’s mind.

Each chapter of the book is well-organized and focused around a key concept. Each concept has an acronym to help the reader remember the message. At the end of each chapter is a helpful summary with reflection points. Sharma’s leadership message is attainable - any person in any organization around the world has the power to unleash their inner leader through daily practice of actions that will help achieve your overall goals. “Daily ripples of excellence - over time - become a tsunami of success” (p.73).



FURTHER APPLICATION

The beauty of the “Lead Without a Title” philosophy is that it can be applied to any profession. With any job, a person can follow the 4 acronyms of IMAGE, SPARK, HUMAN, and SHINE. In the work place, start with the following:

- Get to know your team members so you can begin to establish bonds of trust.
- Reflect on your goals and talk to your team members about theirs. Find out what motivates them and how you can best support your team.
- Examine your common goal. Why is it important and how will it impact others? Make a plan of action together and keep encouraging and supporting your team members to achieve it. You are on your way to becoming a LWT!

**YOU WERE BORN AWESOME.
PLEASE DON'T DIE AVERAGE.
ROBIN SHARMA**