

An Impractical Guide to Becoming a Transformational Leader (Gilbert, Jamie;Medcalf, Joshua)

“What do you know now that you wish you would have known when you first started out?”

Judah Smith.

You are a human BEING, not just a human DOING.

Who you become forever and always trumps what you achieve.

Would you operate differently if someone you were responsible for leading took their own life? Really think about that. Would winning or profits seem so important if that happened? Too often manipulation is being disguised and justified as love, but those we lead aren't fooled and this only exasperates their pain.

We must become aware of differentiating the most important from the most pressing.

I do know that there is no growth without committing to the small stuff.

If you want to look at the historical evidence for Jesus' life, we suggest reading the book, More Than A Carpenter, which details the incredible historical accuracy of His life, death, and resurrection.

When storms and rough waters come in your life, who do you want to have in your boat?

You CHOOSE your schedule every day. You CHOOSE what you will ignore every day. You CHOOSE what you will give your time to every day.

The bottom line is that we make time and give our time to what we value.

The HARD thing to do is not allow yourself to become infected with the disease of busyness and actually spend your time doing the work and spending your time on the things that matter most.

Who and what gets your best energy every day?

You can always make more money, but you can never get more time.

goals are something you achieve; a dream or mission is who you become.

Your mission needs to be so important to you and everyone you lead that it is immediately available when asked for it. There should be no hesitation, because of how engrained and rehearsed the mission is in your daily lives.

Download the book “Transform Your Habits” for free at [jamesclear.com/habits](http://jamesclear.com/habits)

I would not be helping you if I didn't push you to failure.”

The Panic zone lies beyond the learning zone and is too far outside of the comfort zone. Inviting an athlete to operate in this realm can do more harm because the new task is too much of a stretch and far exceeds his/her physical and mental capabilities.

Learning to be comfortable being uncomfortable is a skill that can and should be developed.

The more we are sensitized to uncomfortable feelings the more we realize they are temporary, and with additional practice, repetitions and persistence, the outer edge of the comfort zone expands. Fear of failure, fear of the unknown and fear of the uncomfortable dramatically decreases the more we experience them.

Once we master a new skill, we often forget the trials, tribulations and hours of failure it took to learn the skill. Therefore, people who are transformational leaders invite others to reflect upon the journey in order to remember the historic struggles to master a task, which was once the learning zone that has now become their new comfort zone. This recognizing and remembering helps to solidify the process-oriented reality of growth.

“When you enjoy what you’re doing and enjoy who you’re doing it with, team performance automatically improves.” Joe Erhmann

Gregg Popovich said, “If a player knows that you really care and can make it better, you got a guy for life.”

Yes the question might be basic and the answer may be something obvious, but if we create a culture where there is no such thing as a stupid question, we foster an environment where learning and failing are encouraged. Simply put, we push people toward a growth mindset.

If you do want to play at the highest level, great! If you do want to operate at the highest level in your industry, wonderful! But please don’t do it because you think reaching that level is the only way you can be successful. Do it because it is your dream.

It’s as if there is shame in not wanting to play professionally.

Everything in our society leads us toward believing that change must happen now and it must be final. We want results now with the smallest bit of investment possible and once we begin in a new direction we think that there is no way we should ever struggle to move forward.

We become the people we train to be.

But when the novelty wears off and they hit the inevitable plateau on the path to mastery, the consistency and intentionality begin to fade.

They are tempted to revert to old habits and patterns because those they lead aren't responding quick enough.

"Patience, persistence, and passion will help you succeed even if your strategy is poor."

Striving toward reaching your greatest potential is not for the fainthearted. But if we make a start and keep a good tempo, inch by inch we will move toward reaching our greatest potential, and there is no telling what is in store for us along that journey!

Write down 3-6 things you are willing to commit to doing today to close the gap between who you are and who you want to become. Make them specific. Put a time you will daily commit to each of them.

Write out how you feel before you do your training. You may not feel great. But laugh and say, "I choose to ignore my feelings and stick to my principles and commitments."

It should be hard. Strength is only built through resistance. Planes take off against the wind.

I think transformational leadership is about believing in people EVEN more than they believe in themselves.

Our certainty MUST be greater than their uncertainty. They need to feel we believe in their ability to tackle the problem, overcome the obstacle, and defeat the odds.

In fact, that is what plenty of people in coaching say they are looking for, but what they really value are those who can produce results regardless of the process and effort.

If we are simply valuing the result, the grade, the sale, or the compliant behavior, we are equipping people with the mindset that they must be pushed, pulled, and prodded to do things that need to be done.

We are telling them to value the results, rather than the process.

Remember!!! True Mental Toughness is: Having a great attitude Giving your very very best Treating people very very well Being unconditionally grateful Regardless of your circumstances.

“Talent is never enough. With few exceptions the best players are the hardest workers.” -Magic Johnson

you want to become a transformational leader you must constantly be analyzing your system to make sure you are rewarding and valuing the process and who people become in the process.

The more that we create small opportunities for autonomy where we can show our team that we trust them, the more they can begin to operate out of love in trying to grow into their greatest potential, rather than operating out of fear of making mistakes.

My argument is that we cannot. Secondly, the Scriptures say, “The heart is deceitful above all things, and desperately sick; who can understand it?” (NIV Jeremiah 17:9) Furthermore, it adds, “All

Thus equipped we are capable of transforming even the most selfish motivated action into an act of sacrificial altruism in our own minds.”

I would encourage my younger self to write out 4 keys components of my game I was going to work on for a particular amount of time that week.

Most of us fail to reach a new normal because we do not consistently operate on the edges of our ability. Within a 2-hour practice we go hard most reps, but we don't go as hard as we can until the last few minutes.

As hard as that was, I decided to live by my principles instead of my feelings.

“God has not given us a spirit of fear, but one of power, love, and self-control.” (ESV 2 Tim 1:7)

I am not saying that we only do things that we feel like doing. No, I want you to operate according to principles not feelings. But doing things out of a heart of fear and compulsion is not nearly as effective as doing things out of love.

I’ve learned this: there is always someone watching. There is always someone who is taking their cues about life from the way we treat people and what we do.

When your team has really low energy in a game, we can’t just stop play and say, “everybody give me push-ups” or “everybody get on the line and run.” We’re in the middle of a game! And because we have not equipped our teams to self-regulate, they turn to punishing each other in ways that sound similar to how they have been yelled at during practice. I know from experience that this can cause a team to implode.

The cool thing is that this scale isn’t just for energy. We can use it for •  
Attitude • Commitment • Focus • Effort

If we really want to create a culture where people do things because they want to, where people really scratch and claw to operate on the edges of their ability, and if we are trying to create a culture where we don’t have to coach effort, we need to start equipping people to be able to self-regulate.

Most of us are training in very different emotional, psychological, and physiological states than we operate in during competition.

You might be able to easily hit hundreds of full 7 irons to inside 12 feet during practice, but if you are training with your heart rate at 100 beats per minute, and your heart rate gets up to 140-160 beats per minute in competition, then you actually haven’t trained to execute that shot in competition.

On the one hand, experts tell us that we should be mindful, focused on the present, and content with our lives regardless of the results. On the other hand, coaches and champions tell us that successful people out-work everyone else, that we must never be satisfied, and that complacency is undesirable. The rose seed, however, is both content and ambitious. As Gallwey says, at no point are we dissatisfied with the current state of the rose seed.

It is perfectly all right at each moment. Yet, it is also incredibly ambitious. The rose seed never stops growing. It is constantly seeking to get to the next level. Every day it is moving forward, and yet, every day it is just as it should be.”<sup>5</sup> -James Clear I ask again, how good is good enough?

Comfortable should not be our aim, but contentment should be. Contentment is a deep peace in knowing we are actually where we are supposed to be at that exact moment. When we are there, we can do our best and rest well knowing our best is good enough.

As bad as we want to believe that holding the trophy, getting the bonus, or landing the dream client will be the most fulfilling thing in ours and others’ lives, it most likely won’t be.

On our deathbeds we will not wish we earned more money or won more games. We will wish that we loved and inspired more people.

Staying late at the office and skipping out on paid vacations might make you feel better, but studies have shown those who rest and take their vacation actually perform better, get promoted more often, do better work, and are better compensated.

Watch “Block v Random Practice: Optimizing Practice with Motor Learning” on YouTube

Rarely does my gut tell me to do the comfortable thing. Usually it tells me to do the really hard, often uncomfortable thing. BUT KNOW THIS: My gut never is telling me to violate my principles, and usually it is telling me to live by my principles no matter the temporary cost.

You see, playing a sport is a privilege. In order to play on this team you have to meet certain standards.

Working at this company or in the office is a privilege. In order to work here there are certain standards that must be met.

I am astounded that there are so many groups where close to 80% of the team's effort and energy is directed toward trying to pull one or two people along. They are acting as "energy vampires" as our friend Jon Gordon calls them.

Fixed Mindset: Falling into the trap of trying to prove yourself instead of being focused on growth. Caring too much what it looks like and caring too little about what it really is.

Work Ethic: Lack of understanding of hustle and grind. You need both.

Lack of Persistence: Too caught up in instant gratification. Sacrificing who you want to become for what you want now.

Attitude: Results are greatly tarnished if your attitude toward the work and others sucks.

As Gandhi said, "Be the change that you want to see in the world."

You only have so much time and energy every day, spend it on you getting better, because that is under your control.

I ask people in leadership this question: "Who would you say are the talented ones in your group?" I follow up with, "Who do you have the hardest time leading and helping operate at their best?" Almost inevitably, the ones who are told they are talented don't believe they have to work hard.



But by staying committed to a particular process, you can actually start to change the norm for those around you.

Often when we stop focusing on changing others and just focus on all our areas for personal growth we end up changing the world around us as a by-product.

We don't have to be perfect, but we have to be committed.

If we took back thirty minutes of every day for a whole year, we would have 182.5 hours to direct toward something that would make a difference.

IT'S AMAZING WHAT HAPPENS WHEN you shift from what you can get to what you can give.

"Are you going to tell your kids to chase their dreams? If so, you better have chased yours."

Remember: Dream BIG, think small.

Do the best you can, with what you have, right where you are.

What can you begin to do to close the gap between where you are and where you want to be?

Whatever it is, I would encourage you to simply make a start. The inconvenient truth is that if you don't start today, it will ALWAYS be more challenging to start tomorrow.

Up until now, I have been waiting for the wheels to come off of anything that is going well. BUT NOW I choose to enjoy and focus on being at my best in the present knowing that I cannot control the future.

We want them to do what they haven't done so that they can become who they have never been.

And often, we spend too much of our time on the distractions of being busy instead of sitting down and making the time to do the hard work.

If you could do today all over again, what would you do differently?

The greatest predictor of future success is the ability to delay instant gratification.

Read, *The Lean Startup*, by Eric Ries • Read, *Steal Like An Artist*, by Austin Kleon

Too often there is such desperation to sign or hire a particular person who we think will take the group to another level that we offer them the world. But how we come off most of the time is really desperate.

“I want people who are in love with the process of becoming great. And that process is dirty and hard.”

Do we praise the process regardless of results, or do those we lead know the process is only valuable when we use it to manipulate the result we wanted?

Do we give our attention to the one with the MOST URGENT drama or do we not engage and focus our energy on where we think it is most beneficial, NOT where it is most wanted?

Watch “Carol Dweck- A Study On Praise” on YouTube

What person/people do you want to emulate in your discipline? Can you find clips of them on YouTube?

A beneficial question to ask ourselves, when we are in circumstances that cause our minds to create pressure, is “will this even MATTER in 5 years?”

This helps us to keep the present moment in PERSPECTIVE and begin to diffuse the pressure that we are creating in our minds.

Most people build expenses, not businesses.

Start small. Be ridiculously faithful. Focus on what you can control.

- Read Crash The Chatterbox by Steven Furtick

Absorb the anxiety.

I was talking with one my friends who coaches at a high level that I love being around and he told me that the most impactful thing I have taught him was about absorbing the anxiety. Body Language, heart posture, language, and beliefs all play into this ability. But it is the one thing that has the ability to develop confidence and conviction in those we get to lead.

What if we came to practice with the focus of doubling our rate of failure? I'm not talking about lazy or thoughtless mistakes. I'm talking about going so hard that you are operating on the edges of your ability. I'm talking about taking on challenges that are not easy. Choosing 1v1 drills against the best person on the team. Choosing to run beside the fastest person on the team.

Sometimes we get to this place where we are really comfortable, and we want to get to the next level, but what we really want is to not mess it all up. We slowly slip into this state where we play not to lose, instead of playing to win.

It's amazing how quickly pride and fear can masquerade as practicality

It's amazing how quickly pride and fear can masquerade as practicality or wisdom.

Growth is only on the other side of comfortability. I cannot grow unless I am seeking out the toughest challenges at the edges of my ability.

As the philosopher Chris Brown said, "The grass is greener where you water it."

Lesson 2- Persist no matter what obstacles you face

Doing something to get your heart rate up in between every few shots.

Watch the YouTube video "Carol Dweck- A Study On Praise And Mindsets"

So I said, "Here is what I'd prefer you do next time. Ask a question that is about the process and is focused on growth. Two of my favorites are 'What was one of your best moments?' and 'Tell me something that you learned today.'"

What is something you did well today? • Tell me about one of your most confident moments today? • What are you most excited about in your life right now? • What is one of the biggest challenges you are facing at the moment? • What was something that you learned today? • What can you say is an area of growth for us to focus on? • What was one of your best mistakes? What did you learn? What would you do differently? • Was there a point where you became aware of just listening to yourself? • Was there a time when you switched your focus from controllables to uncontrollable? • When did you regulate your breathing? • What is your optimal number for energy? • What did you commit to and actually stick with? • How did you grow as a person today? All of these questions direct our

What is something you did well today? • Tell me about one of your most confident moments today? • What are you most excited about in your life right now? • What is one of the biggest challenges you are facing at the moment? • What was something that you learned today? • What can you say is an area of growth for us to focus on? • What was one of your best mistakes? What did you learn? What would you do differently? • Was there a point where you became aware of just listening to yourself? • Was there a time when you switched your focus from controllables to

uncontrollable? • When did you regulate your breathing? • What is your optimal number for energy? • What did you commit to and actually stick with? • How did you grow as a person today? All of these questions direct our focus toward the process. When these are the questions we lead with and stick to, people understand that we value growth. Because people really try to live up to what we value, then they will place a significant focus on learning and growing.

We don't know what you are facing or have just been through. But we have been through our share of tragedy, loss, and pain. We don't have control over what happens most of the time. However, we do have control over whether or not we ruminate on negative outcomes or we choose to look at them as, "Even if this happens I will not quit, I will not give in, I will persevere, I will trust, I will live a courageous life." "Everything can be taken from a man but one thing: the last of the human freedoms—to choose one's attitude in any given set of circumstances, to choose one's own way." Viktor Frankl –Holocaust Survivor and Author of, *Man's Search For Meaning*.