



## Episode 2 - The Big Picture of Leadership

In this episode we're going to take a big picture view of leadership and break it down into the models and systems that I have learned over the years through the organizations I've worked with, books I've read, and the mentors I've had.

### Definitions of Leadership

Leadership has been defined differently by different people. I've heard some really great ones over the years...

**"Leadership is influence, nothing more, nothing less." - John Maxwell**

**"Leadership is teaching people how to think so they can get what they want, when they want it." - Gary Keller**

**"Leadership is when people around you are winning."  
- Unknown**

### The Situational Nature of Leadership

Leadership is situational. The style of leadership (whether collaborative, controlling, or passive) depends on the situation. At different times, you need a different type of leader.

For instance, if there is a fire in the building, we need a *commanding leader*, one who knows the way out and can process the situation fast enough. It's not the time for a collaborative leader.

The greatest leaders are the ones who learn all the different styles and like a toolbox, they grab a different tool (or style) based on the situation.

We actually overcomplicate this leadership thing as if it's something that happens naturally to some people.

Nobody is born a leader. Leadership is a skill that you learn.

## **Establishing Your Goals**

**“The first thing you need to launch and lead a successful company is goals.” - Seth Campbell**

It's the Cheshire cat in Alice in Wonderland.

You ask, “Which way should I go at the fork in the road?”

Cheshire Cat: “Where are you headed?”

“I don't know.”

Cheshire Cat: “Well then, it doesn't matter which way that you go, any way is right.”

*Have a defined goal.*

A definite goal determines your strategy. Different goals need different strategies.

Here's an example of a business goal, “my goal is to make this company a billion-dollar company.”

Here's another... “My goal is to make this company a \$150,000 a year company.”

The strategies for these two companies will be different. That's why establishing your goal is important.

Once you establish your goal, you can now figure out your strategic options.

## **Strategic Options & Models**

Then you look for models, you're looking for someone who has done that exact thing before.

This works for every area of your life. Where am I headed, what are my options, who am I going to model?

Now do what they do.

One of the worst things you can do is go to every class and listen to different people.

For example, health and fitness. If you ask 20 different people for dieting advice, you're going to get 20 different answers.

So now what are you going to do? What happens if you mix them all together? You probably won't reach your goal.

**“The sum of all plans is the norm. This is how people become average.”  
- Seth Campbell**

I don't go to all the training in the world in my industry, I go to the training that is about the models of the proven people and that shares the strategic options of what I'm focused on.

Then I build organizational charts based on that. Be as specific as possible. An org chart geared towards the specific goals using the strategies you're modeling.

Now the 'people decisions' will get a lot clearer.

### **The Five Pillars**

Sales, Income, Profit, People, Systems (all wrapped in culture).

These are the five pillars. They go round in a circle and are intertwined with one another.

I agree that people are the most important pillar, however, if you have no sales, you won't have the right people.

If you don't have profit, you won't be able to afford them.

Sales first then profit. This means you can get the right people that will then grow the business and perfect your systems.

The wrong people will make great systems not work. The right people can do a great job with mediocre systems. *People matter more than systems.*

You then must use the organizational plans to make KPIs (Key Performance Indicators) that match with the financial plan toward your long-term goals.

You can then create your job profiles based on that org chart.

Every role needs to have 3 crystal clear KPIs. All of these need to be fully aligned and measurable towards a deeper mission in order to start and scale your business.

With fully alignable goals you then need to focus on the following:

**Sourcing** - Where do you find candidates? Internally or externally.

**Selecting** - Interviewing, hiring.

**“Successing”** - The clarity around that role. Teaching the importance of the role and the end product that is expected... the why and mission around the company. As well as what success in this role will lead to for this person when they become the best at doing it.

Break down those clarities with measurable goals so they know they are doing the right activities.

You can't evaluate how well they're learning, you *need* to evaluate based on how well they're doing. You need a professional executor.

Use tools on tracking in daily or weekly focus meetings to ensure that your team is always on track.

*Ask These Questions-*

How are you doing on getting the results? (this answer will indicate if they are on track)

What are you looking at daily, weekly?

How are you doing?

How is training and implementation going?

What do you see from your perspective?

A leader that has these tools and follows through with using them will become a phenomenal leader. But remember, you can't be constantly putting out fires, you need to be intentional with these tools and have clarity around that intentionality.

**“So much of leadership is made more difficult when you do not follow an intentional path.” - Seth Campbell**

### **The Achievement Cycle**

Finally, let's look at the achievement cycle (also called accountability). I call it “achievement” because I believe that talented people are on their way to achievement and accountability is not holding them “accountable”... it is holding them “achievable” and guiding them to being achievement-focused in alignment with their goals.

This is the topic of most leadership books... how we navigate through this achievement cycle.

This cycle is also why sometimes leadership is difficult to figure out. How do you talk to your team? Run to conversation? What are the dysfunctions of your team? What are the communication styles? All of these are topics that come up when leading up to or in the achievement cycle.

If you get every other thing about leadership wrong, you'll never get to the achievement point. If you get every other thing right, you'll find yourself there.

**“Leadership is easy when you have incredible talent who know what they're doing, why they're doing it, want to do it, love doing it, and crush it.” - Seth Campbell**

This is the secret to getting to the achievement cycle. However, to pull this off is a lifelong journey.

Successful leadership is all about doing the work up front, planning, strategizing and setting goals. Most people want to jump in at the end, the... how do I communicate and handle situations, etc... You need to start at the very beginning.

## Summary: The Big Picture of Leadership

- Leadership is situational
- Leadership is a skill you learn

You learn leadership by:

- Establishing goals
- Weighing strategic options
- Using models

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### Discussion Guide:

What kind of leader are you (commanding, collaborative, etc)? What are some examples of when you've shown one of these styles? Are there times when you've had to take on different styles?

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Do you currently have a model you follow? If so, why did you choose to model that person or organization? If not, who (or what organization) could you model your business after?

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Looking at your current org chart, roles, and the five pillars... What could you do to create more clarity for your team? Do you need clarity around KPIs, more specific goals, or improved performance around one of the pillars?

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