

“EntreLeadership”
Dave Ramsey
Notes by Dave Kraft

Henry Ford said, “Those who never make mistakes work for those of us who do.”

So growing leaders was too refined and calm for me, but growing entrepreneurs was too wild and chaotic for me. So I decided we needed to grow a combination of the two... and thus the EntreLeader was born.

I want EntreLeaders who can be

- Passionately serving
- Mavericks who have integrity
- Disciplined risk takers
- Courageous while humble
- Motivated visionaries
- Driven while loyal
- Influential learners

So the problem with my company then and now is me. The problem with your company is not the economy, it is not the lack of opportunity, it is not your team. The problem is you. That is the bad news. The good news is, if you're the problem, you're also the solution. You're the one person you can change the easiest. You can decide to grow. Grow your abilities, your character, your education, and your capacity. You can decide who you want to be and get about the business of becoming that person

There are lots of great leaders in America's companies today, but there are way too many large, publicly traded companies who hire leadership that is talented but not passionate

Passion is so key in leading and creating excellence that I will hire passion over education or talent every time. I prefer to have both, but given a choice I will take passion.

Dreaming is the lifeblood of people and organizations that are alive and thriving. If you haven't been dreaming lately about something new, something huge, and something better, this is your reminder to start.

One of the best business books of the last twenty years is “Good to Great” by my friend Jim Collins. Our mission statement helps us stay on track and concentrate on what we are good at. Jim calls this the flywheel principle

Great companies figure out their strengths and calling and stick to them. Focus on the main thing, and keeping the main thing the main thing causes companies and individuals to be more likely to win. Developing your mission statement forces you to decide in advance what you are and then by definition what you aren't.

I think possibly the most valuable thing the mission statement has brought us is that it clearly says who we aren't. You need an out-of-bounds marker or the game is hard to play.

Goals are visions and dreams with work clothes on.

Winners are so strange that we admire them deeply. With very few exceptions winners have written goals. It is almost impossible to accomplish something big without a written blueprint.

Remember that traction equals satisfaction.

A powerful element of good decision making is to have lots and lots of options. Options are power and therefore options remove fear. One reason people make bad decisions is they don't have a good decision as one of their options.

When making decisions, here is a great checklist: Make decisions in spite of fear. It is okay to be passively active; deciding to wait is a decision. Take time equal to the size of the decision; a big decision equals longer time. Set a self-imposed calendar deadline if a natural one doesn't exist. Gather options and more options. He with the most information makes the best decisions. Clearly state your values and make decisions that match. Break the decision into smaller bites. Determine the financial implications of the decision. Ask real experts with the heart of a teacher. Seek the counsel of your spouse. Write yourself a report if all else fails.

To create big-time success you have to stay focused and stay intense over an extended period of time.

François VI, duc de La Rochefoucauld, said, "The most untutored person with passion is more persuasive than the most eloquent without.

The only people who never fail are those who never try.

I avoid IQ tests and other measures of raw intelligence because they are not good indicators of success. Malcolm Gladwell found in his research for the book *Outliers* that IQ or GPA is seldom an indicator of success. A greater indicator is relational intelligence. The ability to get along with others and work with others to achieve shared goals is huge as an indicator of winning.

The first question we ask ourselves is how the potential hire's personality is going to fit the position interviewed for.

You also want to keep in mind that lazy is not a personality style, it is a character flaw. Having no initiative is not a style, it is a character flaw. I mention this because we have had people who didn't want to work hard quit and tell us their personality style didn't fit in. Not true; it was that we require a huge work ethic and they didn't have that character quality. Lazy is not a style.

If there is an issue that is causing you, the *EntreLeader*, concern it should be frequently and clearly discussed and course-corrected. You owe your team member lots of clear, even blunt, communication about what is required to change their behavior.

My friend John Maxwell, a great leadership author, says, "Sanctioned incompetence demoralizes."

Have the courage to do the right thing, the right way, at the right time, and you will be on your way to becoming an *EntreLeader*.

Some of the most profound truths in any field of study are very simple yet deeply profound.

I am convinced the failure rate of small businesses is largely influenced by the number of them who break the back of their dream by using credit cards to finance their business.

If your business is like most businesses you are awful at the art of giving directions and the only communication is poor communication. Communication in a business is the map to the party. If you have a great map, expect to have a great party. But most don't.

If you want to create a company that is fun to work for, where productivity and creativity are high, and that you are actually glad to lead, you must create a culture of communication.

Deloitte's 2010 "Ethics and Workplace Survey" revealed that 48 percent of employees who plan to leave their current jobs want to leave the company due to a lack of trust in their employers, and 46 percent say a lack of transparent communication from their organization's leadership is their main point of dissatisfaction at work.

Many companies use "mushroom communication" with their team: keep them in the dark and feed them manure.

Most people assume the worst times ten when leadership hasn't built trust with them by telling them the whole truth. Fear, frustration, anger, and distrust become the company culture when there is poor communication. That all leads to a culture of secrets, gossip, and tons of missed opportunities. Sadly this describes most companies.

As a leader, if you are not sick and tired of saying the same thing over and over, you have likely not communicated with your team.

At our place job and personal performance get continuous, almost weekly feedback, positive or negative. I do not wait a year to course-correct mistakes. Team members don't need to wait a year to bring problems to leadership either; that is silly. Team members don't even need to get a raise only once a year on their anniversary date; they might not deserve a raise or they might need to get two or three in one year.

For these reasons we don't do annual reviews, but we have found the annual checkup to be valuable. Throughout the year, we will address performance, a team member has plenty of opportunities to present problems, and we will give raises. However, we have found that scheduling a set meeting at least once a year further ensures that we review every team member's income and that we give them yet another time to present problems or ideas about the future. We find that sometimes people who won't schedule a conflict-oriented meeting will open up in this meeting. We do not use the annual checkup as a job-performance discussion; I require my leaders to make that a fluid ongoing discussion.

The greatest problem in communication is the illusion that it has been accomplished.—George Bernard Shaw

The 1980 "Miracle on Ice" story is proof of the principle of unity. When assembling the 1980 Olympic ice hockey team, Herb Brooks, the coach, turned away some of the most talented ice hockey players of the day. His comment was that he wasn't looking for the best players, he was looking for the right players.

Five Enemies of Unity

1. Poor Communication
2. Lack of Shared Purpose
3. Gossip
4. Unresolved Disagreements
5. Sanctioned Incompetence

As Eleanor Roosevelt once said, "Small minds talk about people, mediocre minds talk about events, and great minds talk about ideas."

We intentionally use seven things to make sure the entire environment is inspiring.

1. Vision Casting
2. Compensation
3. Creating a Crusader Mentality
4. Storytelling
5. Predictability
6. Passion
7. Example

Leo Buscaglia said, "Your talent is God's gift to you. What you do with it is your gift back to God."

Being predictable in matters of principle is a sign of deep integrity.

In order for an EntreLeader to successfully delegate, they must come to trust the team members' integrity and competency.

A micromanager is the person who does not have enough self-confidence to release tasks or concepts when integrity and competency have been proven repeatedly.