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SOAR WITH EAGLES

GET A GRIP ON LEADERSHIP



9 SUCCESS STRATEGIES FOR PEOPLE IN CHARGE.

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INTRO

Welcome to the video book, audio book, and E-book, “Get a Grip On Leadership: 9 Success Strategies For People In Charge.”

Could your company, your department, your team, or your family... function without leadership?

Not well, that’s for sure. And not for long. Because leadership is an integral part of success. Life and business are all about making effective decisions and taking thorough actions. Can’t do either of those well without guidance and direction. Hence, the need for leaders.

Would you like to be a more effective decision-maker, a more caring mentor, a leader others look up to and admire?

Sure you would. Who wouldn’t? And that’s why you’re here.

Hi, I’m Rick Houcek, president of Soar With Eagles. I help ambitious leaders and teams to be successful self-motivated achievers. And today, I’d like to share with you 9 winning strategies – one per chapter – for success as a leader, manager, supervisor, coach, parent, statesman, or teacher.

In each chapter, I’ll cover the strategy itself, give examples and illustrations, and offer lessons and actions you can put into play immediately.



My new CEO client was lamenting about how lackluster his company's performance had been -- and how particularly frustrated he was that employee motivation was in the tank. Then he uttered those words that bring out a knee-buckling cringe whenever I hear them: "I suck as a motivator -- I must be a terrible leader."



CHAPTER 1

CAN YOU MOTIVATE OTHERS?

Yeeeeooooow! Makes me shiver and morph into odd shapes, like when fingernails screech across a chalk board. I hear it all the time -- leaders bashing themselves for an apparent inability to motivate others. To which I say, "No, no, NOOO!"

So let's get this straight. If you sometimes feel like my new client does -- and countless leaders do -- then this may shock you: It is not the leader's job to motivate staff.

There. I said it. And I've been saying it for more than two decades.

Let's get to the root cause: if you have underperforming employees who continually can't seem to get up for the game, it's not a sign you're a lousy motivator. It's a sign you made a bad hire. Everyone in your company needs to be self-motivated. Make it a condition of employment. And hold people accountable in performance appraisals. Bottom line: if they show up to work waiting for you or someone else to push their 'go' buttons, it's time for you to free up their future.

Fact is, no human being can motivate another. Teachers can't motivate students, coaches can't motivate athletes, parents can't motivate children, doctors can't motivate patients, and you can't motivate your employees. All motivation comes from within and is based on each person's individual choice. You can only motivate yourself.

SO WHAT ACTIONS CAN YOU TAKE?

I'll bet you've got a puzzling question burning inside you: As leader, I'm ultimately responsible for operating results, so if I can't motivate my employees... what CAN I do regarding motivation of the troops?

Glad you asked. There are 5 strategies.

To be effective, a leader must embrace 5 primary duties around motivation. Mind you, this goes beyond the CEO. It applies to all in the organization who have leadership obligations -- like VPs, managers and supervisors too -- anyone who has direct reports.

Here they are:

1. Hire only highly self-motivated people. Think: "The few, the proud, the Marines." They don't want everybody and neither should you. This one thing, done well, will make you sleep a whole lot easier at night. No doubt it will require you to re-examine and change how you recruit and how you interview. You need to find out -- upfront before you hire -- whether a candidate's habit pattern is to take initiative and move... or wait for instructions and kill time. The old axiom "it's better to beg forgiveness than ask permission" comes to mind. In the end, what you want is a building full of turbo-charged winners who figure it out for themselves and get at it -- whether you're there or not.

2. Create an environment where winners can succeed and be recognized. Set a high bar and create reward systems that are generous. Winners respond to them. Don't be guilty of spending an inordinate amount of time on your losers -- they typically won't respond to much, no matter what you do. I don't buy the rationale that rewards must be equally distributed to all. Baloney! People are equal in birth, but very different in adult performance and behavior. Bringing everyone down to the lowest common denominator is no way to excel in business. Lincoln said it best: "You can't strengthen the weak by weakening the strong." Don't try to motivate the non-self-motivated. Instead, inspire the already-self-motivated. There's a difference.

3. Deal with those not self-motivated. When non-performers are not dealt with, not talked to, not coached for improvement, and not terminated when necessary, there is no worse message you can send to your high-achieving eagles. And they are watching. Their conclusion: "Well, if that kind of behavior and performance is going to be tolerated around here, how can I win? How can we win? Why should I stay?" Organizations that ignore this implode from within.

4. Don't de-motivate. This is where leaders stub their toes and often don't even realize it. The best way to attack this is, I've found, don't guess. Ask people directly:

What are the most de-motivating behaviors you've seen in leaders? And in me? If you're afraid to ask, get over it. If you're concerned they won't be candid, allow them to answer a questionnaire on the subject, with no names required, and turn it in to a third party who will compile responses. A 360-degree review on you is similar and powerful. Heed their words, thank them, and take action.

5. Light your own fire every day. You're the chief example-setter. An "off day" by you has a cascading negative impact that ripples -- often getting amplified -- throughout the company. One CEO client told me, metaphorically: "If I have a cold, my people have pneumonia." You can't afford that. No moping allowed. Do whatever you must to be emotionally present, mentally alert, highly spirited -- and wear a game face. Doesn't mean you can't be human, but you must realize that leaders are the most watched, most listened to, most understood and most mis-understood people in any organization. All eyes are on you, scrutinizing and judging your every move. It comes with the territory of leadership. Use it to your advantage.

Now... if you'll employ those 5 strategies for motivation, you're not being a motivator. And yet, you'll be a very effective leader.



The eccentric antagonist in the Austin Powers flick -- Dr. Evil -- arched a sinister eyebrow, kissed his pinky ring, and proclaimed his lustful goal ... "total world domination."

So, also, have all bad guys in every James Bond movie since the 1960s. None was satisfied being a simple corporate raider. Or taking over a neighboring town. Or even invading a small country.



CHAPTER 2

WHAT LEADERS CAN LEARN FROM DR. EVIL.

Nope. It was always total world domination. The whole enchilada. Nothing less.

They were bad guys, for sure, and because they're all fictional characters, we can sit back, relax, and be entertained. After all, each is just a Hollywood fabrication.

But wait. Real life actually DOES have some Total Dominators. Good guys and good women, too. And as leaders, it's instructive to study their moves. Watch their behavior. See how they do it. And decide if that path makes sense for us.

Winners are rare enough. Consistent winners, even more rare. But Total Dominators? They're the proverbial needle in the haystack.

Here are some examples. I'll start with professional athletes, only because readily-available sports statistics make them easy to spot.

The UCLA men's basketball program has won 11 NCAA championships -- far more than any other school. Of note, though, was their dominance in winning 10 championships in 12 years -- 7 of them consecutive -- between 1964 and 1975. The common denominator in all those teams was coach John Wooden.

Total Domination.

Ty Cobb's .367 career batting average is not only the highest of any player in baseball history, but of greater

importance is that he won the batting title 12 out of 13 years -- 9 of them consecutive -- between 1907 and 1919. No one has come close to that, before or since, and no one ever will.

Total Domination.

Tennis champion Rafael Nadal has the best winning percentage in tennis history on clay courts. ** He wins 93% of his clay court matches. Bottom line, if you're playing on clay and your opponent is Nadal, call your travel agent and book your flight home.

Total Domination.

Cy Young had 511 career pitching victories. No one else in baseball history has even approached 400. No one ever will. It's the unbreakable record. No pitcher before or since was as sure a winner when he took the mound as Cy Young.

Total Domination.

Tiger Woods -- putting aside his off-the-course-behavior -- holds more than 20 pro golf records -- more than any other player by a wide margin. Records like: youngest player to achieve #1 world rank, most prize money for a one season, and most prize money for a career, to name but three. No golfer so totally manhandled the sport, so young.

Total Domination.

Richard Petty won 200 career NASCAR races -- the next closest is David Pearson with 105 and everybody else is in the 80s. Petty is in a strata all by himself. He ain't called "The King" for nothing.

Total Domination.

The Boston Celtics won 11 NBA championships in 13 years from 1957 to 1969, an unparalleled stretch. Team leader Bill Russell has never been bothered by his individual statistics. But it drives him nuts to this day that the Celtics lost those two championships.

Total Domination.

People remember Babe Ruth as iconic holder of the career Major League Baseball home run record for almost 50 years, and many still revere him as the game's premier long-baller. But few know he also, to this day, owns the New York Yankees team record in 4 other critical hitting categories: highest career batting average, highest career slugging percentage, highest career on-base percentage, and most career runs scored. He was a much more complete player than most realize.

Total Domination.

The non-sports world also has its share of Total Dominators. Here are two:

Jack Welch turned around a struggling GE and proclaimed this bold growth strategy that lasted more than 20 years: to only purchase companies that are #1 or #2 in their category and jettison the rest. And in so doing, he created a climate of.....

Total Domination.

The U.S. military Special Operations Forces have long sought only the top 1% of the top 1%. That's slim pickins. Up that high, the air doesn't get any thinner. Bring your A-game and you still may not be good enough to get in. They handle the toughest of all missions and must demand perfection.

Total Domination.

Wow, I get chills just thinking about all those dominators.

To grasp that there actually are people and teams on this planet who perform at such intensely high levels -- consistently -- over an extended period of time -- as to be THE undisputed dominating force in their field, is nothing short of awe-inspiring.

For them, winning is not a one-time thing. Or a once-in-awhile thing. It's a non-stop, never-ending, all-the-time obsession.

LET'S BRING THIS HOME TO YOU.

Do you want to pursue Total Domination? It's a tough, grinding road and you won't bump into many other travelers. Questions you must grapple with are:

- Exactly how dominant do you want to be?
- In what specific area(s)?
- How consistently and for how long?
- How much time, energy, money and manpower are you willing to put into it?
- What are you willing to sacrifice, to walk away from, to give up, to get it?
- When things look bleak, how will you resolve to pick yourself up, dust yourself off, and get back at it?
- How much criticism, misunderstanding and anger are you prepared to endure -- from colleagues, good friends and family -- during your relentless pursuit?

Not one of those is an easy question. I can't decide for you, nor would I dare judge your choice. It's up to you.

Truth is, there are many fine professional athletes, businesspeople, military men and women, scholars, educators, scientists, doctors, nurses, law enforcers, firefighters, parents... people in all walks of life ... who are exceptional performers and dynamic leaders ... but who are NOT Total Dominators by the definitions of those I've mentioned.

To be a Total Dominator -- even if only in one small category -- and that's plenty good enough by the way -- requires a hefty investment mentally, physically, emotionally, spiritually, energetically, and probably financially.

Total Domination is not a path all are willing to take. But it's well worth the time to think it through, discuss it, and decide.

By the way, history has had its share of Total Dominators with evil intent. Attila, Hitler, Saddam Hussein, and bin Laden to name but a few.

You can make history too. Just be on the right side of it.

CHAPTER 3

DO YOU SHOOT FROM THE HIP?

We all remember the maverick gunslinger -- the bad guy in the old westerns -- who rode into town, shabby and unshaven, clanged his spurs all the way up to the bar, slammed down shots of whiskey, and cheated at cards with an ace up his sleeve.

Countless times he would be dared into a showdown in the street. If he was fast on the draw, he took down many a challenger, and his fearful reputation grew.

In each duel, one thing was always identical for both contestants.



Neither aimed his gun.

They simply drew with bravado and lightening quickness -- and shot from the hip. Hoping the no-aim shot would be accurate enough.

Sometimes it was, sometimes it wasn't.

That "wild west lifestyle" that led to gun-totin' street brawls is a pretty good metaphor for how some leaders run their organizations.

Carefree. Impromptu. Renegade. Unplanned. With nothing to ensure successful outcomes except ... HOPE.

Oh, if only it worked like that. So simple.

Fact is, those who lead the charge in the most successful businesses, organizations, sports franchises, military battalions, civic groups -- you name it -- do NOT run willy-nilly. They do NOT play blind archery. They do NOT live day-to-day.

They do NOT shoot from the hip.

Oh sure, once in a while. If urgency and lack of time require it.

But mostly ... they prepare.

Meticulously. Thoroughly. Deeply. In advance. They leave little to chance.

Don't believe me? Listen to this.

Several years ago, a magazine article I saved told how John Andariese, CEO of TVi Media and New York Knicks broadcast analyst for Madison Square Garden Network, said he prepared for his radio broadcast like this:

"I get six papers at my door in New York every morning -- The New York Times, The Post, The Daily News, The Wall Street Journal, USA Today and Newsday. Before I walk out of the house, I have to have the pulse of basketball, and also business. I don't like to come into my office at TVi or go to Madison Square Garden, my two worlds, and not know about a big trade or not know that an advertising agency just won a huge account. Say the Knicks are playing Cleveland at home -- I try to get the Cleveland Plain Dealer story about the Cavaliers that day. I'll get that online. I also have a thick book that I started putting together when I was on ESPN years ago. Silly as it may sound, I cut out every box score of every game played and paste them into a book I buy each year. Flying on a plane, it's a little embarrassing to do this, but I get a feel for each team by studying these box scores. You have to bring something to every game."

Holy guacamole. Talk about preparation!

Think that's weird? Then how about this.

When Frank Wren was General Manager for the Atlanta Braves, I heard him interviewed on a sports radio show. A guy called in and said when he goes to the ballpark for a game, he sees Wren up in his GM box with

computer screens in front of him -- and asked what he was looking at.

Wren said on one screen, he watches the Braves game on TV, which is a 5-second delay. So he first sees the action live on-field, then effectively sees a replay 5 seconds later, so he can pinpoint specific movements, techniques, flaws -- that help him make better decisions. On another, he has a software program that allows him to view eight other baseball games all at once, all on the same screen, being played live and concurrently, so he can track activity of other teams in the division and around the league. Again, to help him make better decisions -- for scouting, player strengths and weaknesses, strategic moves by managers, future trades... the works.

Think these guys are nuts? Think they're going overboard with detail?

Well, the very best leaders -- the ones who enjoy the most consistent, long-term success -- don't think so. The smart ones do their homework. In high volume.

SO WHAT ABOUT YOU?

Where do YOU stand on this whole issue of planning and preparation?

As you look into your "leader mirror" and assess your planning strengths and weaknesses, I have 3 thoughts for you.

1 • Let's start with the organization. Plain and simple, it is the leader's job to see that planning is done. This responsibility falls inescapably to you -- whether you run the whole enchilada -- or a unit, a division, a department, or a small team. If you have only one direct report, you're a leader. If you're not planning, you're dodging a key leader responsibility. Hop on it.

Notice, however, I did NOT say the leader must be the sole creator of the plan. Doing that is a bad idea (unless you're a one-person organization)... and it's a prescription for disaster. Better to form a planning team that creates the plan together. Why? If you want to have a prayer of successful implementation -- and why wouldn't you? -- then you need buy-in from the implementers. Letting them co-create the plan is a huge step in that direction.

You also need an effective process that covers two critical bases: creation of a brilliant plan ... and the successful execution of it.

I've been helping companies, organizations, and teams to create such plans for decades, using my proprietary process that covers both bases -- plan creation and plan implementation -- with dramatic effectiveness. I know the power of a team-created plan, with the buy-in of all, plus bullet-proof accountability, and how that combination turbo-charges the implementation.

2. Let's move to your personal information-gathering style. Why not take a page from Andariese and Wren, and make an exhaustive list of the research sources you need to be checking each day or each week to be a walking encyclopedia on your industry, your markets, your competitors. These two guys, because of their unquenchable thirst for critical data, may be oddballs to the "general" business world -- the widespread masses. But their behavior is very much in sync with the highest achievers -- the top 1 to 3% whose daily practices are very different from the majority.

So ... which "leader style" do YOU want to embrace? That of the vast majority (a.k.a. mediocre)? Or the zealot minority (a.k.a. top performers)?

3. Finally, let's move on to your followers. I submit to you that, if you're a leader, and you are NOT leading the charge in planning, then your followers -- without telling you -- think you're a wimp, a loser, a visionless figurehead -- and it's merely a matter of time before they jump ship to follow a leader with a plan. Oh, don't be fooled by their nodding heads and chuckling at your jokes -- because on lunch hour or after work over a beer with the buds, their truth comes out. They're laughing AT you, not with you. No one of substance will follow a visionless leader.

If that sounds brutal, I'm not sorry. Hearing harsh reality is part and parcel to being an effective leader. So if you're feeling a sting, then you have two choices. You can rip the

stripes off your sleeve and hand them to a more able individual. Or better yet, you can get out the Bactine, give that stinging wound a shot, then step up and fix what you're doing wrong. In other words ... stop shooting from the hip and start methodical and intense planning and preparation.

I'll admit, shooting from the hip is fun ... daring ... renegade ... and looks cool as all get-out. Heck, I remember when I was 9 and had a "Fanner 50" toy handgun that I'd practice drawing from my cowboy holster in the back yard and pretend to hip-shoot imaginary bad guys.

In make-believe, I hit every one.

But in real-life business, you'll hit no more than a couple. Every now and then. With no regularity. No consistency. And no predictability. Ain't no way to run a railroad.

So be better than that. Step up and be a leader. Plan. And prepare. Like Andariese and Wren. And like other winners who have walked this honorable leader path before you.

CHAPTER 4

DO YOU GIVE OTHERS THE MOST-APPRECIATED GIFT?



Last month, two different CEOs of two similar-sized companies -- both somewhere between 100 and 130 employees -- gave me walking tours of their offices and plants -- and I couldn't help but notice the stark contrast in their styles.



One walked from beginning to end at a fairly brisk pace, head mostly down, acknowledging a few people with a "hello" or "good morning", and occasionally pointing out a few key areas to me with explanatory dialogue. I made eye contact with almost everyone we passed, greeted them as well, and couldn't help but notice that several veered away when they saw the CEO approaching, while others seemed shy or reserved in greeting him. Frankly, this wasn't out of the ordinary for most tours I'm part of.

The second CEO was very different. He bubbled over with conversation, walked me much slower through the entire company, greeted everyone by first name and often inquired if they had a good weekend or asked about a particular family member's recent illness, trip or event, with sincere, genuine interest. As we stopped in key areas of the company, he called over the department head, introduced us with short, flattering backgrounds of both the manager and me, then asked him or her to explain the department's purpose and key accomplishments. From there we would progress, one by one, to the next area, and the CEO would replicate the preceding scene. One time he asked the manager: "Please tell Rick how you and your team solved the Bakersfield dilemma in record time with three staffers on vacation," giving her a chance to brag about group performance. The excitement seemed to increase as we made our way through the warehouse. Everyone greeted him with eager anticipation and genuine

conversation – not contrived – about both personal and business matters. The entire tour took three times as long, but somehow seemed shorter.

I said "stark contrast", and I think you can see what I mean.

While both companies were doing well, morale and operating results in the second, quite frankly, far exceeded the first. My mind instantly drew a parallel: What value or connection must there be between a leader's attitude toward others in the company and the overall operating results of the organization? Hard to put a number to it, maybe even impossible -- but to me, to say there is a crystal clear connection is an inescapable conclusion.

SO LET'S BRING THIS HOME TO YOU.

What did the second CEO do so much better than the first? A number of things, and each provides a lesson for leaders wearing all titles -- presidents, GMs, VPs, business unit heads, managers, supervisors, anyone who has direct reports. Yes, even for parents, teachers and coaches.

First, he called everyone by their first name -- no matter their title, position, or stature in the company. That means he knows all their names. Do you know the names of all the people in your organization? By what

date will you get that committed to memory ... along with a "system" to add in new hires as they join?

You know what really sets me on fire? People using the lame, limp excuse "Oh, I'm just terrible with names." Or, "I have a horrible memory -- I hear a name and forget it seconds later." Oh yeah? You think you have some genetic handicap that entitles you to forget the name of someone who helps support your lifestyle? Then vacate your management position -- and clean out your desk today. It should be a federal law that -- at minimum -- leaders must know the names of their followers, employees or constituents. Within reason, of course. It's dictated by the number of people and frequency of contact. I believe a leader can know 100 to 200, even more. Think that's ridiculous? Then you're guilty of making intolerable excuses for yourself. Pfui! This is important, so make it a priority. The human brain is the world's most sophisticated computer, with memory capacity so infinite you'll never use it all. You have no excuse except laziness. Get off your butt and take a memory-skill course. There are plenty available. Or keep a written log with names and biographies and photos -- with proper spelling and preferred nicknames -- like Elizabeth or Liz or Beth. There is no excuse -- at least not a valid one -- for not remembering names. Dale Carnegie in "How To Win Friends and Influence People" says the sound of a person's name is, to them, the sweetest sound in any language. Quit making flimsy excuses for yourself -- you're a leader for cryin'

out loud -- so act like one and fix this.

Second, the CEO knew enough about people, their departments and accomplishments -- both personally and professionally -- to introduce them with clarity, pride, and conviction. Do you know this critical information about your people and your departments? Why not? By what date will you have compiled a fact sheet on each person and each area of your business and have it committed to memory ... along with a "system" to gather and incorporate new information as it happens, so you're always current?

If you give yourself permission to be "bad with names", you're copping out, and that's intolerable. What you really are is ignorant of the value of knowing and remembering people's most prized possession ... and rude for not making it a top priority. Politicians may be atrocious leaders, but one thing they do well (most anyway) is remember names, faces, and backgrounds of people important to their causes. Ever see a movie where an elected official is walking through a party "working the room" with an aide whispering the name of an approaching individual, spouse, company, title, and campaign contribution amount? That's a memory system. If that seems plastic or contrived to you, get over it. It works and people appreciate being remembered. They don't care -- and won't know -- how you do it.

I often speak to small groups of 12 to 25, meet and greet everyone before I go on, and in less than 30 minutes I have everyone's first name memorized and use it several times throughout my talk. People often ask me if I have a photographic memory. No, just an appreciation for the value of remembering someone's name -- and a system for doing so. You can use rhyming words, animal images, clothing color, "looks like my cousin Donna", any number of techniques. But first you must get past giving yourself permission to forget. It's not okay. You're a leader!

I also keep files of people, some sorted alphabetically, some by group they belong to. Then before a meeting, I do a quick 10 to 15-minute "refresher" of the file -- spouses and kids' names, home towns, hobbies and passions, college, cities lived in, whatever I have. Being armed with this may even be more important than knowing critical data about the company or project we're meeting on.

Again, it comes down to two things. Appreciating the value other people place on having their names and important information remembered ... then taking the time to create systems to gather, store and review it all.

It ain't about having a photographic memory. I don't.
Only one in a thousand do. So what's your excuse?



You can read all the "how to interview" books and articles you want, but my favorite three questions are ones I made up more than 20 years ago, that I've never seen written anywhere, and I've never been coached to use.



CHAPTER 5

MY 3 FAVORITE INTERVIEW QUESTIONS.



And if, by chance, they ARE written somewhere, I promise you, I've not seen them. (Though truthfully, it would shock me if no one else has ever thought of them.)

They stem from my ever-growing frustration over the pitiful lack of "new learning" that goes on in this world.

Seems the vast majority of two-legged, upright Homo sapiens are quite content with whatever level of knowledge they acquired from their last class in college or high school -- and haven't attended a workshop or seminar, cracked a self-help book, peeled the shrink-wrap off a learning CD, or downloaded any educational materials -- since their final school bell rang way back when.

And it drives me nuts.

I have no empirical data on what percent of people willingly and routinely self-engage in new learning tools after leaving school -- although the data likely exists somewhere -- but I'm certain it's a discouragingly small number.

Has to be. The visible evidence surrounds us daily.

Just look at the staggeringly high number of people who have lousy people skills. No leadership ability. Weak managerial skills. No business acumen. Little common sense. An inability to negotiate effectively. No drive,

determination or tenacity. Little self esteem or confidence. Don't communicate well. Can't manage their own money.

And are taking no action to acquire the skills or obtain the knowledge on these topics that could turn their life around and improve their job status.

When lo and behold, it's all immediately available to them -- from a vast range of sources. In multiple learning media formats. Compiled by experts with hands-on experience. At very reasonable costs.

In other words, it's plentiful in supply, easy to get, cheap to buy.

Yet they don't seek it out. Won't buy it. Or choose not to use it.

Instead, countless numbers of low-achieving drones spend inordinate amounts of time thumbing video games, endlessly texting friends, drinking at bars ... well, you get my point.

From all this visible data, you have to reach the same conclusion I have -- that the majority of world inhabitants have some knowledge gained through formal school education -- but once school gets out, mindlessly transition into stagnancy with no additional learning. With each passing day, they gain in age, but remain static in brainpower and initiative.

Treading water.

And sooner or later -- whether at age 18 or 23 or 41 or 56 or older -- DING DONG! -- they show up in a business suit at your company's door looking for a job.

Some of them interview like a champ, mask their ignorance well, and get the job.

Then suddenly, their lifelong lack of self-initiative for new learning becomes your new performance problem. Congratulations.

So...

I got fed up. Sick to death of it. And did something about it.

In the late 1980s, I overhauled my entire interview style, format, and questions. To flush out who is -- and who isn't -- a self-starter and lifelong learner.

It's too long to tell all of it here, but I do want to share three killer interview questions that can help you avoid this epidemic problem.

As company president -- and the final authority and chief steward for making sure we invited only high-flying eagles into our nest -- I started asking job candidates this question:

"Tell me the names of your five favorite self-improvement authors."

Yeah, you guessed it. I wanted to know if a candidate freely engaged -- on her own nickel -- in her own time -- in ongoing, repetitive self-education.

Frankly, I didn't give a horse's hind end if the authors they named wrote books on stamp collecting, paper training puppies, or building model trains in your basement -- as long as they could name five.

I just wanted tangible proof they were constant seekers of new learning. I figured five was enough. That if they could name five, they probably knew a lot more.

Sure, I admit, I was most impressed if -- and was hoping -- their choices revolved around learning that was applicable in the workplace. But I would accept it if not, because the HABITUAL BEHAVIOR was there.

The result of asking this question was downright frightening. Mind-boggling actually.

Even today, I shudder remembering the early days of asking -- and seeing blank stares, glazed eyes, and speechless mouths.

Stutter. Stammer. I stumped 'em.

After enough rejections, I realized most people had never before put the two words “self” and “improvement” together in the same sentence -- let alone next to each other.

To be fair, I did get several who rattled off names like Napoleon Hill, Dennis Waitley, Les Brown, Zig Ziglar, Stephen Covey, Jim Rohn, Brian Tracy, Earl Nightingale, Ken Blanchard, Deepak Chopra, Roger Dawson, Paul Meyer, and more.

Not many, but some. These were the people I was looking for. The cream.

But then, I realized the flaw in my own question: Even of those who do read, few actually apply.

I needed to go deeper.

So I expanded my favorite ONE question ... to THREE questions. In addition, I changed the first question -- expanding it beyond just authors.

SO, HERE ARE MY FAVORITE THREE INTERVIEW QUESTIONS
-- IN THE SEQUENCE THEY ARE ASKED --
AND YOU MIGHT CONSIDER USING THEM YOURSELF:

1. "Tell me the names of five people in your life from whom you learned the most valuable life lessons."

Allow them to answer, then ask...

2. "Tell me one life lesson you learned from each one -- five in total."

Allow them to answer, then ask...

3. "Please give me one recent example -- five in total -- demonstrating your use or application of each of the five lessons."

Then sit back, shut up, and watch 'em squirm.

And now I'll reveal my ultimate secret: Their answer to THAT question -- the last one -- is the only answer that matters. Ignore the first two.

Why?

Because the first answer shows only that they listened.

The second demonstrates only that they remembered.

But the third ... it shows they applied.

And that pattern of behavior -- applying what's learned -- is worth gold to you as a leader.

By the way, as you may have surmised, if you get no answer to Q1, nix the next two. They become pointless. Likewise, if you get no answer to Q2, nix the last one.

Again, pointless.


Would you be surprised to learn that I actually terminated interviews if they had no answer? It's true.

Think about it. Why would I want someone whose work would directly or indirectly impact our valuable clients ... who has to be told to learn? I didn't. I wanted people for whom taking the initiative to learn was already an integral part of their everyday behavior -- even outside the workplace -- at their own expense -- with no nudging, prodding, begging or forcing. It was already who they were.

Isn't that what you want too? A pre-established pattern of self-learning?

Well then...

Stop settling for mediocre. Why not give the three questions a shot? Just be prepared for disappointment in a high percentage of candidates.

A man in a dark suit and tie stands on a giant chessboard. The chessboard is made of large, light-colored squares, and several large, clear glass chess pieces are scattered around him. The background is dark and textured.

When the U.S. Olympic basketball team won the bronze medal -- not the cherished "gold" -- in the Athens 2004 Olympics, the world was mystified. The team was comprised of a virtual Hall of Fame of NBA superstars -- competing against no-names and far-lesser-talents from other countries, most of whom never had a prayer of playing in the NBA.



CHAPTER 6

THE TROUBLE WITH SUPERSTAR EMPLOYEES.

The U.S. team was considered a lock for the gold. Because of the assumed mis-match, some pundits even thought the games were a joke and the U.S. should just be awarded the gold without embarrassing other countries.

So why did we lose and embarrass ourselves?

It was no mystery to John Wooden, legendary UCLA basketball coach. "We sent great players. They sent great teams," he said in his exceptional book, "Wooden on Leadership". Wooden's credentials on teambuilding are unquestioned. Still today he owns the record for the most national championships in college basketball, by a wide margin.

Hmmm. Is Wooden suggesting great teams beat great players? Oh, much more than that. He goes on to say: "A leader must accomplish the difficult task of getting those on the team to believe that 'we' supersedes 'me.' This is only possible if the leader himself thinks this way."

Tommy Lasorda, Hall of Fame manager for the Los Angeles Dodgers, puts it this way: "The manager's job is to get the players to play for the name of the front of their jersey, not the name on the back."

Ouch! That's a dagger in the heart of those ego-driven souls who are only in it for self-glory.

SO LET'S BRING THIS HOME FOR YOU.

Egos are not unique only to sports. Everybody has one, we're born with it. And frankly, "ego drive" is a key must-have ingredient for success in any endeavor. The problem arises when it gets out of hand, like when an employee ignores the "best interests of the whole" -- the company, the department, the customers, shareholders, other constituents -- and his decisions and behaviors become "all about me." At that point, trouble looms ahead. You may have on your hands a self-centered, self-aggrandizing, self-promoting lone wolf. Be alert -- they are not always loud and obvious about it, sometimes they are quiet and unassuming. More passive-aggressive.

Worse, when that employee is a superstar performer, many leaders allow him or her to get away with it. They say nothing, do nothing. Tragic leader mistake.

That individual can topple your empire if you're not careful. How? At minimum, three bad outcomes:

1. Company morale can tank;
2. Other high achievers may become disgruntled enough to leave, and

3. Your leadership ability will be called into question. And don't be naive and think "Hey, if there's a problem, someone will come forward and tell me". Highly unlikely. Most people quietly stew about this, believing you, as leader, already know it. Others are scared of your title, position and authority, and wouldn't approach you on anything. You're largely on your own.

TAKE ACTION! HERE ARE 4 STEPS TO CONSIDER:

1. Talk "team" at every opportunity, in company meetings, speeches, social events, and one-on-ones, also in memos, reports, and newsletters.

2. Make sure you have rewards and recognition systems in place to acknowledge teams, task forces, work groups and the company as a whole, anywhere the efforts of more than one individual combined for a successful outcome. If you already have some, add more. Reward team more than individual.

3. Study and learn from other leadership arenas where teambuilding is essential to victory. Like military special operation forces, law enforcement SWAT teams, sports teams, musical orchestras, acting ensembles. Watch how they synchronistically and rhythmically work

together – with precision timing – for a joint outcome. Recreate that with your team, so the individual is subordinate to team accomplishment.

4. You can't run and hide from having tough, face-to-face talks with offenders to get it on the table, gain acknowledgement, and establish buy-in to a new plan of team behavior and action. Got anyone who needs that talk today?

In summary, this is NOT about squelching high individual performance. Not at all. You WANT high superstar performance in as many employees or team members as you can get.

What you DON'T want are 2 things:

1. Egomaniac superstars who destroy team culture... and

2. If you've got one, YOU, as leader, can't ignore it.

A photograph of a chessboard with a black and white striped pattern. A light-colored wooden king piece stands upright in the center. In front of it, two dark-colored wooden king pieces are lying on their sides. The background is dark and out of focus.

CHAPTER 7

2 WORDS THAT CHANGED MY LIFE.

More than 25 years ago, I was given a gift. One that has served me well every day since. A gift that has been an inspiration to every leader I've shared it with.

I'd like to share it with you.



It was 1990 and I was president of an Atlanta ad agency. We were a division of a much bigger Michigan-based agency with offices in half a dozen or so cities. I ran the southeast.

Our CEO was in his 60s and was a high-energy, hard-charging marketing machine of the highest magnitude. I didn't get a lot of face time with him, but what I got was worth gold. Watching him interact with people and listening to him talk ... well, you saw quickly why he was CEO.

Intelligent, well read, charismatic, articulate, driven to win, hard-nosed, well dressed, impeccable manners -- he seemed the complete package. I was both impressed by, and mystified at, his intense energy for his age. He was more than 20 years my senior.

Like most leaders, he was widely misunderstood and often criticized -- though never to his face. I watched other company leaders yield to his power and wishes in his presence, then mock and poke and jab and laugh when huddled in private cliques. I was often in attendance at these sidebar conversations, but never joined in the attack.

I was too busy being a sponge. This guy was a high achiever -- most people are not -- so of course he'd be ridiculed. But long before this -- back in my 20s -- I had decided my time was infinitely better spent learning how

high achievers got that way and adopting those behaviors myself, rather than joining the masses in trashing them.

So it should not have come as a surprise when one day in a meeting he asked me what new business I was chasing. I gave him a list of target clients, a brief description of each, status of pursuit, and likelihood of winning. One of them, I said, was a prestigious national account, southeastern-based, with products, services and offices from coast to coast. A cherry. It would be a feather in our caps to land it.

But there were four substantial roadblocks.

First, the client relationship with the incumbent agency was rock solid.

Second, the CEOs of both agency and client were old college buddies with a long, well-known friendship.

Third, that agency had just been hired a mere 12 months earlier.

And last, the new ads they created were blowing the doors off sales.

Summation: This client had every reason to ignore all other agency suitors... and not one valid incentive to grant even 15 lousy seconds to hear an elevator speech.

In telling my CEO this, I summarized by advising that we go elsewhere and steer our attention toward prospects with a higher probability of success. Sound judgment, I thought, in view of those clear facts... and our limited resources.

He asked a few clarifying questions. I was prepared... I gave good answers, backed by fact. I made it clear my intention was to hit -- no, beat -- our new business goals, but to be smart about playing in arenas where success had a better than even chance. No 350-to-1 long shots.

He put his hand to his chin, squinted, and thought pensively. Then nodded slightly.

We discussed a few other unrelated topics. And the meeting ended without fanfare.

Two days later, I received this short, two-word note from the CEO.

"Pursue aggressively."

Nothing more. No explanation. No rationale. No reasons why.

Huh? What? I thought we agreed. Wait, are we talking about the same target company? What's going on here? Did he intend this message for someone else?

Nope. The message hit the right target. Me.

Talk about a wake-up call.

My purpose here is not to argue the merits of either position, his or mine. This isn't a "Who's right?" debate.

No, it's about one thing.

Going for it. Even when the odds of success are stacked heavily against you. Even when logic suggests an alternate path.

He saw it. I didn't.

Up to that point in my life, I had been a 50-50 mix of risk-taker and cautious pragmatist. Frankly, I always thought that was a pretty intelligent and defensible ratio. Heck, it may still be.

But he hit a nerve in me. Some switch inside me got flipped. That one note, on that day, with those two words, kicked my tail into a gear higher than I ever thought I had.

As intense as I was before, he threw me into overdrive.

I couldn't get those two words out of my head. Pursue aggressively. It seemed like everything I was involved in, every project I undertook, every role I played, now drew

on "pursue aggressively" as its mantra for action.

I heard a continuous loop tape playing in my head every time an employee wanted to "settle" for good or okay. The words pursue aggressively kept emerging from my lips -- though sometimes in varied form, like "Just do it!" ... or ... "We can win this" ... or ... "You can do better than that" ... or ... "Let's don't let that stop us" ... but essentially it was the same... pursue aggressively!

I was energized like a high-performance engine on jet fuel.

SO LET'S BRING THIS HOME FOR YOU.

May I suggest you do 3 things:

First, pull out your personal goal list, your action plan, your daily to-do sheet ... and scour the list to see what you're slacking off on. C'mon, be honest. I've got some on my list -- you do too. We all do. Why not identify a few of significant importance -- and pursue aggressively. Re-commit yourself today.

Second, do the same with your top team. Within the next three days, call a group meeting -- or handle it one-on-one -- pull out the lists -- and get a host of projects re-ignited. Pursue aggressively.

And third, adopt the phrase and install it into your everyday leader language. Pursue aggressively. You could do much worse than to become known for it.

It's no secret -- the most successful people are intensely action-oriented. They flat get things done. Yet each of us needs a kick in the rear from time to time.

Let this be yours. Pursue aggressively.

CHAPTER 8

WHAT PUPPIES CAN TEACH US ABOUT LEADERSHIP.

Several years ago – I'll never forget it – singer Dolly Parton announced a postponement of her concert tour due to severe back pain, saying "Hey, you try wagging these puppies around a while and see if you don't have back problems!"



Honest, she said it. I read it in People Magazine. The wide-grinned Ms. Parton has long poked fun at her rich endowments.

Comedian Groucho Marx once quipped "I would never join a club that would have me as a member."

And just about every joke comedian Rodney Dangerfield told ended with "I don't get no respect." That, of course, was the theme of his stand-up routine, his stock in trade, his signature, and it made him millions.

Three funny, self-deprecating lines. Three very likeable people.

Wait. Is there a connection here?

You bet there is.

There's a distinct and direct link between people joking about themselves – not taking himself or herself too seriously – and other people's willingness to accept, welcome, and like them.

But actually, it's broader than that. It's not just jokes. It also applies to revealing your own weaknesses, frailties, and failures. Mistakes you've made, trouble you've been in, shortcomings you have, or experience you lack.

Abe Lincoln presided during a time of horrific internal civil war, in which every soldier who died was an American... one of the good guys. It was perhaps the toughest of all wars for a U.S. president to lead through. And Lincoln, who appointed, then frustratingly terminated, several Union generals before finding a gutsy Ulysses S. Grant to take the top command, admitted that he himself would not have made a good soldier. He wasn't much of a fighter, he said. Felt he was physically weak and not tough enough. Imagine that admission, from the commander in chief.

Years ago, I saw a TV interview with Jack Kemp, U.S. congressman and former quarterback of the NFL Buffalo Bills. He showed an action photo on his office wall of a gigantic, hard-charging, 300-pound lineman inches away from cleaning Kemp's clock. Kemp said he looked at that photo several times a day to remind him to not get too cocky. Hmm, a star athlete showing a frail, human quality.

A while back, I heard Bob Costas interviewing Angelo Dundee on his radio program. Dundee is the world-famous boxing trainer of Muhammad Ali and many other champions. He knows fighting strategy and tactics, training methodologies, and tricks for gaining psychological advantage like no one else. Few are as adept at getting a fighter in tip-top shape, both physically and mentally, for a heavyweight championship bout as Dundee, the master. Yet he revealed something

remarkable. He was never a fighter himself. Never put on the gloves in the ring. Never threw a punch. Never walked a mile in the fighter's shoes. But he is revered by all as the best strategist in the sport.

WHAT DOES ALL THIS MEAN TO YOU?

You're a leader -- have you ever revealed any of your fears, your blunders, any of the bumps along your road? To your followers?

There's a truly human, endearing quality about something so honest. I never cease to be amazed at how star-struck the masses can get with people in power, often thinking them flawless and without fault. Then to be completely shocked when a blemish comes out. What rock do these worshipping groupies live under?

Personally, I've always been drawn to people who are out in the open about their weaknesses and stupidities. Makes them real and down-to-earth human.

It's never mattered to me that she runs a company with 400 people and has the weight of the world on her shoulders 24/7. Human is human.

If you try to appear perfect, it just LOOKS like you're hiding something. A now-common tactic in political

campaigning is to reveal the failed college classes or the teenage altercation with police BEFORE the press finds out and blows it out of proportion. Makes sense. Nobody's a saint, so why hide it?

Let me be clear. No, I'm not saying you have to make a list of the 217 dumbest things you've ever done in your life, then call a special company meeting and present them on PowerPoint. That's going too far.

Nor am I suggesting your goal in all this should be popularity. You'll never be better than mediocre if it is. To be effective, a leader must make difficult and often unpopular choices. Compromise that and you compromise your integrity.

I am, however, suggesting you strike a healthy balance. It's fair to say that likeability -- though not your goal -- cannot be ignored as an important leader quality. Just don't expect to be liked by everybody, all the time, on all decisions. Ain't gonna happen. Nor should you aim for it.

Consider that revealing some of your dark side is not only honest -- it can also be quite motivating to others. It motivates me. I have long made a study of highly successful people and the obstacles, roadblocks -- and yes, the idiotic self-inflicted screw-ups -- that they've overcome to achieve their triumphs.

I've had my share.

One such incident comes to mind. When I was president of an ad agency, a young writer cried in my office for getting a key product fact wrong in an ad that ran and humiliated us with our client. I could have been a stern, scolding parent and kicked her tail across the room. As angry as our client was, it was warranted. I chose not to. Instead, I told her about a similar, idiotic mistake I made when I was 23 and a junior copywriter myself -- announcing the grand opening of a new shopping center and giving the location to everyone in town... on two streets that run parallel and never intersect. I wasn't as lucky as her. My client called me with the good news -- at home, at night, and blistered me for 20 minutes. (The memory still gives me shudders.) Sharing that story, at that moment, was just what she needed to lift her head high and get back in the game. Sometimes leaders have to get down off their high horse and be human.

What about you? What inadequacies, shortcomings or failures from your past, your climb up the ladder of success, could you share with others? Give it a shot -- it'll make you more real, more human, more of a teacher. It's therapeutic for you AND for them. Use any format -- a joke, a lesson learned, a team meeting, a fireside chat.

And that is what puppies can teach us about leadership. Thank you, Dolly Parton.

CHAPTER 9

ARE YOU BUILDING A LEADERSHIP ENGINE?



Zig Ziglar, author, salesman, motivational speaker, gave one of my favorite answers when a business leader -- leery of the risk of spending money to train his own staff -- asked: "But what if I train my people and they leave?"



Zig's response: "What if you don't train them and they stay?"

Well put.

A great article that I kept, appeared some years back in USA Today about 19 companies that train, develop, and grow the most leaders -- as evidenced by how many of them left to become CEOs elsewhere. It's an enviable statistic despite the left-handed twist that they DID leave.

The primo companies for "most former employees who are now CEOs at publicly-traded companies with market values of \$2 billion or more" were at the time: General Electric with 26, IBM with 18, McKinsey with 16, then PepsiCo and AT&T tied with 13 each, then 14 more companies with bragging rights for between 7 and 12 CEO alumni.

Jack Welch, former GE CEO was legendary for building a leadership engine in which he identified a high number of CEO-caliber executives, established upward growth paths for each, then was regularly briefed on their development status and readiness for a top leadership position. In an organization like GE -- with a strategy of growth by acquisition -- being able to pluck a qualified candidate from a ready gene pool on short notice is a necessity.

Welch knew every time he bought a new company and selected the CEO from his crop of internal talent, he would anger those who were passed over and probably

lose them to other companies. He saw this not as a loss, but as what he had to sacrifice to win. Yes, he was training CEOs for other companies -- and he knew it -- but not doing so meant curtailing his corporate growth strategy.

Procter & Gamble at the time had 12 alumni now CEOs of other \$2+ billion firms. The USA Today article quoted A.G. Lafley, P&G's CEO, as saying he takes some pride in their alumni who have left because it proves "We are a leadership engine and a talent machine."

Joe Moglia, CEO of TD Ameritrade, likens companies to football programs. He said the curse of successful head coaches is that the phones of assistant coaches start ringing with job offers, because "success breeds success."

Also quoted was Yum Brands CEO David Novak, a PepsiCo alumni, who said "If people aren't going after your people, you really aren't building a great company."

Is this ego talking? Or smart business?

No doubt all these powerful leaders have egos. But that aside, it's clearly smart business.

WHAT DOES ALL THIS MEAN FOR YOU?

Sure, you could argue the other side and say, "Hey, it's tough enough finding capable talent at MID-manager

levels. Now I'm supposed to build an executive wing and stock it with presidential candidates -- which will cost me a fortune by the way -- and then lose most of them when they don't get the promotion they were expecting? I don't have that much financial clout."

No one said this would be easy. And realistically, few companies have the spending power of the 19 in that USA Today article. Certainly none in the small to mid-size business category.

But you don't have to carry it to the extreme they do. Nor spend the wads of cash they are.

The essence of the point here is: Do you have any kind of ongoing leadership development training program that will help you attract top talent, retain it, energize your people, and put you in position to capitalize on growth opportunities with leadership ready to go?

If 1 in 50 companies can answer yes to that, I'd be shocked.

Can you?

If you can't, don't beat yourself up. Just get started. Today.

And if you're puzzled about where to begin, here's good news. This wheel has already been invented.

Study the mechanics and methodologies of Jack Welch's factory for churning out high-caliber leaders. There are a myriad of available books by or about Welch (on CD and downloads too). Few would argue he was the master.

Or here's a "best practices idea" that will cost you very little. Identify 10 companies that are master at growing leaders -- that have a true internal leadership engine -- then investigate their methodologies for growing leaders.

To make your list of 10, each one should have a focused, intentional, and dynamic leadership engine with a crystal-clear development curriculum that is working brilliantly.

Would you spend \$10,000 to learn their secrets? Then why not find 10 ambitious college grad students, and pay each one \$1000 to research and report on the leadership program of one of those companies. The college kid will end up with more beer money than they can blow in a semester, and you'll have the skinny on how 10 successful, high-powered companies did what you want to do. Can you think of a better place to start?

This isn't hard. It isn't rocket science.

The bottom line: The very best leaders recognize the importance of growing the next generation of leaders, and put non-stop, perpetual programs in place to do just that.

When will you start yours?

CLOSING

Well, there they are: 9 Success Strategies for Leaders, Change Agents, and People in Charge.

To close, let's do a quick review. Here they are again – all 9 – in the order discussed:

Chapter 1: As leader, quit trying to motivate others. It's their job to motivate themselves. Your job is to find the already-self-motivated, inspire them, and create a climate where they can succeed often.

Chapter 2: To win big, win strong, and win repetitively... think in terms of total domination.

Chapter 3: Whenever possible, be a deliberate, thoughtful, in-advance planner... not a shoot-from-the-hip, never-take-aim gunslinger.

Chapter 4: Give your team members, employees, constituents, and associates the most-appreciated gift: Remembering their name AND knowing facts of their life that are important to them.

Chapter 5: Try out my 3 favorite interview questions that identify a critically important character trait: the eagerness to take action.

Chapter 6: Always seek out superstar performers with a humble nature... and beware of arrogant, lone wolf superstars who destroy team chemistry.

Chapter 7: Whatever you're passionate about, deeply desire, and crave... pursue aggressively.

Chapter 8: Never be too proud or too rigid to share your own trials, tribulations, and failures along the course of your life and career, to show your human side, and inspire those you lead.

Chapter 9: Put non-stop, perpetual programs in place to build a leadership engine of ready-to-go, next-generation leaders throughout your organization or team.

Now... go put all 9 into play today, and you'll be armed and dangerous. Why wait?

BE THE VERY BEST LEADER YOU CAN BE.

What in the world is author Rick Houcek up to?

Here's some of what he's done... and is still doing...

- Has led nearly 300 high-stakes strategic planning retreats for small and mid-size companies with his proprietary Power Planning™ Strategic Retreat process
- Delivered more than 600 live keynote and workshop presentations to audiences of all sizes in the U.S., Canada, England, Scotland, and Northern Ireland on high achievement and peak performance themes
- Led/participated in more than 610 CEO and senior executive peer group meetings over 25 years
- Runs his Leadership Excellence Academy for people in charge
- Served more than 460 advertising clients in an 18-year ad agency career
- Authored 11 audio/ebooks
- Co-authored 7 print books
- Writes an ongoing e-newsletter for growth-driven leaders, change agents, and high achievers
- Was president of Ross Roy Advertising, an Atlanta ad agency and division of the \$700 million Ross Roy Group
- Is member of National Speakers Association
- Recognized in Who's Who Among U.S. Executives
- Recognized in Who's Who in Georgia
- Recognized in Who's Who Among American Student Leaders

Attention CEOs: Are You Operating Without A Strategic Plan?

You're playing blind archery if you are. Worse, there's debilitating confusion among your staff and it's doubtful anyone's telling you. How can they perform in a fog? How can your desired results be achieved when your leadership team isn't bought into a common vision? Here's how to fix it: Rick Houcek leads strategy retreats for small & mid-size businesses using his dynamic Power Planning™ process. His Escape-Proof Accountability™ system overcomes the crippling effects of lousy execution – the single biggest cause of plan failure. Everyone leaves on the same page. For details, visit www.SoarWithEagles.com. Be sure to read the priceless praise from prestigious CEO clients about value they gained.

Attention Managers: Looking For An Innovative Way To Grow Your People?

Consider bringing in Rick Houcek's dynamic "Self-Motivation For Winners" personal goal workshop for your employees. This is 'life planning' at its best – not business goal setting – and it assures staff members you care about them, their families, their lives. Invite spouses too. For details, go to www.SoarWithEagles.com.

Attention Meeting Planners: Need a High-Energy Speaker For Your Next Conference?

Could your team use a jolt of inspiration? How about content-rich, battle-tested ideas on leadership excellence, self-motivation, winner behavior, or personal goal setting? Why not bring in Rick Houcek to speak at your annual meeting, team offsite, or industry conference? For topics and information, go to www.SoarWithEagles.com. Read what clients have said about value they gained — their words are gold!

ABOUT THE AUTHOR...

RICK HOUCEK



Rick Houcek's singular company purpose is: To provide high-octane, world-class strategic planning systems for business and life, helping top gun leaders, teams and individuals to succeed 'on purpose, most of the time,' rather than 'by accident, some of the time.'

A University of Missouri graduate, Rick has 4 fanatical life passions: family, health/fitness, helping others prosper through his business and friendships, and playing competitive baseball.

Rick Houcek

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