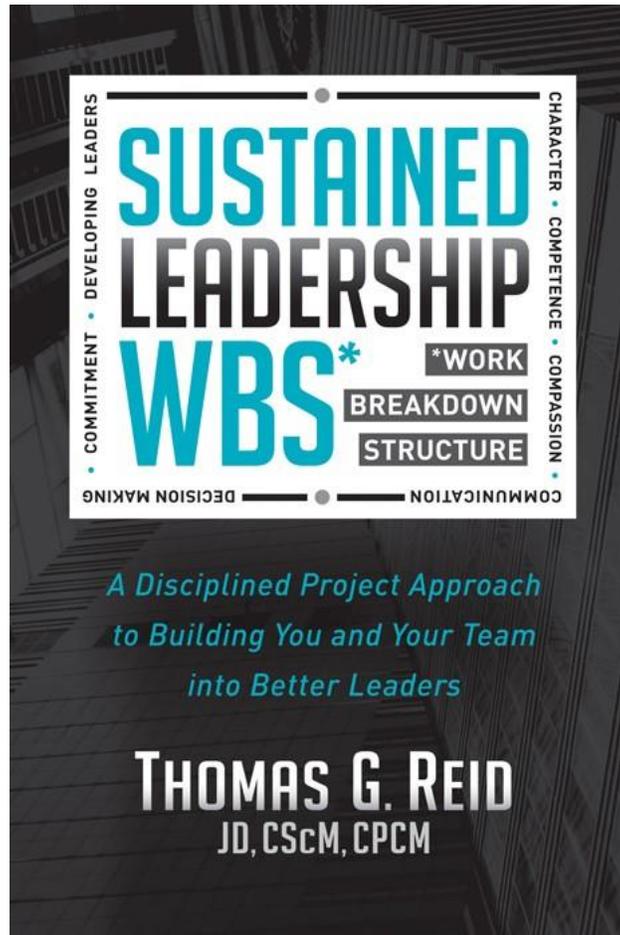


Sustained Leadership WBS
Summary, Abbreviated Contents, & Selected Excerpts



SUMMARY

Leadership is not simply “5 Key Steps” or “7 traits of Effective Leaders.” Leadership is a complex set of many critical elements. To effectively serve as a leader and to sustain that ability, aspiring leaders must understand the entire range of Leadership traits, characteristics, and abilities. Now there is a comprehensive guide to understanding leadership and putting you on a path of sustained development to be a sustained leader. No formulas or magic bullets. Just hard hitting, in your face, “this is what it takes” information.

Sustained Leadership WBS provides anyone seeking to position themselves for a leadership role the information, guidance, and ability to identify areas needing improvement and to track their progress. Entrepreneurs, business owners, sales people, people in current leadership positions, aspiring leaders, executive search professionals, and anyone who is studying or teaching leadership will benefit from the *Sustained Leadership WBS*.

By using the project management Work Breakdown Structure tool, every element required to build yourself or your team into effective leaders is defined and explained. Nearly all leadership development materials offer a small slice of leadership. The problem is that they are incomplete. In developing the *Sustained Leadership WBS*, 229 elements of leadership were identified, demonstrating clearly that leadership is difficult and complicated. To establish yourself as a sustained leader takes hard work and dedication to being the best leader you can possibly be.

By identifying your gaps and breaking your personal goals into manageable portions, you can, over time, develop yourself into a sustained leader, earning the respect of those you lead. Whether that is your employees, your charitable volunteer team, your local government, or any other situation that requires leadership. And in case you were wondering, all situations require leadership! Never before have all of the elements of leadership been so carefully refined, defined, and cataloged in an easy-to-use format for team or self-improvement.

This book exposes the concepts used by extraordinary leaders and reveals how ordinary businesses and individuals can implement and profit from these unique and powerful leadership facts. As one reviewer has said, "*Sustained Leadership WBS* will become the standard in leadership development and selection."

SELECTED EXCERPTS

CONTENTS:

Chapter 1 provides an historical overview of leadership and the many theories and concepts that have been used to describe what it is, how it works, and how to identify leadership when you see it.

Chapter 2 provides a short explanation of the WBS tool and how it is applied in the Sustained Leadership WBS model.

Chapter 3 details in an outline format the 229 elements and their relationship to each other.

Chapter 4 contains the real meat of the entire program, giving you a clear definition of each element providing, for the first time, the lexicon of leadership. Each element is then explained using examples and memorable stories to show how it is applied, and a self-assessment tool. Each of the 229 elements contains additional references to study and space to include your goals, your specific actions, and your due date for completing your study. In effect, 229 mini-project plans that, when combined, will guide you to becoming a sustained leader – a leader who will not fail from personal idiosyncrasies or foibles and who will be recognized as a leader who others want to follow.

[Available wherever books are sold, online or in stores.](#)

Chapter 1

Leadership in Perspective

If you were to make the decision to set for yourself a personal goal of becoming a leader, how would you do that? Where would you start? Where would it end? How would you know whether you were making any progress? How would you know for a certainty that being a leader is even a goal you want to achieve? Quite simply, when making such a decision to pursue the goal of becoming a leader, into what, exactly, are you immersing yourself? Choosing to be a leader requires a great deal of work and concentration. It will require you to develop a strong ability to deal with ambiguity. And above all else, it will require a tremendous amount of self-discipline. This is one reason why good leaders are so hard to find. So few people will dedicate themselves to becoming one.

The available literature today is extensive, and unfortunately it is very often contradictory. The literature seems to focus on a narrow slice of leadership when in fact leadership is a very complex set of traits, practices, disciplines, and habits that interrelate with each other. So many elements comprise the concept of leadership that it is difficult to figure out what they are, let alone decide where to start to improve your leadership abilities. And just in case you haven't figured this part out yet, until a person learns to lead themselves, through discipline and hard work, they are not qualified to lead others. This is difficult, and finding strong leaders from whom to learn can be even more challenging. Accomplishing difficult tasks is part of what makes becoming a true leader worthwhile, and becoming a better leader of yourself is the important first step.¹ Those who do so are worthy of our admiration and, depending on their vision and moral center, worthy of being followed. When we seek leaders to follow, we look for someone who takes the role as seriously as we perceive it should be.

Being "in charge" does not make you a leader. Leadership is comprised of a great number of traits and characteristics, as well as habits, which cause people to *want* to follow you. You have seen those who are in positions of power who, due to a personal flaw, a critically bad decision, allowing improper influence to sway their judgment, or any number of other failures, were removed from that position. They did not sustain their leadership. One or more of the elements of leadership were missing or were not maintained. What we seek is "sustained leadership." By using this term we distinguish what is presented here from the many other writings on leadership.

When we refer to sustained leadership we intend to convey that a leader is constantly learning and improving themselves, preparing for every eventuality, and learning how to make better

¹ A. Harris, B. Harris, and C. Norris. *Do Hard Things: A Teenage Rebellion Against Low Expectations*. (US: Multnomah, 2008).

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and better decisions. Their role as a leader is sustainable through good times and bad, from errors they might make to those situations that are thrust upon them. They become recognized as a leader by those who choose to follow them. They maintain and grow that following by continually demonstrating the things that people are seeking in their leaders. In social media circles you might see the term “influencer” (more often than not an aspirational desire rather than a demonstrable fact), which is really just one flavor of leader— hopefully a sustained leader.

Given that becoming a sustained leader is hard work and may require developing new habits (as well as breaking old ones), why would anyone pursue it? The first and most obvious reason is that it makes you a better you. You are the only you that will ever exist on this earth. What you do with that is completely a function of the choices you make. Have you made good choices in your life? If you could do it all over, might you make different choices knowing what you know now? Improving your leadership ability starts with self-improvement. Even if you never want to be responsible for others or lead any type of team, you will find more satisfaction in your own life by developing your innate skills and traits.

The second reason is that by developing your leadership potential you will be positioned to help others, whether that is through a crisis (such as 9/11) or a more immediate emergency (a heart attack on the baseball field), a business predicament, or even a crisis faced by a family member. Leadership skills are applicable anywhere, but unless you have prepared yourself to act, you become one of the people wandering around wondering what happened rather than the person making things happen.

Organizational success is directly dependent on the leaders who guide it. Thus, any organization should be intensely interested in developing leaders at every level of the organization. By developing a team of strong leaders, the organization optimizes its performance and its opportunities for success of its mission.

Definitions of Leadership

There are more books on the market these days with “leadership” in the title than there appear to be grains of sand on a beach.² On the one hand, publishers would not keep pushing them into the market if they were not selling. On the other hand, hasn’t enough been written on the subject that only the most cloistered hermit doesn’t yet get what it means to be a leader? We have leadership secrets from George Patton, Colin Powell, George Washington, Abraham Lincoln, West Point, Jesus, Moses, Billy Graham, the Founding Fathers, Ulysses S. Grant, Jack Welch, Shakespeare, Attila the Hun, and even Santa Clause. Shouldn’t every seeker of wisdom concerning leadership have been able to find some model to follow by now? A review of what passes for leadership in society today can be seen in the daily papers and online articles. Clearly our major institutions of business, government, and religion all suffer from

² Keith Grint, in *Leadership: A Very Short Introduction* (New York: Oxford University Press, 2010), notes that in 2003 there were 14,139 leadership books on Amazon (UK) and by 2009 there were 53,121. A search in 2016 found over 200,000.

serious leadership deficiencies. And yet every week some new title shows up in the market promoting the latest theory, designation, indispensable attribute, or natural talent that must exist before you are deemed a “leader.”

Chapter 3

How to Use the *Sustained Leadership WBS*

A Work Breakdown Structure (WBS) can be structured as a hierarchical graph or as an outline. Following this introduction is the entire outline format of the *Sustained Leadership WBS*. Peruse it to your satisfaction while remembering that words can mean different things to different people. Simply reading the WBS might not clarify all the terms for you. Go to each section in Chapter 4 and read the WBS Dictionary entry for that WBS element. In this way you will understand the intent of the WBS words and begin to speak in terms that have a consistent meaning.

METHODOLOGY

The Leadership WBS is derived from an exhaustive review of the literature on the subject, detailed interviews with leaders of many types and at various stages of leadership development, and even a linguistic approach to understand the language we use to describe leaders, leadership traits, leadership talents, leadership capabilities, and leadership notions.

No leader will have every trait or even every trait in the same measure. As a result, every leader is different and comes to the table with a different set of skills, knowledge, traits, and preferences. Don't expect that you can follow this WBS, score 100 in every category, and suddenly you are the consummate leader for all situations and circumstances. Not going to happen. Doesn't matter how “type A” you are; you will always be a work in progress. Perhaps the “end” of this project is an improved you. And then you can go back to the beginning and develop a finer edge on a few items. Unlike a traditional project (beginning/end/unique product) the unique product here is an improved you, and you can cycle through this effort repeatedly. In fact, you are encouraged to do so. Situational awareness includes knowing those situations where you are the best leader in the group and when you are not. Even with all your weaknesses, however, you might still be the best in the group. Be prepared for all situations—improve yourself constantly. You manage what can be measured. Leadership cannot be measured in the classic sense. It has more to do with overall comprehensive results, motivation of the workforce, and how the person makes you feel. What? Touchy/feely stuff in a leadership

book? Yes. If there are no feelings, no compassion, no empathy, no sense of personal worth, there is an entire branch of the WBS (3.0) missing in your leadership toolbox.

Essential Leadership Journey Checkpoints

In every project there is a series of tasks that plot the longest path through the project. A delay on any item in the critical path is a day lost in the overall schedule. Since the path to leadership is a journey with no end and because you can start anywhere in the WBS, the analogy does not totally hold up. So to help the *Sustained Leadership WBS* to fit more comfortably within the project management construct, we have identified Essential Leadership Journey Checkpoints (ELJC) to highlight those elements that reflect the items without which a leader cannot be successful. In fact, it is fair to say that a failure in any of the ELJC elements will result, ultimately if not immediately, in a complete failure of your leadership journey. In other words, failing in an ELJC element prevents you from assuming or sustaining a leadership role. If you are placed in a leadership position, you will fail. Strong words? Yes. But totally and completely accurate. If you are just starting your leadership journey, focusing on the ELJC elements might be a good place to start.

Chapter 4

The Sustained Leader Project Plan

1.2.1.2 Fact Based

WBS Dictionary: You are entitled to your opinions. You are not entitled to your facts. That thought has been variously attributed, and it is absolutely true. People are free to think whatever they choose, and their opinion may be an informed opinion or a completely uninformed opinion—or anything in between. Sustained leaders understand these vagaries in human nature and seek first to understand the facts. No decision will ever be based on having 100% of the facts (2.3.6.2). Nonetheless, you ignore facts at your own peril. Sustained leaders seek to understand the facts as best they are discernible. Sustained leaders test the facts that come to them to verify their veracity. While prevarication is often not present, mistakes, errors, misunderstandings, lack of understanding (intentional or situational), and other failures of communication are ubiquitous. They are unavoidable. The most successful leaders dig for the facts and sift opinion away. Managing by rumor or innuendo is damaging. Managing by fact is enlightening and fair. And while life has never promised that it will be totally fair, basing actions and decisions on provable facts tends to provide better decisions, greater acceptance, and more positive outcomes.

Application: Most corporate attorneys have investigated their share of sexual harassment complaints. In so many of the cases there were only two people present when the event occurred and while they experienced the EXACT same events, they PERCEIVED two vastly

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different experiences. It is the classic “He said/She said” situation that appear to be diametrically opposed. Both cannot be true. What often escapes us, however, is that NEITHER may be true. Dorothy Leeds reflects on the role of assumptions in our life.

While I was writing this book, I kept asking myself, “Why do we make so many assumptions?” I realized that we have to make certain assumptions on our everyday lives, or all movement would stop. When we go into a store or office building, we assume it is well built and will not fall down around us. We assume that the water we drink is safe and the food we eat is not contaminated. If we did not make these assumptions, we would spend our lives worrying about everything that could possibly go wrong.³

The sustained leader does not waste time worrying, but strives to identify the facts and acts on those facts—not assumptions that might be based more on emotional factors than the reality of the situation. Ms. Leeds continues: “We also make assumptions about ourselves. We all have preconceived notions about what we can or cannot do—especially about what we cannot do. We suppose that the limitations we put on ourselves are facts and not beliefs.”⁴ The sustained leader makes no such assumptions. In fact, the sustained leader tends to assume that things will go right, rather than wrong. The sustained leader is a consummate optimist while tempering that optimism with a continuous search for the facts. Assumptions have their role when based on facts (local health departments continually test the water and we can generally assume that it is safe). Sustained leaders recognize when there is no quality assurance mechanism in place and seek to find the facts that will support a conclusion without making bold assumptions that may turn out to be wrong.⁵

Rely on Facts

*You are not entitled to your opinion. You are entitled to your informed opinion.
No one is entitled to be ignorant.*

—Harlan Ellison

My opinions may have changed, but not the fact that I’m right.

—Ashleigh Brilliant

All opinions are not equal. Some are a very great deal more robust, sophisticated and well supported in logic and argument than others.

—Douglas Adams, *The Salmon of Doubt*

Our civil rights have no dependence on our religious opinions any more than our opinions in physics or geometry....

³ Dorothy Leeds, *The 7 Powers of Questions: Secrets to Successful Communication in Life and Work* (New York: Berkely Publishing, 2000), 83.

⁴ Id.

⁵ Alan Elliott shares the story of Carrier Air conditioning that had some difficulty getting a new, more efficient coolant approved by safety officials. Until, that is, they poured some out in the official’s office and struck a match. It immediately removed the regulator’s biases, replacing them with facts concerning the new coolant’s flammability. *American Dream*, 317.

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—**Thomas Jefferson**, *The Statute of Virginia for Religious Freedom*
Man seeks his inward unity, but his real progress on the path depends on his capacity to refrain from distorting reality in accordance with his desires.

—**Goethe**
Few people are capable of expressing with equanimity opinions which differ from the prejudices of their social environment. Most people are incapable of forming such opinions.

—**Albert Einstein**
Your assumptions are your windows on the world. Scrub them off every once in a while, or the light won't come in.

—**Isaac Asimov**

Jack Welch calls this the Reality Principle. This is, he says, “Seeing the world as it really is, not as you wish it would be.”⁶ It permits no wishes, fantasy, hopes, or assumptions. To those who remember the early days of television, it is Jack Webb on *Dragnet* saying, “The facts, ma’am. Just the facts.”

The separation of fact from opinion is often difficult for those who have never learned to practice critical thinking (1.3.9.1). Critical thinking relies on the testing of the information at hand, separating fact from opinion, digging deeper for more facts or more revealing facts, and applying a rational assessment to these facts to draw a conclusion. The non-critical thinker is happy to determine a conclusion, and then seek only facts or half-facts that might support that conclusion. Bertrand Russell made the following observation: “The opinions that are held with passion are always those for which no good ground exists; indeed the passion is the measure of the holder’s lack of rational conviction. Opinions in politics and religion are almost always held passionately.” While quite cynical, his point has factual foundation.

Peter Senge accurately notes that “An accurate, insightful view of current reality is as important as a clear vision. Unfortunately, most of us are in the habit of imposing biases on our perceptions of current reality.”⁷ It is extremely difficult to remove all our biases from our views. There are always difficult facts with which we must deal. The important thing is to not succumb to the temptation to change the facts, ignore some of the facts, or shade them into half facts, also known as half-truths. Another word for half-truths is lies, and now popular in political circles, false news.

⁶ As quoted in Brian Tracy, *How the Best Leaders Lead* (New York: AMACOM, 2010), 22.

⁷ Andy Stanley, *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future* (US: Multnomah, 2003), p. 71 quoting from Peter M. Senge, *The Fifth Discipline* (New York: Currency/Doubleday, 1990), 155. See also Jim Collins, *Good to Great* p. 89. Stanley p. 73 quoting Collins: “Leadership does not begin just with vision. It begins with getting people to confront the brutal facts and to act on the implications.”

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Tom Reid is Chief Problem Solver for Certified Contracting Solutions, LLC (CCS) headquartered near Denver, Colorado. CCS, in existence since 2002, provides training, consulting, expert testimony, and mentoring & marketing services to the government and its contractors.

Mr. Reid has worked for over 35 years in government contracts and business operations. Following seven years as a Government attorney specializing in procurement, he has served as a senior executive in both large and small companies demonstrating expertise in contract management, business development, training, leadership development, legal and litigation management, strategic planning, and management of multi-million dollar business operations.

He is a Fellow with the National Contract Management Association, has served as co-chair of the Council of Fellows, and has served as chapter president in three different NCMA chapters. He served a two-year term as a member of the National Board of Directors for NCMA, was named NCMA's Outstanding Fellow for 2006, and received the NCMA National Achievement Award in 2009. He has served as a mentor to NCMA's CMLDP program and serves as a reviewer for NCMA publications and the Macfarlan competitive writing program. He previously served as President of the Subcontract Management Institute. Mr. Reid has authored and contributed to seven books, and two dozen of his articles have appeared in *Contract Management* magazine. Mr. Reid has now turned his attention to the most pressing issue facing our social institutions – LEADERSHIP with the publication of his book on building sustainable leaders.

Mr. Reid holds a bachelors degree from Franklin and Marshall College, a Juris Doctorate from the University of Dayton School of Law, and a Masters in Public Administration from the University of Houston. He is a lifetime Certified Professional Contracts Manager. He is admitted to practice law in Texas, before the US Court of Federal Claims, and the US Supreme Court.

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