



TOM LAWRENCE

GROW YOUR MINDSET

How to grow the mindset of
a leader

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Chapter 1: Adding Value To Others

People from all over the world debate what exactly a leader is, and they do this every day. When you think of our “world leaders”, would you actually call them “world leaders?” Do you really want to follow them? Because, that is exactly what a leader is, a person who has followers. A leader is not a person who has people reporting into them, or someone who has the title of supervisor or manager. Do you have followers right now?

To be a leader, you must add value to others, and it is really important what you value. That’s the difference between a leader and a boss. I bet that right now you are wondering whether your line manager or your boss adds value to you, it’s only natural to think that. Try not to think about it, it will draw up things that you might blame them for, or might like them less for. It’s important that you keep an open mind here.

I want you to look within, and think about yourself. This book is not just about being a leader at work, it is about being a leader in life also. Whether you’re at home, out with friends or on holiday. We need to be the same person and display the same leadership qualities wherever we are and whoever we are with.

The Difference

Do you know the difference between a boss and a leader? If you do, what would you rather be? What do you value? If you value having the position, job title and power over the team, then you will be a boss. If you value having a positive influence on the team, then you will be a leader. That’s a decision you have to

make, so make the right decision because this is where you create the future you really want.

Think back to when you were a child, and when you were with your parents. Could you tell if they were leaders or bosses? Was one of your parents a leader and the other a boss? My mother is definitely a leader and a boss at the same time, depending on who she is talking to (I have three older brothers), or if we were being naughty. I definitely follow my mother. My father is definitely a leader because he did so much for us and helped us in his own unique way, and he is one of the reason's I am writing this book. I want to do so much to help you.

Are you a parent? If you are, then be honest with yourself. Does your child or children consider you a leader or a boss? When your children look at you every day, what do they see? If you look at the two lists above, how do you make your children feel? Do you care how you make your children feel?

How Do Your People Feel?

If people feel great around you then your leadership and your influence increases. If they feel bad around you then your leadership and influence decreases. So, when you interact with people, even if the conversation is not about a pleasant topic, you need to apply your leadership principles to ensure the person you are interacting with still feels good around you. If you can do that, then your “customers”, “clients” and “marketing people” will definitely spread a positive message about you.

Be the leader that you want to see in others. Your leader may or may not be a great leader, but that shouldn't stop you being a great leader. If you have a team of your own, change yourself so you are that leader you wish you always had.

Before I took up the position of a supervisor or a manager in my career, I always questioned myself if I had what it takes to be a leader. I knew I could be, but at that moment in time, “did I fit the mould?” I would ask myself. Ask yourself, if you have a position of a supervisor/manager or not, do you think you fit the mould right now of a leader?

To be a true leader takes courage. To be a true leader takes confidence. To be a true leader, you must have the ability to listen to the needs of others. To be a true leader, you must have the empathy and the compassion to understand the needs of others.

A true leader does not decide that he/she is a leader, the team, friends, family and associates decide that. They decide it on how they make them feel.

Chapter 2: Have Humility

I have learned so much from the people I have worked with, and I'd like to think that they have learned from me too. Looking out for each other and helping each other are some of the best traits a person can have. There are a lot of other people from all over the world who would do well to develop those traits.

Asking Questions

I've always been a person who wondered about things. Why does that do that? Why do we work a certain way? How can we make things better? How can we be more productive? How can we be more efficient? By thinking like this and never being satisfied by how things work is how we as people stay fresh. By being fresh, we need to have a learner's mindset. We should always be learning, and never be satisfied.

When I was a child, I used to drive my parents crazy because I always wanted to know why things happened. I was a very curious kid, and would not sit still until my questions of why and how were answered. That way of thinking then followed me to my adult life, even now I have never been afraid to ask the "stupid question". A lot of people think that asking questions is a sign of weakness, but it isn't. It is a sign of strength.

When asking a lot of questions to learn new things and acquire better and more knowledge, it is amazing to hear the answers to your questions. Not because they are right, wrong, great or silly, it is because of the reaction of the person. Do they answer you with humility and understanding or do they answer you aggressively?

I'm pretty sure we have all had both reactions from people. What we can learn from these reactions is the person's character, and if they want to help us or not.

The Goal of Sharing Knowledge

When a person's main goal of sharing their knowledge is to help you learn and grow, then that shows a huge amount of confidence from them. However, more importantly it shows that they have humility.

Having humility shows that you are willing to put others first and help them to work towards the team's purpose. Having humility is a strength for a leader and putting the needs of others before their own can only make the team stronger. A leader with humility wants the best for their team. A leader with humility brings out the best for their team. A leader with humility focuses on the purpose and cause, and how each one of us can make a difference.

When a person's main goal of sharing their knowledge is to appear smarter than you, then that shows that they are very arrogant. However, again more importantly it shows that they do not have humility.

Confidence or Arrogance?

What kind of person would you describe yourself as, confident or arrogant? Who would you rather work with? Who would you rather learn from? Which type of person do you think you could influence the most? Which type of person do you think could be the best leader within your team?

Sharing knowledge is a quality of a great leader. So, if you want to be a leader within your team and have people follow you because they *want* to, then it is essential that you are willing to share your knowledge with them.

A person who has an arrogant attitude will lose trust with their team. A person with a confident attitude will build trust and increase their influence with their team.

By admitting that you don't know something will build trust with others and they will be more likely to help you and share their knowledge. People who pretend they know something and don't want to come across as "stupid" by asking questions, is a sign of arrogance. This creates distrust with others and will be less likely to help you because they have been misled and lied to.

Being humble is a strength, but knowing and admitting that you have weaknesses is also a strength. A leader who has humility, who also acknowledges their weaknesses is a very strong leader.

Chapter 3: Help Others Succeed

I have worked with many people who have a limited mindset, and what is common between every one of these people is, it is never their fault. If they don't get the promotion, it is because somebody else did. If they didn't get the pay rise, it was because somebody else did. If they didn't get the recognition or award, it's because somebody else did.

A Limited Mindset

People who have a limited mindset, never look within themselves. If they don't achieve what they want, they look outwards and blame others. We talked earlier about responsibility, and these people are the ones who do not take responsibility for what happens to them. They never embrace responsibility for that matter. Everything is always about them. It is **ME** not **WE**. You probably know people, or work with people who are exactly like this. It would be a good idea to share this book with them.

As you are fully aware by now, I have written this book to help you, but I also want you to use this book to help others too. As we go through this book, you can notice that each chapter interlinks and there is a common thread...**LEADERSHIP and INFLUENCE**. So when sharing these ideas, please ensure that the same common thread interlinks through them. I find that when teaching a person about the leadership principles in this book is to repeat them every so often when talking about a different topic each time. This keeps the idea's fresh.

When going through this book and through each leadership principle, work on the ones that appeal to you most first. You don't have to keep them in the order that I have put them in. Your influence will be just as powerful no matter the order, or what you choose to work on. The same goes to anybody else you want to help and share these principles with.

If you work with people who have a limited mindset, it's important for them to know that the reason they have this mindset is because of them, and nobody else. They have decided to think this way, not their boss, not their teammates, and not their family. It is up to them to change their mindset, but it is up to us to help them do that. By sharing these leadership principles and increasing your influence with them, that is the best way to help them change their way of thinking.

The people I have worked with in the past who have a limited mindset, also ensured that the job they did was limited. In other words, the job they did was average. We discussed average a little earlier. They are not bad people. However, because they are limiting themselves with how they think, and the kind of job they do, they will never become excellent. That is the level we want them to get to. You can help the people you work with who have a limited mindset to become excellent by sharing what you are learning in this book. But first, you have to get these principles correct for yourself before you share them. How do you do that? These principles must become habits.

A Limitless Mindset

When you make the decision to have a limitless mindset, then the knowledge you have is not yours but everyone's. You are open to sharing what you know with

others. By sharing your knowledge, you will help the team to succeed. You are thinking of **WE** not **ME**.

Imagine you were the boss and there was one position available to recruit for. However, you have to choose between two members of your team, and the only difference between the two people is; one is willing to share their knowledge and help others, and the other isn't. Who do you choose? Obviously, the team member who is willing to share their knowledge and help others.

I find it amazing that the people who are not willing to share their knowledge actually think they are more valuable to the team and organisation. So, they believe that their job is more secure than the others who do share their knowledge. In fact they are insecure rather than secure.

The people who have a limitless mindset and are willing to share and help others are definitely the most secure, both in themselves and within the team and organisation.

With a limited mindset, you cannot be helped. With a limitless mindset, you must help others.

Chapter 4: Beat Your Last Achievement

By going that extra mile and putting in that bit more effort, you will overachieve. When you overachieve, these things get noticed. Hence, you get noticed.

A lot of people don't think that they should take pride in their work because it is *"only a job"* or they're *"being paid"*. The fact that you are being paid to do the job should fill you with more pride than if you were not being paid. When you take pride in doing the best work you can, it shows your boss and your teammates that what you're doing is *"important to you"*. It also builds trust and increases your influence.

Increasing Your Influence

By increasing your influence through overachieving, this says to people that you are valuable, and that you value the work that you are doing. Remember when we discussed that you don't work for your boss, you work for yourself? Well, overachieving can definitely increase your marketing with people spreading the word about your overachievements. Even if you are not too happy with how you or the team are being treated, don't let it bother you. Your motivation is to increase your influence through working for yourself.

Taking pride in your work and overachieving will reflect the quality of work you do, and also your character. Being driven to add value to the team by overachieving and taking pride in your work reflects who you are.

To help your team overachieve too, you must first work on developing yourself, and help your boss. You can do this by recommending improvements to the current

ways that the teamwork. Or, you can recommend improvements to the current processes that the team follows.

You will be well on your way to becoming an excellent team member, and not an average team member. Basically, you will become the leader within your team, even though you are not in the leadership position.

After a period of time, your overachievements will become the new standard for everybody else to meet. Then, because the standards have altered, so will the processes that your team and all the other teams in your department follow. When improving processes in any department, it's a huge change. Most of the organisations I have worked in actually expect process improvement from the team members, but it's rare that it actually comes from them. It usually comes from consultants that have been hired in. An excellent team member is more than capable of improving the working processes. This could be you, and you can set the new standard.

This book has been designed to help you do exactly that, become an excellent team member and leader. It is designed to help you to overachieve, and to make improvements to your current processes.

Look at what you have achieved in your life, look at the ability you have. Do they match?

Chapter 5: Work On Yourself

You will have heard the term “develop yourself” before. People you know or who you work with have probably said that you need to develop yourself in some area. But, what does “*develop yourself*” actually mean? It means, **WORK ON YOURSELF WITH PURPOSE**. It took me a while to figure out that you cannot develop or work on yourself accidentally, it has to be with purpose.

Do You Have A Plan?

Have a think of where you are in your career and life today. How did you get there? Did you plan to be where you are or did it just kind of happen?

The reason I ask these questions is because to “*work on yourself with purpose*” and to grow, we need a plan of action. That doesn’t mean create a plan and then stick it in the drawer. It means create a plan that we must be extremely disciplined in acting on. If we don’t work to a plan, then within the next 5 years, you will more than likely be exactly where you are now. Or, you might be somewhere else, and who knows where that will be?

Obviously, the plan will adjust and be changed from time to time, but don’t worry about that. What is important is that you are constantly working on the plan, and on yourself with purpose. You do this by acting on your plan. If something happens at a time when you didn’t expect it, don’t worry, it has happened. Just keep focussed.

For example, let’s assume that you are now at a level of excellence, and you are exactly where you need to be according to your personal growth plan. The next

steps in your plan is to move into a promotion within the company and that you need to be computer literate for the role. However, at the moment you don't have the skills that are required for the job.

So, you are not fully prepared to apply for the role when it becomes available in the future. It is highly likely that someone else will be computer literate and has what is required to do the job you want. This is because you have not added computer skills to your plan.

If you only start working on your computer skills when you are "required to", e.g. for a job, then you are not working on yourself with purpose. If you know that at some stage you are going to need to be computer literate for the future roles that you want, then you need to work on those skills with purpose. You need to be working on yourself much sooner. This way you will be fully prepared before you are "required to". Otherwise you are just being hopeful.

Preparation within your plan is part of practicing your leadership skills as a team member. One of the leadership principles that I practice is to plan, and then act on the plan. If others see you do this, then they will start to follow in your footsteps and develop their own plans. This is you leading by example.

Another principle that we must practice when working on ourselves with purpose is sacrifice. I struggled with sacrifice for many years, in fact it is the leadership principle that I still need to work hardest on.

Vision

With your plan, you have a vision for the future. That could be for the next 5 years or longer. To make that vision a reality, you need to make some sacrifices. In order

for you to make those sacrifices you need to believe very strongly in your vision, and have the desire to make it a reality. If you don't make the sacrifices required to make your vision a reality, then you will stay exactly where you are. Or, you might end up somewhere else, wherever that may be.

So, if you choose to work on your computer skills with purpose, you will be fully prepared for the roles you want in the future that require those skills. An example of this would be to enroll in computer skills courses, shadow a person who has these skills or, read books on the subject.

What you must never do is find an excuse of why you don't have the skills that you need. When it comes to your plan, there are no such things as excuses or blame. You are the only person that controls your plan, so you are the only person who can make it work or not.

Your Goals

Once you have reached your daily goal, you must then develop your goal for the next day and figure out what you need to do to reach that goal. Please ensure that this is not a "to do" list, it is a daily action plan that is designed for you to work on yourself with purpose.

An example of one of my daily action plans is to:

- 1) Teach at least one person about leadership
- 2) Share my leadership quotes on social media
- 3) Write about my day and how I led my people
- 4) Read part of a leadership book or blog

What are you going to do today, so that tomorrow you won't have to?

Chapter 6: Your Personal Growth

The CEO of the Scottish railways and the CEO of a London light railway system are both engineers by trade. They started out just like I did working as an inexperienced engineer. They are two of the most powerful leaders in the UK rail industry and are great people. So you should take comfort in the knowledge that you don't have to be privileged to become more in life, you can start from anywhere and still become a great leader. I know them both and they are leaders that I have followed and would happily encourage others to follow. Without great people and great leaders, *the world would be a very different place.*

The only thing stopping you from becoming one of those great people and a great leader is you. There is only you who can **TAKE ACTION!** The only person who can learn from your failures and mistakes is you, so **TAKE NOTICE!** Keep in mind, a mistake or a failure is not negative. If you **LEARN** from it then it is a positive next step towards your success. A lot of people have difficulty seeing mistakes and failures that way. But, if you practice thinking this way and try to keep in this frame of mind for as long as possible, then learning from failure will become a lot easier.

When Is The Right Time?

The time is now for you to start thinking big and see a much bigger and brighter future for yourself. I am not saying that you need to go to university or take hundreds of training courses. People often use not having a degree, or a special qualification as an excuse to remain where they have always been throughout their lives. I have a degree and if you really want one then by all means go for it, and use

what you learn in this book to help you get that degree. However, you can also use this book to build that brighter future for yourself without a degree.

Your **PERSONAL GROWTH** can only come from one person, you. Having that self-belief that you will make it work is an absolute must. Growing and developing yourself is imperative to build that bright future. Reading this book is the start to developing yourself and growing. So, the next step is to take a chance on yourself.

If you want to be recognised in your team, department, organisation and your industry as a **LEADER**, then what I share in this book must be implemented. No matter where you are in your career at the moment, if you implement these principles and live by them every day then the more influence you will have. With more influence, you will have more options and you will also be offered higher, and better positions as you move through your career.

Every team member has the potential to influence. When you have influence, you have leadership. Each person in the team can be a leader and make a massive difference in their own lives and the lives of the team and surrounding teams. Even make a huge difference to the organisation.

Making an impact beyond your own team will not only increase your influence, it will also increase your contribution as a member of your industry. Making the decision to want to accept more responsibility, volunteer for extra, be noticed by leaders inside and outside your organisation will definitely improve the impact you are already making. Other people will start to notice you and want to know who you are, and what you are doing.

By doing this, you are demonstrating to more and more people that you are a great worker and also a leader with lots of potential. You will gain respect from highly

influential people and your name will be known throughout your organisation and beyond, which can be very beneficial for you later on in your career.

If you make the decision not to go beyond your team and you don't want to make a bigger impact, then you risk not reaching your potential and not creating the great life that you deserve. A lot of people just go to work and go home each week and wait for the highlight of the month.....when they get paid. If you go out of your way to deliberately not make an impact or try your best to not be noticed, then guess what? You WILL be noticed, but for the wrong reasons.

I have a lot of experience of working with people who live like this. They do everything they can to disrupt the team and the job. The more they do this then the less influence they have. They get more frustrated each day, and they are the people who create the blame cultures within the organisation. It is all a decision at the end of the day.

When you make your decision, just realise that the decision you make eventually makes you and your reputation.

***Add value to your team, and you will
become more valuable to the team***

Chapter 7: You Are Empowered

Empowerment is a term that is thrown around a lot when it comes to corporate language, especially when reading a company's vision and values on posters around the office. I want this book to bring empowerment to life for you, instead of just a word on a poster. I want you to feel empowered to have the autonomy and the power to achieve far more than you could ever imagine.

What Does It Mean To Empower?

When we empower someone, it means we believe in them. I believe that you can achieve and build a life that you can be so proud of. Empowering a person is a decision, believing in a person is a decision. With that decision we can build a strong relationship and build trust with that person. From building that trust and relationship, the person can then go on and do the same by empowering others.

Empowering other people that we work with and depend on to get the job done can be difficult. You may be thinking "If I don't know the person, how can I empower them and build trust?" There we have built a condition where we are judging a person too early, which is pretty selfish on our part. If we take away that condition, it is very easy to empower a person and over time build a relationship and trust with them. We need to clear our minds of any pre-judgement and remain open minded.

There is a time in my life where someone I didn't know very well empowered me. He didn't have any condition on his mind or pre-judgement that I couldn't be trusted, or he couldn't build a relationship with me. I would like to share this story.

Being Empowered

I was 23 years old in 2006 and I was working in Liverpool, United Kingdom (my home town) for their train operating company. I had been there for about a year as an engineer. However, I felt stuck because I couldn't see a way of progressing in my career unless I went to university and got a degree. How was I going to afford that? It would have been very difficult for me to get a student loan because I was working full time. Where would I find the time to do it too?

So, I asked our engineering director if he would fund it. His first question was "What's your ambition Tom?" I answered "To be sitting where you are, in your position and asking a young person the exact same question." He said "So, how are you going to get into my seat and my position?" I said "I want to go to university and get my degree in engineering".

Through asking me just two simple questions, he had made the decision to empower me and go get my degree. Even better was, he empowered me to become a project engineer and take on far more responsibility. He knew I could do it, but I was a bit skeptical myself.

I started to get a bit nervous as September came around, and I even started to doubt myself. What if I can't do it? Will I get fired if I fail? Am I intelligent enough to do a degree?

Changing Your Thoughts

After a while I decided to stop the negative self-talk and just go for it. My best friend did a degree in psychology and he gave me a lot of encouragement. My friend was

another who empowered me and believed in me. My motivation was to do the degree for myself and also for my new engineering director.

I started university in September of 2006, part time, one day a week lectures and the rest of the week at work. I hadn't long finished my apprenticeship, so I was used to lectures but the level was so much higher.

I took four years to finish my degree, including nearly failing the second year and almost having to re-sit the year. The feeling I had when I graduated was unbelievable. I didn't have to surrender to a job for life. I have the potential and now the qualification to climb the ladder and push myself. My thoughts were a lot more positive and things in my life became a lot more positive too. As I write this I can feel the positivity oozing out of me. I hope you feel the same as you read, and know that *you have the potential too*.

My story is not trying to convince you to go to university or college, my story is to help you to become more in life.

To become more in life, your thoughts must change.

Change is inevitable, it is a fact of life that things change. The only things we can really change is ourselves, and if you want to create a better future in your life and career then you must change you – NOW!

Chapter 8: You Can Always Get Better

How do you think the world sees you? Do they see you as a “go-getter”? Do they see you as a leader? Do they see you as a person with a lot of influence? Do they see you as a person with a positive influence? Do they see you as a person with a negative influence? Do they see you as a happy person? Do they see you as an unhappy person?

In my experience as an engineer for the past twenty years, most of the people I have worked with have not enjoyed what they do. They saw their job as, just that....a job. They didn't want to get up in the morning to go to work, and they couldn't wait to leave work at the end of the day to get home. Have you had the same experience in your place of work and industry? The few that eventually changed jobs or got promoted still had exactly the same feelings and attitude. I didn't see that as any way to live a fulfilling life.

Role Models

The reason there are so many people like this in the world of business is because of the people they are role modelling. A role model can have a positive or negative influence, and if most of the people you work with have a negative attitude then it is highly likely that the rest of the team will have the same attitude. Behaviour breeds behaviour.

These people were not headed in the right direction. They were headed in the wrong direction and worst of all, they were bringing people with them. This can cause a huge problem for any organisation.

Who Is The Problem?

Everywhere these people go, they always have the same problem. It is either a problem with the job they're doing, a problem with their boss, a problem with the work environment, or a problem with their work facilities. Maybe these people need to take a hard look at themselves and realise.....they are the problem.

When your company invests in you, it shows you that they care by making that investment. That simple gesture of investment by them cannot be it though, you have to invest in yourself too. Only you can make yourself happier, like I did.

Making that decision to **ALWAYS** be grateful for what you have in your life and in your job, allows you to see what you have differently. Be grateful for your boss, your teammates, and the benefits that the company provide you. For example, your salary, and what the benefits of having a job allows you to do in life (holidays, material things etc.). Most importantly, be grateful for the opportunities that your company provide you. These opportunities allow you to grow both in your role and for the future. See what you have in your job and as a future leader as a privilege.

Since I changed myself and my views on how I saw things, every job I've had since has been a place for me to grow and to learn new things. It has also been a place where I can make a difference, every day. I find it amazing that companies will pay you to develop yourself. They are getting you ready for your next step in your career; no matter if that is with them or with a different company. How can you not be grateful for that?

Making The Right Decisions

Make the decision to **ALWAYS** be grateful for what you have, but **ALWAYS** strive for something more.

By making that decision, you are setting yourself on that right direction. So, it is one of the most positive decisions you will ever make, because that is what it is...**A DECISION!**

How would you like to be remembered?

By being an average person or an excellent person? By being a leader or a follower?

Chapter 9: Decisions Are Your Future

Have you ever thought to yourself *“How did I get to where I am today?”* I do it quite often, and the answer to that question is ***YOUR DECISIONS***. We make hundreds of decisions a day, and its human nature for us to think to ourselves *“If I didn’t make that decision all those years ago, my life could be so much different.”* Thoughts like that bring up so many different emotions, but mainly regret, and if we continue to keep thinking this way then we are never going to be happy.

What we must do when thinking of the decisions we have made in the past and the ones we will make in the future is take ownership for those decisions. Every decision you have ever made has been of your own accord, nobody else’s. That is why you are where you are now, and where you are now is the exact place you should be.

If you think you shouldn’t be where you are and you should be in a different place, then you would be there. Take ownership for where you are now, think before you act and you can create the future you want and deserve.

Taking Ownership

Taking ownership for your decisions isn’t easy but it is absolutely imperative that you do, if you want to move in the right direction for your career and life. You have nobody to blame but yourself for your decisions. If you put the blame onto somebody else for where you are now, it will not improve the situation. Nothing that the person you have blamed will improve where you are, only you can do that.

In the world of business, you often hear in organisations that there is no blame culture. But, the fact that they have to state that there is no blame culture tells me that there is a blame culture. If there is no blame culture, then why even mention it? Part of your role as a leader within your team is to ensure there is no blame culture.

And, by you taking ownership for every decision you have ever made and will ever make will be noticed by your peers and boss and shows good role model behaviours from you. This will also increase your influence with the team and the wider teams in your organisation. It will also build up trust with them. If the rest of the team take ownership for their decisions too, then that will eliminate the blame culture forever.

Strong Characters

Being part of a team in your place of work is not easy, especially if you work with strong characters in your team. It's even harder when you want to progress and improve and win over those strong characters with your ideas and ambitions.

But, hopefully it's really enlightening to you that the only person who can make things better or worse for you is you, based on what decisions you make. If you can get this principle over to your strong characters in the team so they can see it too, hopefully it will be enlightening to them. This could be the start of your leadership journey with them.

When you're on your leadership journey, always remember that the hardest person to lead is yourself and that you are where you are because of you. So, if you

want to create a better tomorrow for yourself then you have to start making the right decisions for yourself today.

Understand Your Decisions

Think about the decisions you made in the past and understand how those decisions got you to where you are now. When you have that understanding don't dwell on those decisions because that will hold you back.

Be excited for the decisions you are about to make to create your future and the exciting leadership journey you are about to embark on.

To improve our situation, we must therefore improve ourselves first. Not the other way around

Chapter 10: Have Courage

During your life and career, you will come up against people who will try to knock you down, discourage you, and also encourage you to do the wrong things for the wrong reasons. This unfortunately is a part of life. Notice the words “discourage” and “encourage”. The way to counteract the people who are “discouraging” you or “encouraging” you to do wrong, is to **HAVE COURAGE!** By having “courage”, you can do the right things, for the right reasons.

I remember meeting up with my mentor Ron about a year ago, we went for dinner in London to catch up on things. He has been retired for a good few years now, so he goes on holidays a lot and sails his boat whenever he can (lucky for some 😊). He is really doing great, and is full of energy.

Anyway, during our catch up Ron began sharing a story about a meeting he had with me one day back in 2007. Back in those days, I was working towards my degree and also working on my personal development through work placements and attending personal development courses. However, my work wasn't up to scratch at this time and Ron could see that I was struggling after he had spoken to my line manager and the other leaders.

Ron wasn't overly impressed, and there were a few issues I had within my team that he wasn't happy about. He felt it was time for him to take action. So, he called a meeting with my line manager and me to discuss the problem (me).

During the meeting, Ron was hard on me and let me know exactly how he felt and what his thoughts were. My line manager had the same approach and went into more detail when it came to my work. My initial reaction was shock, but after about

half an hour of the meeting, I began to accept that I wasn't working anywhere near my potential. They both told me at the end of the meeting that I had to improve my work and my attitude. If I didn't, then they didn't see the point in training me and putting me through university if I wasn't going to put the work in. They could use the funding for my training on somebody else if need be. My answer to that "ultimatum" was *"I am going to do whatever it takes to improve and make you proud of me."*

So, that is exactly what I did. My work improved a lot, and I have always used that meeting as one of my motivations to do my best in everything I do. Ron showed me during that meeting that he really did care, and still does to this day. The impact Ron has made on my life will never be forgotten, and he still has that impact on me today.

Ron had courage to step in when things were not going right for me, and the courage to help me make things better. I do my best to follow Ron's example, to have courage when trying to make things right for others in my life, my team or my organisation.

You can do the same to follow the example of courageous people you role model, and use that courage to help others around you.

***If you are afraid of making mistakes,
you are falling behind the person who is
making mistakes and learning from
them***

About The Author

There are hundreds of books, training courses and online material that teach us how to be a “leader”. Most of them are good and teach the right things, but Tom Lawrence has seen very few that teach us how to influence our people, or take our personal growth seriously, or even lead if you’re not in a “leadership position”.

Tom wants to change that by provide articles, materials and resources to people who are interested in leading and inspiring others.

He wants to help people who are not in a leadership position but are aspiring to become a leader, current managers who want to take the next step and become highly effective leader, and to help senior leaders enhance their leadership skills.

Tom began his career in 1999 as an apprentice mechanical engineer, working for an automotive company in Liverpool, UK.

After completing his apprenticeship he was made redundant from that company and had to find other work, that is when he joined the rail industry working for Merseyside’s train operator. He worked there for six years, and during that time he achieved his degree in mechanical engineering, his master’s degree in maintenance engineering, and he started his first leadership role as a project manager in 2009.

After leaving Liverpool in 2011, he has worked in Edinburgh, Glasgow and London where he currently lives. Tom became a chartered engineer in 2013, and is a mentor for new and upcoming engineers working towards their chartership. Working in these different cities he had remained within the rail industry and led

different types of engineering teams, learning and practicing different leadership styles.

So, Why HIGHLY EFFECTIVE LEADER?

Tom's Leadership Mantra

Learn to Lead, Grow and Increase your Influence

Tom's Why

To develop leaders and aspiring leaders into highly effective leaders so that, they can develop leaders and aspiring leaders into highly effective leaders.

Tom's Vision

Tom can see a world in which our leaders create environments that focusses on people and helps them to learn to lead, grow, and increase their influence for the good of us.

Tom has vowed to make it his life's work to help you become successful. He hopes the information that is provide on his website and his other materials goes some way towards helping you achieve all you ever wanted from your career as a highly effective leader.

To find out more about Tom, visit <https://highlyeffectiveleader.com>