



How to Boost Your Leadership Impact

**3 KEY COMPONENTS THAT DRIVE LEADERS' SUCCESS
AND CRAFT THEIR LEGACY**

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“

Life is full of opportunity. Leadership is about taking those opportunities. Legacy is what you will leave behind when you do.

”

Consider the following leadership scenario:

Mary spends countless hours working each day in the office (and at home,) and prides herself on her work ethic and commitment to her company.

But she knows that she could be working smarter and leveraging the talent around her for much bigger breakthroughs.

Mary also senses that her work should be about much more than just making her numbers and getting paid.

It should be a calling. A pathway to greatness. A foundation of her legacy.

Yet Mary, and many leaders like her, struggles to answer these questions to the affirmative, and with conviction.

- ⊗ Do I lead from integrity or do others see right through me?
- ⊗ Are my people performing (those that are) *because of* me and the influence that I exercise, or *despite* them?
- ⊗ Bottom line: am I really having an impact and driving success, or am I getting in the way?

Harold certainly couldn't offer a resounding "Yes!" to these questions when I first met him.

Harold owns an executive search company, which he has grown over 15 years to become one of the most recognized in his area.

He came to me because problems had developed with some of his key personnel. They were not performing to capacity and were beginning to undermine his growth efforts. Moreover, his firm's viability was being threatened by new competition, which was eating into his bottom line.

Harold was worried about his company's future as well as the legacy that he had built within the community.

After observing some of his interactions with staff, I could see that he needed a reboot in how he led them.

Sean experienced similar issues.

Sean is a big player in the financial industry. He raises serious revenue for investment firms and has created a strong niche for his services.

Like Harold, Sean had grown his business and then brought in additional staff to scale further. When I started coaching him, he was struggling with his executive team on a number of key issues, including accountability, reporting, and alignment.

While there was enough blame to pass around, much of the problem stemmed from a leadership style that failed to galvanize others and drive accountability.

When I work with such leaders, I give them some training on **the essence of leadership**. I find that if they understand what leadership is about and what it demands from them, as well as what it offers them, they can start to turn things around.

And I tell them that we need to start with a deep-dive lesson on the letter "I".

What's so special about "I", you ask?

The answer is that "I" expresses our essence. It represents who we are and how we choose to show up each day.

When we refer to ourselves in this way, as in, "I am" or "I did", we make ourselves the primary focus, the object of our reality and our actions (as opposed to "me", which is used to modify a verb or object, such as "it hit me.")

For leaders, the letter "I" represents **3 key elements in their ultimate success**.

These elements build from the inside out, starting with one's core identity and purpose and extending far beyond self. They remind us of what we can do and become when we solidify our core and make others' success our focus.

They are: (1) **integrity**, (2) **influence** and (3) **impact**.

- ⊙ **Integrity** helps us become the best versions of ourselves and communicates what we stand for.
- ⊙ **Influence** allows us to direct and augment the work of others.
- ⊙ **Impact** is all about results. We create impact when we achieve our goals.

These three do not exist in a vacuum. In fact, they lead one into the next.

When we're in integrity (A), we become more influential (B). This, in turn, drives results, magnifying our impact (C). (See image below).



Let's delve into each of these in greater detail.

1 INTEGRITY

Integrity is related to such words as *integrate* and *entire*. Integrity thus implies the state of being undivided, unbroken, complete, and in alignment.

When we're in integrity, we consistently display our very best, most complete selves.

- ⊕ We make promises and commitments and then keep them.
- ⊕ We are neat and well organized, physically and mentally, and operate from a position of control.
- ⊕ We are honest in the words we use and in how we express ourselves.
- ⊕ We seek the wellbeing of ourselves and others around us.

All of this builds trust and confidence, which improves manager-employee relations and builds a stronger team and company foundation.

When you lead with integrity, your employees may feel more secure in their jobs and about the kind of person they're working for.

To be in integrity also means being honest and having strong moral principles, to think and act in a manner that is consistent with one's values and intentions.

The following story captures the essence of leading from principles and purpose.

One of the most powerful and heartwarming subplots from the tragic period of the Holocaust was the heroic role that many righteous gentiles played in saving the lives of Jewish neighbors and refugees. Many men and women sheltered and fed Jews who sought sanctuary, at the risk of their own lives. A handful of diplomats used the power of their positions to issue visas and other documents to allow the refugees to leave Europe and seek asylum on new shores.

One such man was a Catholic diplomat, Aristides de Sousa Mendes. He served as Portuguese counsel general in Bordeaux, France on the eve of the war. Due to its neutrality, Portugal was in position to issue visas for

desperate people seeking to emigrate. Despite a policy that forbade the issuance of visas without prior permission, de Sousa began to do just that. During a three-day period in June 1940, he and his staff issued an incredible thirty thousand visas.

For his insubordination, the Portuguese Foreign Office summarily dismissed de Sousa and stripped him of his rank, salary and pension. Later, when asked about his decision, he demonstrated no remorse. To the contrary, de Sousa proudly declared that he would rather “be clear with God against man than with man against God.”

Above we talked about the relationship between integrity and trust. Brian Tracy once said it this way. *“The glue that holds all relationships together – including the relationship between the leader and the led – is trust, and trust is based on integrity.”*

But what exactly is trust? And why is trust so important for leaders to develop?

Perhaps the most trusted American of all time was George Washington. Washington led our nation militarily and then politically during its troubled infancy, maintaining his vision and composure throughout a painful period of deprivation and uncertainty. Even after winning the War of Independence, his country was deeply divided. About one third of the nation supported the new regime. Another third was neutral. The final third remained loyal to the King of England.

Washington guided his divided country with resolve and integrity. Though aloof to a fault, he retained the people’s trust because he acted with humility and not self-righteousness. Personal gain was not his goal. Instead, the general-turned-president focused his energies on maintaining and strengthening the principles of a democratic republic. This is why he was dubbed, “The American Cincinnatus.” Like the famous Roman, he won a war and became a private citizen instead of seeking power or riches as a reward. He insisted on simple titles, such as “Mr. President,” rather than anything that spoke of aristocracy and grandeur.

Leaders in all contexts must build trust in order to achieve their goals. In fact, some maintain that the fundamental difference between the enterprises and change initiatives that succeed and those that fail depends largely on whether there is a meaningful degree of trust within the organization.

People in high-trust relationships communicate well, don’t second guess one another, understand why they are doing things, and are willing to go the extra mile to ensure that goals are met. In the words of Stephen R. Covey, “When the trust account is high, communication is easy, instant, and effective.”

But what exactly is trust? For many of us, it’s one of those “feel” terms that are hard to define. Of course, if we lack a common definition of the term, we can’t really come to discuss it, let alone seek to create it in our workplaces.

Trust is a feeling of security that you have, based on the belief that someone or something is knowledgeable, reliable, good, honest, and effective. At the least, they / it possess(es) a meaningful combination of some of these attributes. When applied to human relationships, trust develops when people interact and like the results, in terms of the quality of what they get (information, service, companionship, etc.) and the way in which it is presented and / or delivered.

Think, for example, about someone who advises you, such as your financial planner. They may get your business initially because of a strong reference or a solid interview. But they will begin to earn your trust if you are consistently satisfied with the quality of their advice and decisions and you feel that they are acting in your best interests.

Let's explore this a bit further. In [her book](#), which she co-authored with Ken Blanchard and Martha Lawrence, Cynthia Olmstead speaks of four core aspects of trust, which she labeled "ABCD," or able, believable, connected, and dependable.

1. **Able** refers to your capacity for the task. Do you know your stuff and get results? Can and do you use your skills to support others' work? And do you demonstrate a growth mindset to learn things that you presently don't know so well?
2. **Believable** people know how to keep confidences. They don't talk behind people's backs and act with sincerity and integrity. When they err, they willingly admit it. They also do not hide their lack of knowledge.
3. **Connected** people work well with others. They listen well and solicit input into their decision making. Such people demonstrate care and empathy and express praise to others for a job well done.
4. **Dependability** reflects the fact that you do what you say that you will do. This means keeping promises and commitments. It also includes being punctual, consistent, and responsive.

James Davis, professor of strategic management and the chairman of the Management Department at Utah State University, [speaks about 3 drivers of trust](#), two of which differ in some way from Olmstead.

1. **Ability** – Can they do what they say they can do? This is similar to Olmstead's first trust element above.
2. **Benevolence** – Do they care about me? Trusted leaders are not ego driven but want to do good for others. (This is also called "low self-orientation.") People who are capable, but lack benevolence, may do all sorts of incredible things, but only if it serves their benefit.
3. **Integrity** – Davis' definition of integrity focuses on shared values. Are the other person's values those that I can agree with? Can I relate to that person because they believe what I believe?

People in integrity also have a deep sense of who they are, what they stand for, what their purpose is, and what drives them. As bestselling author Simon Sinek puts it, [they “know their why.”](#)

Sinek says that it’s not enough to know *what* you do and *how* you do it. At our essence, we are most motivated by knowing *why* we do things.

And it’s through that awareness that we can best connect with and sell our ideas to others.

Whether they’re selling a product or a work-related task, leaders need to be in the business of knowing their why, or at least that of their company. It’s the why behind things that drives engagement and worker performance, not the technical know-how.

([A recent Gallup study on great leaders](#) found that the top 10% properly engage their employees with a compelling mission and vision and then motivate them to take action based on that mission and vision. In contrast, most of the remaining 90% is largely ineffective in this crucial area, losing countless hours of employee productivity and countless dollars in employee expertise and ingenuity.)

How can we better identify and express our why and motivate those around us to believe in what we believe and perform to their potential?

Begin by answering these basic questions:

1. What do we do?
2. How do we do it?
3. For whom do we do it?
4. Why do we do it? What value are we bringing?

The more that you can get the folks around you to rally behind a sense of purpose and mission, the more that you can get them to perform to capacity and even outperform as they strive to see their why to completion.

Leaders who know why they do what they do find it much easier to get others on board. Their energy is contagious, and they can better keep everyone focused on the goal. Such leaders are easy to trust because they are mission driven people who walk the walk and do the right thing for the right reasons.

This leads us to our second element, **influence**.

Summary

When in integrity, leaders show up as their very best, most complete selves. They relate better with others and instill trust and confidence.

Next steps

1. Rate yourself from one to ten, with ten being highest, on each of the following statements:
 - ⊗ I make promises and commitments and then keep them.
 - ⊗ I am neat and well organized, physically and mentally, and operate from a position of control.
 - ⊗ I am honest in the words I use and in how I express myself.
 - ⊗ I seek the wellbeing of myself and others around me.
2. Ask others to do the same (in rating you.) Review your “scores” and ask yourself how you can move the needle.
3. Review the ABCD Trust model and rank each quadrant according to importance (from your perspective.) Then, go through each subcomponent to see where you excel and how you can become even better. Also, seek shore up any real weaknesses.
4. Complete a Trust assessment, such as [this one](#).
5. Answer the following “why” questions together with your team:
 - ⊗ What do we do?
 - ⊗ How do we do it?
 - ⊗ For whom do we do it?
 - ⊗ Why do we do it? What value are we bringing?

2 Influence

At the heart of great leadership is influence, as in the ability to influence others to do what needs to get done. John C. Maxwell has famously said that, *“Leadership is influence; nothing more, nothing less.”*

In a [piece written for Forbes](#), Kevin Kruse defines leadership as “a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.” I like his approach because it factors in some important primary leadership elements: (social) influence, others, effort optimization and goals.

Leadership is about influencing others, rather than demanding and coercing. It speaks to the ability to win people over to a new way of thinking and practice, through idea sharing, collaboration and role modeling. It emphasizes persuasion and motivation over coercion.

Influence occurs primarily through emotional connections, such as when we share triumphant or challenging times together. It also develops when leaders routinely demonstrate feelings of appreciation, care, concern, and empathy.

In a speech to graduating cadets at the Royal British Military Academy in 1944, General Dwight D. Eisenhower said: "You must know every single one of your men. It is not enough that you are the best soldier in that unit, that you are the strongest, the toughest, the most durable, the best equipped, technically—you must be their leader, their father, their mentor, even if you're half their age. You must understand their problems. You must keep them out of trouble; if they get in trouble, you must be the one who goes to their rescue. That cultivation of human understanding between you and your men is the one part that you must yet master, and you must master it quickly."

Clearly, this message has been embraced by the United States military as well. Simon Sinek is a best-selling author on teambuilding. He learned some of his core leadership beliefs from Lt. Gen. George Flynn, a United States Marine Corps official. Flynn was explaining what makes the Corps so extraordinarily tight knit, to the point that they willingly entrust their lives to one another. He told Sinek that when Marines line up for their food each day, the most junior officers go first, following in rank order. Their leaders eat last. Such procedures are not recorded in the Marine Corps handbook or procedural code. Nor are they expressed at roll call. It's just the way that Marine leadership views their responsibility.

Many people think leadership is about rank, power, and privilege. Marines, however, maintain that true leadership is the willingness to place others' needs above your own. That's why Sinek titled his 2014 book *Leaders Eat Last: Why Some Teams Pull Together and Others Don't*. True leadership, he writes, is about empowering others to achieve things they didn't believe possible.

By prioritizing the well-being of their people, exceptional organizations motivate their workers to give everything they've got to advance the organization. Peter Drucker once described it as, "lifting a person's vision to high sights... raising... a person's performance to a higher standard...(going) beyond its normal limitations."

Another way to become more influential is to build strong relationships with your people based on communication and empathy. As the saying goes, "I don't care how much you know until I know how much you care."

The process of connecting with your professional team begins with becoming acquainted with them as individuals.

Try to learn and understand their strengths and their goals, professional as well as personal. What are they passionate about? What are their concerns?

People appreciate when you take an honest interest in them and demonstrate care. They also love it when you can identify specific qualities and behaviors that make them special.

I remember once sitting around the table with my faculty advisory committee. The committee consisted of four teachers from different grade levels and disciplines in the school and was designed to offer me feedback on various programs and change initiatives as well as be my ears on the ground. At one point the conversation moved to handwritten thank you notes that I had penned for each staff member over the summer and left for them on the first day of teacher meetings. The text was largely the same for each note, with one unique line for every staff member that highlighted a personal quality. It read: "I really appreciate the way that you..." and would focus on something like a teacher's passion, creativity, contribution to the team, etc.

One committee member was the least senior within the group. She was also the quietest. At one point in the conversation, the topic of the notes came up. She commented on how much the note that she received meant to her. She had posted it on the wall above her desk and looked at it often for inspiration.

There are several ways for you to form a more personal relationship with your people. One is to schedule one-to-one meetings in your office. You can also drop in at their workspace for an impromptu chat or even make up to go offsite together. I personally prefer the latter two options because they even out the playing field between you and your reports. Both also offer unique opportunities for the new boss.

If you talk in their office or at their cubicle, perhaps you can use that opportunity to notice something special there, such as pictures that your coworker has displayed, an inspirational quote, or some cute collectibles on her desk. These could serve as interesting conversation builders and also give you valuable insights to tuck away for a later time. Meeting offsite offers a change of pace as well as more focused conversation, far removed from the office hubbub.

Once you have succeeded in developing positive professional relationships, it is more likely that people within the organization will candidly update you on internal developments, warn you about potential challenges or landmines, and even tolerate your mistakes more willingly. This can be very valuable, particularly at the beginning of your tenure.

Summary

Leadership is influence. Leaders need to prioritize being more influential and can become so by connecting more deeply with their people and demonstrating care.

Next steps

1. Make time each day to connect with 3 people (adjust number as needed to reflect your team size.)
2. Schedule regular schedule one-to-one meetings with each of your team members. When discussing their progress, make sure to ask how they are doing and how you can best support them.

3 Impact

We've talked about how to lead from **integrity** and become more **influential**. Now, let's explore the final "I" leadership element, **impact**.

Integrity and influence are, without question, important components of leadership. But without results, leaders can hardly be deemed effective.

Impact is all about results. And results start with clearly written, actionable goals that help leaders build alignment and amplify output.

Goal setting is a critical component of any growth process, personal or professional. There are many benefits of setting goals, including...

- ⊗ **Clarity and Focus** – Goals motivate us to cut through the weeds and get focused on what's really important.
- ⊗ **Planning** – Goals help us map out the necessary steps to achieve our desired result.
- ⊗ **Accountability** – Goals force us to set and meet deadlines and be accountable to others.
- ⊗ **Transparency** – When shared, goals help others understand what we're focused on.
- ⊗ **Self-esteem** – Goals raise our self-confidence as we see ourselves grow and progress.

And who wouldn't want more motivation, better planning, increased accountability, and more?

But let's try to make this more than a mental exercise. We need to infuse some emotion into this as well.

For goals to be effective in moving us forward, they need to be expressed in actionable terms *that also detail how you would feel* from achieving your objectives.

When we tie emotions to outcomes, we activate feelings within us that motivate us towards achievement.

A Gallup study by researcher James K. Harter and his colleagues found that business unit sales and profits at one point in time are predicted by employees' feelings at earlier points in time. People's emotions impact their performance, and if they're healthy and happy they perform better.

One way by which we can get closer towards actualizing our potential is to set "S.M.A.R.T." goals.

There are a few different versions of the acronym S.M.A.R.T. Perhaps the most popular one is this:

SMART Goals Guide	
Specific	<ul style="list-style-type: none"> » What exactly needs to be accomplished? » Who else will be involved? » Where will this take place? » Why do I want to accomplish the goal?
Measurable	<ul style="list-style-type: none"> » How will I know I've succeeded? » How much change needs to occur? » How many accomplishments or actions will it take?
Attainable	<ul style="list-style-type: none"> » Do I have, or can I get, the resources needed to achieve the goal? » Is the goal a reasonable stretch for me? (neither out of reach nor too easy) » Are the actions I plan to take likely to bring success?
Relevant	<ul style="list-style-type: none"> » Is this a worthwhile goal for me right now? » Is it meaningful to me—or just something others think I should do? » Would it delay or prevent me from achieving a more important goal? » Am I willing to commit to achieving this goal?
Time-bound	<ul style="list-style-type: none"> » What is the deadline for reaching the goal? » When do I need to take action? » What can I do today?

- ⊗ **Specific** – well defined, you know exactly what you seek to achieve;
- ⊗ **Measurable** – quantifiable in a way that helps determine whether the goal has been achieved;
- ⊗ **Attainable** – a goal that is within reach, largely because of your deep desire to attain it;
- ⊗ **Rewarding** – fulfillment of the goals should provide you with a feeling of satisfaction and achievement; (NOTE: many put 'realistic' or 'relevant' here – see example to the right – as in has anyone ever achieved this before, or how is this aligned with my key objectives, respectively)
- ⊗ **Time-bound** – set to a timeframe to ensure continued, focused efforts towards attainment.

S.M.A.R.T. can also stand for...

- ⊗ **Specific** – see above
- ⊗ **Meaningful** – something that is important to you and will serve to motivate you;
- ⊗ **Agree upon** – the task should be agreed-to by those tasked to complete it;
- ⊗ **Results-focused** – the goal should be written in terms of outcomes;
- ⊗ **Trackable** – progress should be trackable to determine that efforts are on track.

Before we dive into this further, let's speak first about intention.

Perhaps the most important letter in the S.M.A.R.T. acronym is "s", which stands for *specific*. Specific is the Who, What, Why and How of the goal.

- ⦿ Who will do the work?
- ⦿ What will be done.
- ⦿ Why that is important.
- ⦿ How you will achieve the goal.
- ⦿ How doing this will make you feel.

Goals should be simplistically written and should clearly define what you are going to do.

Say, for example, you seek to concentrate more deeply on a specific task, such as writing a proposal, for longer durations. To do that, set specific goals of what you would like to work on and for how long. Include elements that will keep you from becoming distracted and/or motivate you to stay on task.

It may read something like this:

"In order to complete the proposal (specific goal), I will set aside 30 minutes at the outset of each morning for the next four days for in-depth, uninterrupted work. (what)

"By completing this important task first thing in the morning, I can do it while my mind is freshest and still attend to many other tasks and responsibilities afterwards. (why important)

"During this time, I will not answer phone calls, respond to emails or texts, or engage in any form of web surfing. (how achieved)

"When the proposal is completed, I will feel as if a huge burden has been lifted from my shoulders and that I am infinitely closer to closing this deal." (how you'll feel)

Make sure that the goals that you set are attainable and not beyond the pale of what is presently realistic (this, of course, can and should change as you grow in this area). Then, set a timeframe for your goal to keep you on task and moving in the right direction.

Detail how this goal is rewarding. In this example, the reward may be that others get what they need in a timely fashion and/or that you don't need to stay late to get it done.

Now, let's look at how this breaks down in "SMART" terms.

Component	Details
Specific?	Yes. (30 minutes of uninterrupted work at the beginning of each day for four days.)
Measurable?	Without question. (Did I work for the stated duration without interruption or not? A timekeeping app may be useful here.)

Attainable?	Indeed. (I can block out the time on my calendar and leave my phone off or set to 'silent'.)
Rewarding?	Absolutely! (What a difference it'll make when I am done with this proposal.)
Time-bound?	Check. (30 minutes a day over four days.)

Other “goal worthy”, outcomes might include:

- ⊗ Becoming more knowledgeable about work-related or other topics;
- ⊗ Better relationships with co-workers;
- ⊗ Improved fitness and weight loss;
- ⊗ Leaving the office by 6:00 PM each evening.

The key is the 3 c's – clarify, contract and commit – so that this goal does not become another flash of inspiration that quickly fades into distant memory.

One of the best ways to achieve these goals is through coaching. The goal of coaching is to help people bring out their own abilities and find solutions that already lie within them. The coach achieves this through a series of questions that help the coachee to get beyond their mental blocks and limiting beliefs to achieve things that they may not otherwise have seen as possible or desirable.

Moreover, organizations that use coaching tend to adopt a far more optimistic view of their people. Instead of strictly measuring performance, leaders who coach are likelier to look beyond what people have done to what they can do and become.

Let's look at an example.

John has been working at the company for the past six years. During that entire time, he is tasked to jobs that fall into a tight range of responsibility. It is simply assumed, by John's superiors and by John as well, that he is not able to complete tasks that are more complex and demanding or require different skills than what he has been doing until now. Not surprisingly, John is never promoted and fails to live up to his potential.

But say, instead of accepting John's limitations at face value, John's superior was to give him a “growth exercise” and ask him to go beyond what he's done in the past. Perhaps John would resist at the beginning and default to his own set of perceived limitations. However, with a healthy dose of encouragement and some coaching aimed at helping John succeed, the likelihood of him making a concerted effort to achieve the task would be greatly increased.

Building a coaching workplace encourages everyone to see opportunities rather than obstacles and to view each person as a source of limitless potential rather than possessing finite capacity. Leaders who train themselves and their leadership teams in the art of coaching will open new opportunities, build resilience, increase engagement and raise morale, all while maximizing effort and impact throughout their organizations.

In addition to setting clear goals and taking concrete action, *leaders can amplify their impact by focusing on engagement.*

It has been well documented that one of the biggest challenges for leaders is to create and maintain the proper conditions for worker engagement and productivity. We know that if we are to maintain high levels of workplace output and morale, we need to ensure that our employees feel valued and challenged. We also recognize that if we want to be able to respond to, if not stay in front of, marketplace change we need to develop workers who are comfortable thinking independently and contributing to the collective brain trust.

Too many leaders and managers, however, fail to achieve this because they do not understand how to motivate today's workers or how to empower them to think and act independently and more positively.

In generations past, employees would be given orders and were required to dutifully implement them if they wanted to hold their positions for any meaningful duration.

But times have changed. As younger workers make their way into the workplace, they expect to play by a different set of rules. They want to be given the freedom to experiment, a voice with which to weigh in at staff meetings and the ability to pursue what they view as meaningful, engaging work. Anything less they view as limiting, which spells dissatisfaction and, for the most part, underperformance (if not outside job seeking).

Leaders also would be wise to guide their teams in a way that offers them the sense that they figured things out on their own. Not only does this build deeper connections to the work, but it develops resiliency and fortitude. (While this may not be feasible at the beginning of an onboarding or job transition process, it should become the normative assumption once folks have had opportunity to get their feet under them.)

Summary

Impact is all about results. Set actionable, "SMART" goals and use coaching to coax maximal performance from your team. Remember to focus on engagement and motivation.

Next steps

1. Set 2 goals using the goal setting process outlined in this section and in Appendix A.
2. Identify a “growth exercise” for each team member and use coaching to support them in achieving the goal.
3. Seek to give your team members increased opportunities to share insights and demonstrate leadership.

Moving You Forward

When strong leadership based on the “3 I’s” of **Integrity**, **Influence**, and **Impact** is in place in a company, it can be felt throughout the entire organization.

Leadership is driven by integrity and values, not power or greed.

Corporate culture isn’t forced, it is developed. Communication is daily and open, rather than secretive and selective.

People feel connected and engaged, because they understand the vision and goals of the organization and can safely offer input into how things can be improved.

Employees sense that they are an important part of the whole and that every job matters within the company.

They are encouraged to compete with their own best to get ahead and understand that helping their coworkers to succeed is the best way to get ahead themselves.

The result of good leadership is high morale, good employee retention, and sustainable long-term success.

As challenging as it may be to achieve the “3 I’s,” you can do it. But you will likely need to master many more skills than you presently have and do it while trying to keep things moving forward.

And who knows how much time you will have to figure things out?

This presents you with a choice.

You could spend months developing your leadership skills, with a real risk of running out of momentum and commitment before achieving any meaningful results.

Or, you could enlist help from someone who has done it before and has helped many clients succeed.

And you can do so **for a fraction of what it would cost to hire even one more person.**

If you would like to discuss how I could help you transform your business for the better, **contact me for a free “How to Boost Your Leadership Impact” strategy session.**

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Visit his website at ImpactfulCoaching.com and follow him on Twitter at @impactfulcoach.

Appendix A

Before you get started with setting SMART goals, we need to first take a step back and answer some big-picture questions (below).

This is really important, because it sets the tone and direction for everything that follows.

After all, how can I start to hammer out the details when I haven't clarified the overarching aim?

It's like setting goals for a trip without knowing what kind of journey you are going on or to where.

Here are the questions. I like to think of them as a Big Picture Framework.

- ① What are we trying to achieve, in terms of output, customer engagement, or other metrics? In other words, what are our goals?
- ① To achieve these goals, what work is required, and at what level of quality?
- ① Who is responsible for this work?
- ① What defines successful completion of our work? (I.e. how will it be measured and assessed?)
- ① How can we support each other in achieving those goals?

The following is a completed example of a Big Picture Framework (A).

Question	Answer	Details
1. What are we trying to achieve, in terms of output, customer engagement, or other metrics?	Double our new sales leads from Q1 to Q2	Q1 – 500 → Q2 – 1000
2. To achieve these goals, what work is required, and at what level of quality?	<ol style="list-style-type: none">1. Hiring more sales personnel2. Attending more conferences and developing more visibility at those events3. Purchasing new contact lists	<ol style="list-style-type: none">1. Seek to hire 3 new salesmen2. Attend 5 local and 1 national conference of at least 1000 attendees; purchase table/booth at each3. Purchase new contact list(s) with 500+ demographically suitable local prospects

3. Who is responsible for this work?	<ol style="list-style-type: none"> 1. Larry (sales team lead) 2. Joe (sales manager) 	Larry and Joe to speak regularly throughout respective processes
4. How will the goals be measured and assessed?	<ol style="list-style-type: none"> 1. SMART goals for goal setting 2. Discussion needed about contact lists, including quantity and demographics 	Goals to be clearly written and signed off on
5. How can we support each other in achieving those goals?	<ol style="list-style-type: none"> 1. Weekly emails summarizing progress 2. Bi-weekly meeting to review achievements and next steps 	

Here is another one (B).

Question	Answer	Details
1. What are we trying to achieve, in terms of output, customer engagement, or other metrics?	Increased delegation of administrative tasks	Too many tasks have fallen on the principal's lap, forcing her to stay late and sapping her energy
2. To achieve these goals, what work is required, and at what level of quality?	<ol style="list-style-type: none"> 1. Listing of existing principal tasks 2. Delegation of some of those tasks to others 3. Must be performed at competent level (defined per task) 	<ol style="list-style-type: none"> 1. Principal and coach to brainstorm existing tasks 2. Use chart to move % of tasks to others 3. Principal to coach delegee in task performance
3. Who is responsible for this work?	Principal, with coach support	Ongoing process to learn and apply delegation principles
4. How will the goals be measured and assessed?	20% of tasks recorded in the current principal to-do list (measured in terms of time	After 4 weeks, meet to revisit list and determine next steps

	required to complete) transferred to others within 4 weeks	
5. How can we support each other in achieving those goals?	<ol style="list-style-type: none"> 1. Coach to support principal in achieving goals 2. Principal to support delegees in learning new responsibilities 	Regular check-ins to see how other is faring and what can be done to support further

Once you have completed your Big Picture Framework, use this SMART Goal Setting Template to iron out the specific goal(s) that will help you get there.

Below is an example based on the first Big Picture Framework (A) completed above.

Name: _____

Date: _____

SMART Goal Setting Template

SPECIFIC	<ul style="list-style-type: none"> • Who will do this work? • What do I/we want to achieve? • Why do I/we want to accomplish this? • How will I/we achieve this? • How will doing this will make me/us feel? 	<ul style="list-style-type: none"> • Joe (sales manager), Larry (sales team lead) and their teams are responsible to achieve these goals. • Our sales goal is to double our new sales conversions from Q4 '17 in Q1 '18. • This is an integral piece in meeting our broader business goal of increasing revenue by 10% in Q1 '18. • The plan for achieving this is laid out below. • Achieving this goal will make us feel gratified and excited that we are making a significant contribution to the company's present and future growth.
MEASURABLE	<ul style="list-style-type: none"> • How will I/we measure my/our progress? • How will I/we know when the goal is accomplished? 	Every other week, the sales team will meet to measure progress of goals based on below timetable. Goals are accomplished when each one is completed in

		their entirety. They are not mutually dependent.
ATTAINABLE	<ul style="list-style-type: none"> • How can the goal be accomplished? • What are the logical steps I/we should take? • Do I/we have the necessary resources to accomplish this goal? 	<p>To do this, we will...</p> <ul style="list-style-type: none"> • Recruit and hire 3 new salesmen over the next 2 weeks; • Attend and purchase tables/booths at 5 local conferences and 1 national conference of at least 1000 attendees over the next 8 weeks and purchase booth at each; • Purchase new contact list(s) with 500+ local prospects within the next week <p>Constraints include:</p> <ul style="list-style-type: none"> • Limited budget for the above. Need to add estimated 200K for salesmen, conferences and data. Must identify areas in budget from which to move at least 120K. • Need updated job descriptions for sales team. <p>Research best data sources and pinpoint desired demographics.</p>
REWARDING	<ul style="list-style-type: none"> • Is this a worthwhile goal? • Is this the right time? • Is this goal in line with my/our long-term objectives? 	<ul style="list-style-type: none"> • Worthwhile? Yes. It will contribute directly to company growth and position us well for new opportunities in the future. • Right time? Yes. Company sales grew steadily in Q4 and that, together with marketplace conditions, make this a perfect time to augment our sales efforts. • This goal is aligned with the company's long-term growth objectives.

TIME BOUND	<ul style="list-style-type: none"> • How long will it take to accomplish this goal? • When is it due? • When will I/we work on this goal? 	The timetables for these goals have been outlined above. Larry and Joe pledge to work each morning for 60 minutes of uninterrupted time specifically on the tasks to which they have committed.
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Here is another example based on the second Big Picture Framework (B) completed above.

Name: _____

Date: _____

SMART Goal Setting Template

SPECIFIC	<ul style="list-style-type: none"> • Who will do this work? • What do I/we want to achieve? • Why do I/we want to accomplish this? • How will I/we achieve this? • How will doing this will make me/us feel? 	To cut down on her workday and focus on the most important tasks that only she is qualified to do, Pearl commits to delegating 20% of her existing tasks (measured in terms of time required to complete) to others within 4 weeks. She will create a master list of tasks and identify those that can be delegated. Achieving this goal will help Pearl feel relieved and rejuvenated.
MEASURABLE	<ul style="list-style-type: none"> • How will I/we measure my/our progress? • How will I/we know when the goal is accomplished? 	Delegation of 20% of existing tasks in four weeks. Tasks being completed satisfactorily by delegee.
ATTAINABLE	<ul style="list-style-type: none"> • How can the goal be accomplished? • What are the logical steps I/we should take? • Do I/we have the necessary resources to accomplish this goal? 	<ul style="list-style-type: none"> • Meeting with coach to learn delegation techniques • Identifying delegee candidates • Selecting appropriate tasks to delegate • Mentoring delegee on task performance
REWARDING	<ul style="list-style-type: none"> • Is this a worthwhile goal? • Is this the right time? 	<ul style="list-style-type: none"> • Will give principal desired goals of more personal time and focus on most essential tasks

	<ul style="list-style-type: none"> • Is this goal in line with my/our long-term objectives? 	<ul style="list-style-type: none"> • Principal at wit's end – needs immediate action
TIME BOUND	<ul style="list-style-type: none"> • How long will it take to accomplish this goal? • When is it due? • When will I/we work on this goal? 	<ul style="list-style-type: none"> • Four weeks for first 20% of delegated tasks • One session weekly with coach • Four hours weekly with delegee

Following is a blank template for your own SMART Goal setting.

SPECIFIC	<ul style="list-style-type: none"> • Who will do this work? • What do I/we want to achieve? • Why do I/we want to accomplish this? • How will I/we achieve this? • How will doing this will make me/us feel? 	
MEASURABLE	<ul style="list-style-type: none"> • How will I/we measure my/our progress? • How will I/we know when the goal is accomplished? 	
ATTAINABLE	<ul style="list-style-type: none"> • How can the goal be accomplished? • What are the logical steps I/we should take? • Do I/we have the necessary resources to accomplish this goal? 	
REWARDING	<ul style="list-style-type: none"> • Is this a worthwhile goal? • Is this the right time? • Is this goal in line with my/our long-term objectives? 	
TIME BOUND	<ul style="list-style-type: none"> • How long will it take to accomplish this goal? • When is it due? • When will I/we work on this goal? 	

Here is another SMART template, which is particularly useful if you prefer to write out your goals in detailed, linear form.

SMART Goal Setting Template II

Name: _____

Date: _____

- 1) Write down your goal using as few words as possible.

My goal is to:

- 2) Make your goal detailed and SPECIFIC. Answer who/what/where/how/when.

- 3) How will you reach this goal? List at least 3 specific action steps:

a) _____

b) _____

c) _____

- 4) Make your goal MEASURABLE. Answer how much/often/many.

Add details, measurements and tracking details. I've reached my goal when I have reached the following measures:

- 5) Make your goal ATTAINABLE. Is this goal realistic? Yes/No.

a) What do you need for success?

b) Preconditions needed to achieve this goal:

c) How much time is needed:

d) Things I need to educate myself and the team about:

e) Additional resources to look through:

6) Make your goal RELEVANT. Is what you want to achieve important in long-run? Yes/No.

Why you want to reach this goal? Is it aligned with your company's overall objective?

7) Make your goal TIME-BOUND. Answer when.

a) I will reach the goal by: ____/____/____.

b) Halfway measurement will be _____ on (date) ____/____/____.

c) Additional dates I need to set:

a. ____/____/____ – (purpose) _____

b. ____/____/____ – (purpose) _____

c. ____/____/____ – (purpose) _____

Write out your SMART goals:

Goal 1

Goal 2

Goal 3