

How to Build Leaders Inside Your Organization



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My Journey



“When you invest in people and lift them toward their potential, they will love you for it.”

Jim Rohn

Agenda

- Invest in **Core Values** that drive hiring the right people
- Invest in **right leaders** and **right seats**
- Invest in **Level 5 Delegation**
- Invest in **PERMAV** to help your leaders flourish

Invest in the right Core Values



The 5 Core Value Traps – Patrick Lencioni

1. **Accidental** – They spell something cool, like GREAT or they really tell our clients how amazing we are. – Patrick Lencioni
2. **Aspirational** – Wishful thinking core values. - Patrick Lencioni
3. **Permission to play** – Cookie cutter. Non-differentiating. – Patrick Lencioni
4. **A real snoozer** - Takes a paragraph to define them.
5. **Externally focused** – Not designed to drive internal decisions.

Identifying Your TRUE Core Values

- **Key principles:**

- Do this exercise with your “right leaders”
- Attract the right people and repulse the wrong ones
- Hire, fire, review, recognize and reward on your Core Values
- They define your culture – internally driven
- 3-7 is the rule of thumb
- They are discovered and take effort to identify



The EOS Core Value Exercise

List the top 3-5 people you could take over the world with

- First look inside your company, then look outside (people you personally know)

Next to each person, list the top characteristic you admire most

- Create a comprehensive list of characteristics

Narrow down the list to your core values

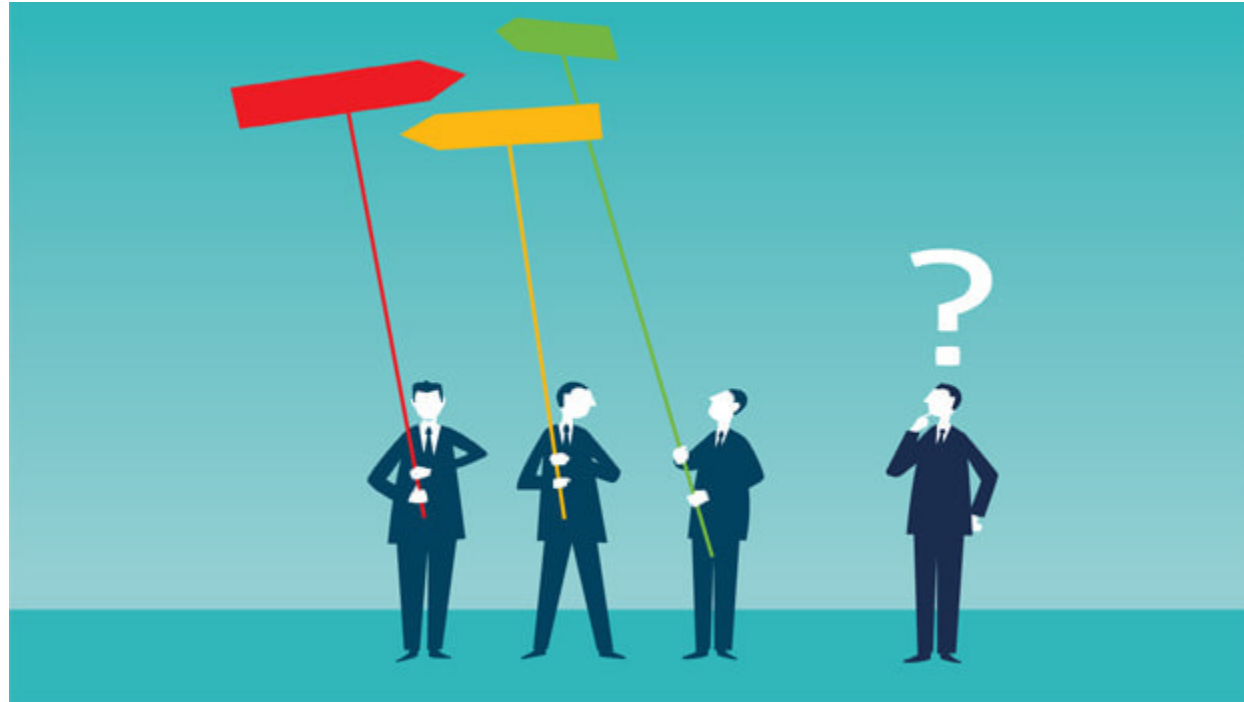
- Stay away from the Core Value Traps
- When combining, use the other characteristics as “descriptors” instead of long paragraphs



Home Care Pulse Core Values

- **Service Minded** – A can-do attitude. Generous with our time. Selfless.
- **Passionate** – Contributing. Positive attitude. Shared WHY.
- **Results-Driven** – Ownership. Forward-thinking. Pro-active. Committed.
- **Problem Solver** – Resourceful. Collaborative. Attentive. Data-driven.
- **Continuous Learning** – Teachable. Humble. Vulnerable. Insightful.

Do not hire someone if they are not a Core Value fit, regardless of GWC



Right Leaders

- **Get's It** – Naturally leads, manages, and holds themselves and others accountable in a healthy way. Leaves the ego behind. Willing to make the hard decisions.
- **Want's It** – Thrives on helping and serving others. Wants all of it...the good, bad, and ugly.
- **Capacity to do it** – Is willing to dedicate the time, energy, education, and passion to improve and grow everyday.

Trust is foundational to finding the right leaders

Patrick Lencioni –
The Five Dysfunctions of a Team



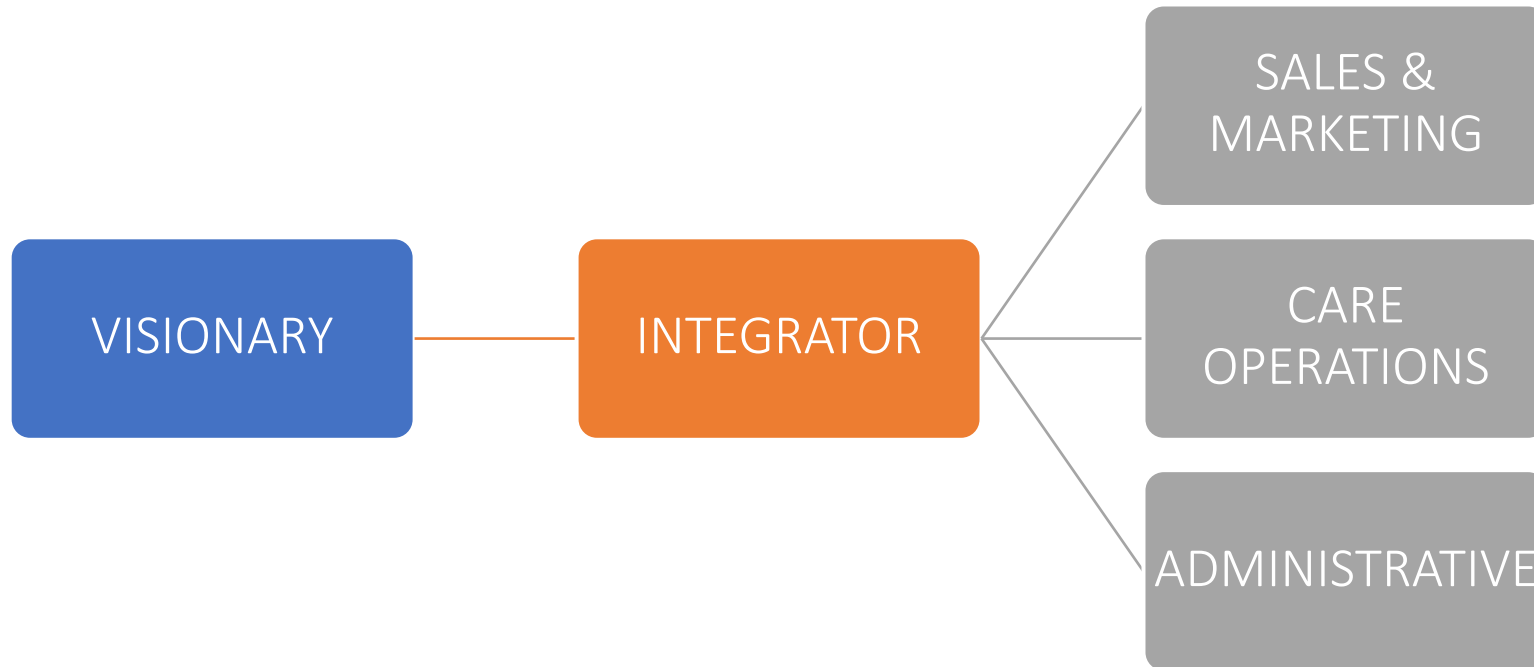
Poll -

Rate the level of trust that exists within your organization

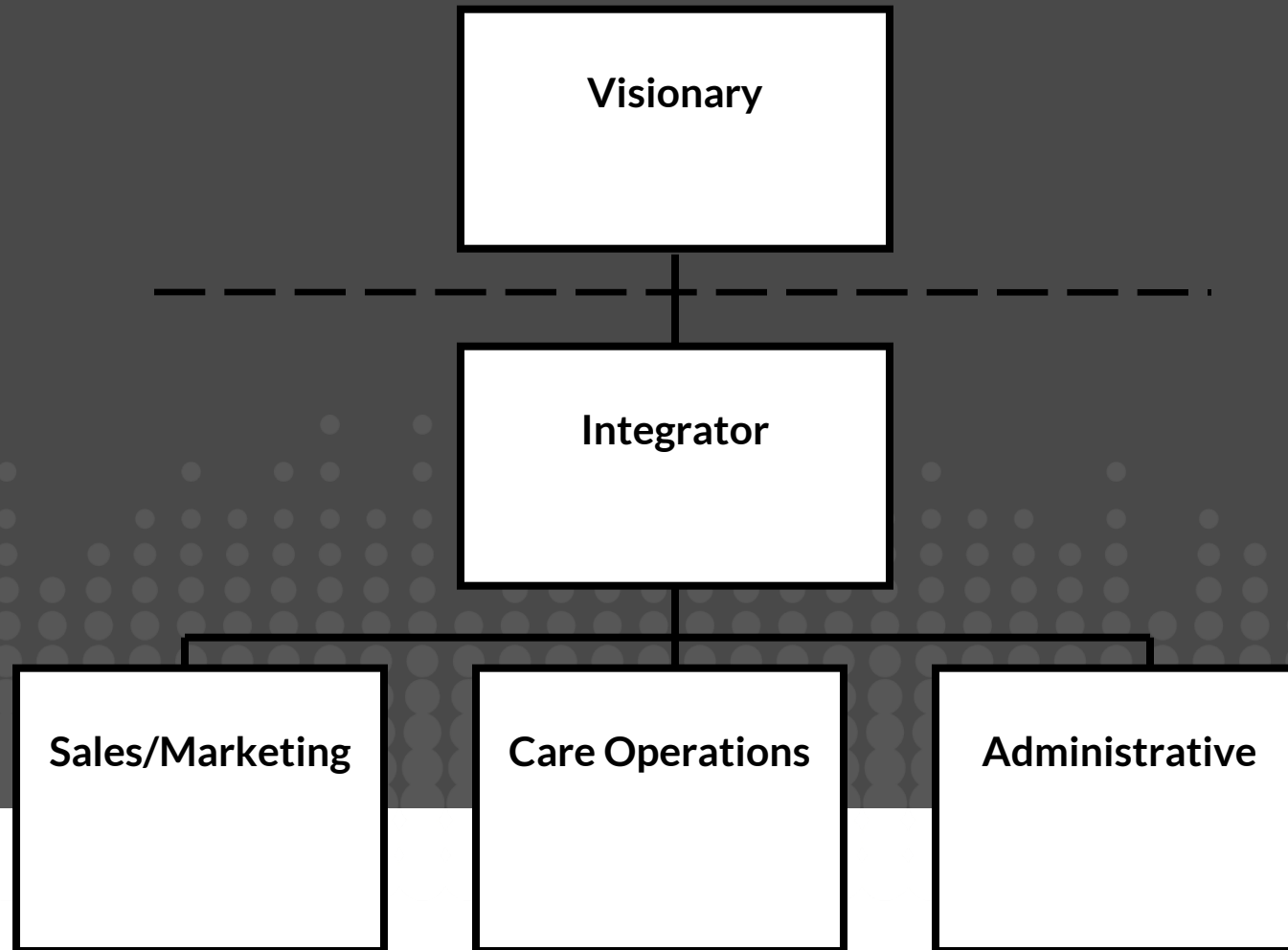
Scale 1-10, 10 being extremely high trust



Right Seats – Structure First



THE **ACCOUNTABILITY** CHART



Get It
Want It
Capacity to Do It

Integrator
Leslie H.

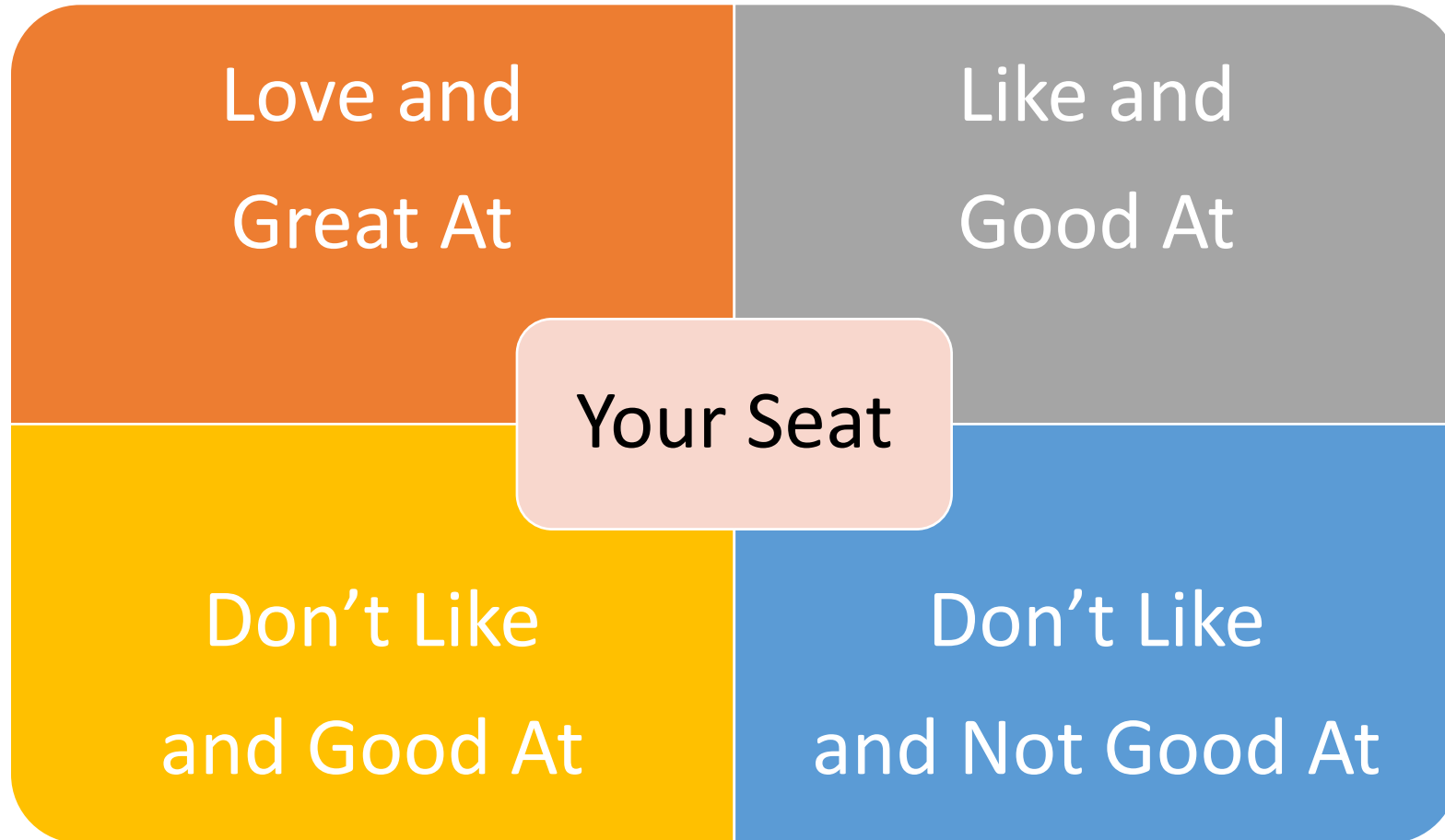
- Lead, Manage, Accountability (LMA)
- Care Delivery / Client Experience
- Remove Obstacles
- Profit & Loss
- Employee Satisfaction and Retention

Level 5 Delegation Rules

1. Focus on “who, not how!” – Dan Sullivan
2. Who = GWC + Trust
3. Follow the 10/80/10 rule – invest upfront
4. Avoid abdication /resignation
5. Follow-up (the last 10-30%)

Delegation builds leaders!!

“Who Not How” – Dan Sullivan



10/80/10 – John Maxwell

- **First 10%** - Share clear and simple vision of what done looks like with the task you are delegating
- **80%** - This is where you focus on the “who” and not the “how”. They get to decide, within reason, how to get to “done.”
- **Last 10%** - Follow-up and review...provide additional training where needed

10/80/10 empowers and builds leaders!

Invest in **PERMAV** for Home Care Leaders

- **P**ositive Emotions – Expressing compassion, gratitude, love, empathy
- **E**ngagement – Recognition, 1 on 1's, selfless with time, being present
- **R**elationships – Present, trust, healthy conflict, treated as equals, meaningful connections
- **M**eaning – Start with why, purpose driven, exciting vision, meaningful core values, living core values, spirituality, encourage the humanities/arts
- **A**chievement – Recognition on core values, position goals, celebrating wins and vision accomplishments
- **V**itality – Encourage daily exercise, mindfulness, movement, standing, healthy diet, yoga, meditation

“You can’t go back and change the beginning, but you can start where you are and change the ending.”

C.S. Lewis

Key Takeaways

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- Invest in **Level 5 Delegation**
- Invest in **PERMAV** to help your leaders flourish



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