

DECISIVE LEADERSHIP

Adapted from a Director Class at Leadership 2006

By SrNSD PAT DANFORTH

So, how do you do it? How do you **MAKE IT HAPPEN**? The key to achieving any great goal is to **BEGIN!** How many times have we heard the quote, credited to Confucius, "**A journey of a thousand miles begins with a single step**"? One of my personal favorites is, "**You can begin a diet in the middle of eating a bag of potato chips.**" Yes, it is **DECIDING** to make that commitment and take that first step. Motivational speaker, Anthony Robbins says, "**When you decide that your life will ultimately be shaped not by conditions but by your decisions, then, in that moment, your life will change forever, and you will be empowered to take control of the force that shapes your life.**"

It is going to take **EXCEPTIONAL LEADERSHIP SKILLS** to **MAKE IT HAPPEN!** The late author, economist, and business strategist, Peter F. Drucker wrote, "**Leadership is not magnetic personality - that can just as well be a glib tongue. It is not 'making friends and influencing people' - that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.**"

YOU are the **LEADER... your Unit, your Offspring, and your Future Area can only follow you when you LEAD.** Henry Kissinger said, "**The task of the LEADER is to get his/her people from where they are to where they have not been.**" "Where they have not been" is entirely relative to where they are now. The newest Consultant needs to know what HER steps are, just as the Future Director does! Colin Powell said, "**Great leaders are almost always great simplifiers, who can cut through ... to offer a solution everybody can understand.**" And Mary Kay herself said, "**KISS. Keep It Simple Sweetie.**" In this case, there is a "solution" for **EACH LEVEL OF LEADERSHIP** in your Unit and Future Area. You need achievable goals that **EACH CONSULTANT** can accomplish. **EVERYONE** needs to know that they can **MAKE A DIFFERENCE... that EVERYONE COUNTS** in your Unit/Area success. **You probably do not need more contests, you need a GAME PLAN!** J You already have MKHQ contests, Area contests, and Unit contests in place. There is usually no need to create more... that can be "promotion commotion"... and as we all have heard, "**The confused mind does nothing.**" So, rather than create more contests, promote, encourage, and track **SPECIAL RECOGNITION** for those achieving the **CONTESTS ALREADY IN PLACE** for example, you may have:
Unit Conference Calls – to create "speaking recognition" for those achieving
"POWER PARTNER" Conference Calls – to create "sharing/teaching recognition"
Unit Newsletters – use LOTS of pictures, color, recognition, inspiration
Unit Website – again, LOTS of pictures, color, recognition, inspiration and education
Offspring Director / Future Area Conference Calls – for recognition, education, and creating an esprit de corps toward becoming a National Area

Remember to **consider ALL FOUR PERSONALITY PROFILES** as you create these forms of recognition ... do not underestimate the importance of **making them all feel IMPORTANT and COMFORTABLE in order to get them "ON BOARD"**:

DOMINANT wants you to start and end on time, get to the point, and follow the plan!
INFLUENCING wants excitement, color, music and especially to be applauded herself!
STEADY wants bite-sized gradual change, and for all of it to relate to her family needs.
CONSCIENTIOUS wants to know that all the plans are in order and the info is accurate

Read and utilize the insights in the book **The Five Love Languages** by Gary Chapman. It will help you in working with ALL people: family, friends, and Mary Kay.

At ALL the different Career Levels everything comes back to the Basics: Personal Sales and Personal Team Building. Keep the main thing, the main thing! Mary Kay always said two key things, **"Nothing happens until somebody sells something!"** and **"Pass it on!"** Selling appointments are where you **meet** the people for your Team/Unit/Area ... and where you **teach** the people in your Team/Unit/Area. Mary Kay also taught that, **"There are only three ways to lead: by example, example, and example."** It was probably fortunate that the Air Force moved Tim and me 12 times in my first 15 years of Mary Kay. It caused me to stay **"in the field"** since I kept starting each time. Almost all of my fourteen First-Line Directors were my personal team member or a team member's team member. Moving also caused me to **build mini-Units all over the country** ... which ultimately made our Unit, and now our Area, stronger. For many years I have stressed to Directors to **build in as many states as possible** ... when it is freezing in the North, it is warm in the South ... when it is hot and humid in the South it is pleasant in the North ... and when a natural or man-made disaster strikes one area of the country your entire Unit or Area is not devastated. It is truly awe-inspiring to me how our sales force and our corporate leaders have handled disasters such as 9/11 and Hurricanes Katrina and Rita. More recently floods have devastated areas along the Mississippi and tornados have destroyed areas in the south and the Midwest. There is so much **courage and compassion** exhibited that it makes me proud just to be a small part of our wonderful sisterhood! We now have such an enhanced opportunity to build across the country and across the globe. We have the technology to support long-distance education, motivation, and inspiration. Why not have a **STATE BUILDING** contest? You can use your conference calls and three-way calls to bring in personal and Unit leads all over the country. You could give a **state charm** to each team builder symbolizing her team in different states.

So where are you in **MAKING NATIONAL HAPPEN?** You can be **COMMITTED** or you can be **INTERESTED**. With a steak and egg breakfast... the chicken is interested, but the cow is committed! Those who are truly committed adopt a **NO OPTIONS, NO EXCUSES, NO DRAMA** attitude. They apply my favorite definition of **COMMITMENT... the ability to carry out a resolution, long after the mood in which you made that resolution has left you.** And most important they take the personal responsibility for the first steps. Depending on the current status of your Unit you need

to **DECIDE** that you will lead by example in the activities that you want in your Unit ... **PERFECT/POWER START ... 100 FACES ... GOLD/SILVER/BRONZE MEDALS!** This is where it begins: **Your activity must be visible to your people and your image must be impeccable** ... everyone is watching YOU! **Act like a LEADER!** Be on time, look sharp, manage your time and your finances professionally. Control your emotions... **you cannot afford down moments/day/weeks!** **BE POWER YOURSELF!** To attract **POWER**, you have to **BE POWER!** **Don't settle for anything less than a PERFECT START and a MEDAL EVERY MONTH!** Realize that **you are either selling or you are buying**... you either sell your people on what can be done or you buy into their excuses for not doing it!

Remember that a **WOMAN'S LIFE CHANGES EVERY 30 DAYS!** Go back and touch base with family, friends, customers, and past as well as current Consultants. Help these women realize that they are important to you, but if they are not responding, **quit chasing**. Offer the product and opportunity to every personality type, but **pursue the D & I personalities** ... they make the decisions the quickest! It doesn't make any difference what your personality is... it's not about you, it's about them. If you want to attract the woman who is walking and talking fast, then **YOU HAVE TO WALK AND TALK FAST**. It will be a little uncomfortable but **comfortable people stay the same and YOU don't want to stay the same!** My desire for you is that you are **comfortable**, but not **complacent**.

Think about how you will feel when you accomplished those goals! Personal sales and personal sharing give you the ability to **walk into any room feeling POWERFUL AND IN CHARGE OF YOUR FUTURE!** Even when you don't feel powerful and in charge, attend all MK functions anyway! You know what a difference one event can make in a Mary Kay future. Sometimes it is only one class ... or even one phrase that can cause a paradigm shift. I remember sitting in the top of the arena at Seminar 1979 when Tim had just left for a three-year assignment in Germany. Jessica was five and Regan was almost one. I had no idea how we were going to live in Ohio and make a three-year cross-the-ocean commute work. That year, the #1 Director, Sue Kirkpatrick, now a SrNSD said, **"Don't worry about the results, concentrate on the effort."** She may as well have been speaking directly to me... it made all the difference! I am sure you can remember moments like that in your Mary Kay experience.

Mary Kay encouraged us as women to **"get our emotional act together"**. She used to tell the **joke about the man remarking, "you women take everything personally" to which a woman cried, "We do not L!"** At Seminar one year I gave everyone a place card that said, **"The Q-Tip Solution: Quit Taking It Personally!"** It had a Q-Tip attached to it. As I visit my Directors, most have that card in a prominent position in their office! J When I need to "get a grip" I look at the plaque that our daughter, Jessica, gave me. It reads, **"Put your BIG GIRL panties on and deal with it!"** Must be my warped sense of humor, but it always makes me laugh!

Here are my **TOP TEN** suggestions for getting our emotional act together:

1. **Quit Taking It Personally!**
2. **Quit feeling guilty!** Honestly, women can feel guilty about ANYTHING!
3. **Ask and take advice only from those who are where you want to be .**
4. **Realize that you ARE responsible for your own success.** No one can do it for you. Look around, there are PLENTY of leaders and mentors for you... just find that STAR and hitch your wagon to her!
5. **Realize that you ARE NOT responsible for anyone else's success.** You can lead a horse to water and if it refuses to drink, what do you have? A wet horse!
6. **Don't compare your weaknesses with other's strengths.**
7. **Make a decision and stick with it!** We are wise enough to know that all careers have ups and downs. The only thing different in Mary Kay is that our ups and downs keep rising until one day our "downs" are higher than most people's "ups". **Where we drain our emotional and physical energy is in continuing to wonder if we are "in the right place" or "doing the right things". Realize that WE ARE and go about Making It Happen!**
8. **Be in the moment!** Set your priorities and work around them. Your Weekly Plan Sheet will help you when you use it. Write in colors, highlight, whatever it takes to keep you focused on the tasks at hand. Mary Kay suggested:
 - Faith
 - Family
 - (Real JOB ... should a Director even have one?!)
 - Mary Kay
 - Weekly Success Meeting & Career-Sharing Events
 - Weekly Selling Appointments at home/office/party room/church hall
9. **Know that YOU will have personal obstacles along the way.** One of the smartest things that I (unconsciously) did was to work whenever I could. Between the babies and the moves it would have been easier to quit, but **my family was always the reason that I stayed with it, not an excuse for not working!** When you divide 15 years by 12 cross-country moves it is pretty daunting. Regan actually lived in five states and Germany before her fourth birthday. But we build this business "one face at a time" and I just kept working. Others have much greater challenges and there is always someone else's situation that puts everything into perspective. Do you remember Gilda Radner from the original Saturday Night Live TV show? **Even when Gilda was dying of ovarian cancer she never lost her sense of humor. She wrote a book, "It's Always Something!".** We all have problems ... obstacles ... challenges ... whatever you choose to call them. But the key to long-term success is that when you hit a wall, have a slump, don't know what to do next... **GO BACK TO THE BASICS.** We know that **our BASICS are: Personal Selling and Personal Team Building.** And, truth be told, **if we would STAY WITH THE BASICS we would be much less likely to hit the wall, have the slump, or question what to do next!**

10. Know that YOUR PEOPLE will have personal obstacles along the way.

Remember that people are valuable to you even when they are not producing! The key to keeping them with you long-term is to support them through these tough times in their lives. Colin Powell also said, "Leadership is solving problems. The day soldiers (that's Consultants or Directors) stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help, or concluded that you do not care. Either case is a failure of leadership."

With those suggestions in mind, let's consider that this is where our **HEART** begins to complement our **BRAIN** in this business. To paraphrase Proverbs 23:7, "For as you THINKeth in your HEART, so are you." It is our **HEART** that will not only make us good leaders, but create trusting and loyal followers as well. It is vital that we always **THINK**, "**What is best for HER?**" Now, I happen to **THINK PINK** enough to believe that helping her create a **strong MK future** is best for her... building her inventory, her customer base, her Team, a Unit, and a National Area! I will always encourage her to "**play the game**" in all of those areas... to get the **MOST** she can in every situation ... the most product, bonuses, recognition, career status, etc. I also encourage her to always be a "**glad I did, not a wish I had**" when she is making her decisions about inventory, time commitment, and Mary Kay event attendance. Napoleon Bonaparte said, "A leader is a dealer in hope." **Sometimes** we provide the strongest hope for the future that our people have. **Sometimes** we are the only ones who truly listen and care. **Sometimes** we are the only ones who believe enough in them that they can lean into our belief. When your people see that you **truly have their best interest at heart** they will trust your motives, listen to your guidance, and often move heaven and earth for you and your Mary Kay family. This is part of the integrity of your relationship with your people. Dwight Eisenhower believed, "The supreme quality for leadership is unquestionable integrity. Without it, no real success is possible."

This career has surpassed my wildest dreams and it can do the same for you. I have never considered myself a "visionary". I simply have a strong work ethic and believe in Eccl. 11:1, "Cast your bread upon the waters, for you shall find it after many days." I believe in putting out the good bread and that it does come back... multiplied. Much of my faith and belief is a direct result of my years in Mary Kay since 1973. There is no doubt in my mind that I am the person I am, and have the marriage and children I have because of the positive influence of our Mary Kay family. I also believe that "When you do the things you ought to do, when you ought to do them, you can do the things you want to do, when you want to do them." Because I worked consistently since 1973 Tim was able to take early retirement from Delta Air Lines; and when Delta cancelled all retirement pay a year later we were fine. In the fall of 2005 we were able to move into a \$1.4 million, 5,000 square foot timber, stone, and glass dream home... with seven acres on our own cove at Lake Travis outside of Austin. Since then we have added a \$650,000, 3,000 square foot office for me, and a 3,600 square foot "garage-mahal" for Tim. Our daughters have graduated from exceptional universities. They have had "THE WEDDINGS OF THEIR DREAMS". We have lots of

time and flexibility with our grandchildren. We have traveled the world with our best friends and our family. As my family enjoys these moments I think of **YOU, YOUR FAMILY**, and what **YOUR** future holds...

Because of my Mary Kay career, Tim and I have enjoyed:

Cruises in the Mediterranean, Baltic, and French Polynesia

Days on the beach in Hawaii, Italy, Spain, and Tahiti

Scuba diving off Cancun, Bora Bora, and New Zealand, and Oahu, Lanai, & Maui

Horseback riding in Australia, Oahu, Colorado, Canada, and the Greenbriar Resort

Skiing in the USA, Canada, Germany, Switzerland, and Austria

HELI-skiing in the Canadian Rockies

Golfing in Scotland

Shopping in Berlin, Budapest, Monte Carlo, Hong Kong, Liechtenstein, & Puerto Rico

Seeing historical sites in Istanbul, Barcelona, Croatia, and Athens

Carriage rides in Williamsburg, Bermuda, New Orleans, and London

Fine dining in Rome, Paris, Prague, Vienna, and New York

Yes, Tim and I have done all of these things... and our children have been with us for much of it (underlined places)! Without the Mary Kay opportunity and lifestyle most of these experiences would have remained dreams. We are **LIVING THE DREAM** because through the years we accepted each challenge and **MADE IT HAPPEN!**

I'd like to close with a quote by country singer Randy Travis, "**It's not what you take when you leave this world behind you, it's what you leave behind you when you go!**"

As Nationals we want this for **YOU**. We want **YOU** to **MAKE IT HAPPEN**. We are here for **YOU**. **IT'S TIME!**