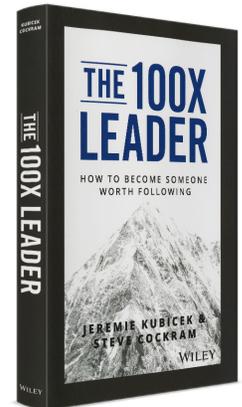


The 100X Leader

How to Become Someone Worth Following

by **Jeremie Kubicek and Steve Cockram**



Contents

Part I: Developing You

Page 2

The Making of a Sherpa

Page 3

Your Ultimate Test

Page 4

Know Yourself to Lead Yourself

Page 5

Part II: Getting Others to a Higher Level

Page 6

Becoming a Multiplication Master

Page 6

Part III: Creating 100X Cultures

Page 7

THE SUMMARY IN BRIEF

Forget everything you know about motivating others and building a harmonious workplace. If you want to get the best out of people, you must be willing to fight. But that doesn't mean you become a dominator, nor does coddling others work.

The best leader you've ever had in your life was a liberator—someone willing to fight for your highest good, even at a personal cost. In *The 100X Leader*, global leadership experts Jeremie Kubicek and Steve Cockram explain what makes such leaders so unique, how to become that person yourself, and how to share the same gift with others.

Kubicek and Cockram revive the lost art of leadership—the intentional calibration of support and challenge for everyone you lead, your team, and your family. They help leaders become multiplication masters by learning to bring the best out of people for their highest good and that of the whole team.

The 100X Leader will help you become—and build—leaders worth following.

IN THIS SUMMARY, YOU WILL LEARN:

- Why the Sherpa guides are a great metaphor for leadership.
- To use tools like the Support-Challenge Matrix to understand and improve your leadership.
- The art of multiplication, which allows you to transfer knowledge, skills, and expertise to your people and your entire organization.

Introduction

There is a group of people on this planet known for their superhuman abilities. They can climb at levels unimaginable, while carrying gear and supplies that would make the normal person wince. They are known as the Sherpa, and they are a perfect metaphor to describe a type of superhuman leader that exists on this planet as well.

The Sherpa people are a Tibetan ethnic group who live predominantly in the highest altitudes in the world—the Himalayas. Their genetic predisposition of altitude acclimation has given them the reputation of being some of the best mountain climbers in the world.

You may know the Sherpa for their expertise on Mount Everest and throughout the Himalaya mountains. Even more than their physical DNA, the Sherpa tend to have a belief system that is different than the extreme climbers who pay thousands to climb a mountain, seeking mostly the thrill of personal achievement. In contrast, the Sherpa climb out of respect for the mountain and for the chance to take care of their families.

The metaphor of the Sherpa represents the best example of what it means to truly lead people, modeling perfectly the ability to calibrate support and challenge. The goal in using this metaphor is to help you become a person who people *want* to follow, not one people *have* to follow. There is a big difference.

We Need Better Leaders

The 21st century is a steep mountain climb for today's leaders; the landscape is treacherous and constantly shifting as the complexities of work, culture, and life are changing rapidly in the digital age. It's unrecognizable from 30 years ago! In essence, the terrain has changed drastically, and people are either adapting or not.

Because of these changes, the world doesn't need more leaders—it needs more of the right kind of leaders, especially amid the chaos that is constant within global affairs. We need more leaders who people want to believe in, not leaders who people are forced to follow.

The changes in geopolitical realities, global leadership, and technological advancements have also caused a complete shift in the way adults learn. People have changed the way they read and view information and even the way they read books. Social media affects newsfeeds and attitudes, not to mention the endless options of entertainment. The pro-

liferation of information has forced different behaviors as people try to filter what they want to take in and how much content to digest, whether it's audio, visual, or text. This dramatic shift in how we learn affects people's abilities to become healthy and to train others effectively.

For this reason, we need leaders who lead for the benefit of others, not just for themselves. But you must first change yourself before you can attempt to change others. This is the secret of the Sherpa, or 100X leader.

Welcome to base camp. Let's get ready to become someone worth following.

PART I: DEVELOPING YOU

Choosing to Climb

There's a symbol that can be used by you inside your world to help shape the intent of people becoming healthy leaders. That symbol is 100X.

The phrase 100X is simple and deep all at the same time. The number 100 simply means reaching 100 percent of the desired health or personal transformation of a person, encompassing their emotional intelligence, mental ability, and holistic leadership strength and effectiveness.

The hallmarks of a leader at 100 percent could look like the following:

- They are secure in who they are and confident with their abilities while remaining humble to those they serve.
- They are consistent in the way they lead so that people can count on them.
- They are self-aware and responsive when they have erred.
- They are intently for their people, not against them or solely for themselves.
- They have something to give others because they are full of the positive even in the midst of difficult circumstances.

And the X in 100X? The X stands for multiplication—the intentional transfer of knowledge, wisdom, and skills to those you lead. Once you journey up the mountain yourself and prove that you have what it takes, you will become the Sherpa for those you lead.

Put together, 100X is a formula for leadership success—

100X invites you to climb Everest every day for the rest of your lives and learn how to be a Sherpa to others at the same time.

transformation of the leader and multiplication to those you lead.

Some of you might be at 70 percent, as you are generally healthy in your leadership but may not be multiplying or helping others climb in the way they need. 100X invites you to climb Everest every day for the rest of your lives and learn how to be a Sherpa to others at the same time.

To do that well, you will need to become well rounded in three fundamental areas of your life. You will need to become a leader worth following, not one people must follow because of a job or just because you are their boss; build leaders worth following because every organization needs much stronger leaders to be able to sustain and grow; and lead organizations (or cultures) that people want to join. People have a choice, and 100X will help you create teams and organizations that people want to attach their names to.

Your 100 Percent Health Check

Let's prepare for the journey by taking a quick, unscientific, reality health check for your life now. Rank yourself 1–10 (10 being the highest level of health) on each of these statements:

- I am secure, not insecure, in my ability to lead people, teams, programs, or organizations to accomplish our goals.
- My personal life is healthy and allows me to be fully present and productive in accomplishing my objectives and goals.
- I am emotionally intelligent and have acclimated to leadership by learning how to lead people in complex situations.
- I am consistent in my leadership and not prone to rash emotions or using fear and manipulation to lead others.
- I know where I am going and what I am responsible for and feel the freedom and courage to lead at higher levels.
- I am fit to lead, physically, mentally, and emotionally.

Now, average your scores and divide by six. A score of 7 and above would highlight that you believe you are in a healthy season. A score of 5 and under would mean that there are real issues happening in your life and that you need some help to get healthy enough to continue climbing. Lastly, if you are between 5 and 7 then there are some flags that need to be addressed, as you could easily move up or down based on some circumstances in your life.

One-hundred percent is the goal. Most of us are not at that number, as stress and pressure, missed expectations, hard relational dynamics, kids, and life in general have shaved this number down into something well below.

The Making of a Sherpa

In the leadership context, a Sherpa is someone who has climbed his own mountain, learned how to lead himself and can thrive in higher altitudes, all the while helping other people climb up the same mountain. Figuratively speaking, the making of a Sherpa is the making of the 100X leader who must learn all of the technical aspects of leading, from communications to performance management, to alignment and execution, to dealing with people on every level.

The objective is to develop fully acclimated leaders who, like the Sherpa, can move up and down the mountain while helping others move up themselves. Key attributes of the 100X leader are as follows:

- They must decide that they want to become someone worth following and want to learn the secrets to becoming one of the best leaders in the world.
- They must become self-aware, knowing who they are and why they do what they do and be willing to change those patterns and actions for the benefit of all.
- They must learn how to calibrate support and challenge as they fight for the highest possible good of those they lead.
- As they learn to be consistent leaders, they must learn to handle hard realities and adjust as they go.

- They must desire accountability and be teachable—humble enough to let others help them up to the next level.
- They are committed to a lifelong process of intentional self-improvement.
- They must overcome the arrogance that comes from pride and learn to create a culture of empowerment and growth in the midst of turmoil and drama.

Dealing with Self-Preservation

Every person who climbs has to deal with fear. The Sherpas on the mountain must deal with the fear of loss and become comfortable using their experience with handling people and themselves at high levels. In the same way, the 100X leader must lean on their experiences and make difficult decisions that affect people's lives. They must become confident in their skills and overcome each of these self-preservation issues.

What am I afraid of losing? Your position and the salary and benefits that come with it? Some leaders are so afraid of losing that they tend to lose themselves. The fear of losing can drive people to do irrational things.

What are you trying to hide? The self-aware leader can answer any challenge without fear, while the insecure leader will do anything to keep people from seeing their weakness.

What are you trying to prove? In order to acclimate to the highest levels of leadership, this question must be dealt with honestly. What are you trying to prove and to whom? Is it your board or business partners or administration or simply your boss? Proving yourself is a natural rite of passage in any job. You want to do a good job so that people have confidence in you. However, if insecurity is rooted deeply in you, then the overproving can actually cause an undermining that can affect your influence and your respect.

Put another way, self-preservation is the overprotection of what you are afraid of losing. When you overprotect, you tend to lose what you were afraid of losing in the first place.

To climb to the higher levels on the 100X journey, we need to break through our own insecurities to become secure, confident, and humble people.

Your Ultimate Test

The Sherpa help people do what they don't believe they can do. Their secret to helping climbers lies in their ability to provide challenge commensurate to their support.

To become a person worth following is a balancing act, part science, part art. It is the calibration of managing support and challenge consistently with those you lead as well as with yourself. Most leaders default to their natural tendency of oversupport or too much challenge because they tend to live accidentally or out of habit.

The Sherpa understands the objective and helps guide people using both support and challenge based on the needs of the moment to get their people to the next level.

Support means to provide the appropriate help others need to do their jobs well: to equip people, serve them, and provide the resources needed for those you lead.

Challenge, on the other hand, means to motivate people by holding them accountable to what they could do if they had the resources. Challenge is the push needed to get people to move to be the best they can be, either as a team or as an individual.

The Support-Challenge Matrix

The Support-Challenge Matrix is a simple but powerful tool. There are four levels in the matrix. Each represents a standard of leadership behavior and the culture that leadership behavior creates: protect, liberate, abdicate, and dominate. Let's look at each one:

Dominating. Dominating others means that our tendency is to bring challenge but little support. This often occurs out of habit from stress rather than a deliberate decision. Those who dominate tend to coerce and browbeat people with fear and manipulation when they feel like they aren't winning or if control is slipping out of their grasp. They usually assume that others like them, but may be out of touch with the hard reality of what it is like on the other side of themselves as leaders.

Protecting. Those who protect give more support and rarely take time to share challenges or even reasonable expectations. Although this can feel comfortable and easy, ultimately overprotection creates a culture of entitlement and mistrust, as those who protect can flip from Dr. Jekyll to Mr. Hyde in their inconsistent leadership style.

At their core, a person who protects sees even healthy challenge as conflict and does anything to avoid it, wanting everything to just run smoothly. These people create caution in their cultures due to the inconsistencies that tend to occur in their leadership style.

Abdicating. Abdication usually occurs when people don't fully perform their duties or the responsibilities needed of their role. When a leader abdicates, it can be for many reasons. The leader may be worn out by the overwhelming tasks of the job or have switched off due to office politics or through sheer boredom with lack of challenge. Sometimes, abdication can occur from self-preservation or the fear of being rejected. Whatever the reasons, abdication is a sad place to live or lead. It creates lifeless cultures with low expectations for all.

Liberating. To liberate is to empower those you lead. 100X leaders are the best leaders in the world because they have learned how to liberate those they lead in every circle of influence (self, family, team, organization, and community). The problem is that there are just too few of them in the world. To liberate means to fight for the highest possible good of those you lead. Liberating leaders build healthy teams and cultures, and they produce a level of relational trust that takes performance to higher levels.

Know Yourself to Lead Yourself

The most important part of any leadership journey is the ongoing, never-ending process of self-awareness. For all the many books, articles, and experts who talk about it, self-awareness can be boiled down to two simple commitments:

- A commitment to understand how you're wired, the tendencies that result from such wiring, and the impact those tendencies have on others;
- A commitment to change your negative tendencies in order to become the best person and leader you can be.

One of the most potent tools to train 100X leaders is called Know Yourself to Lead Yourself. The tool involves discovering the process of how our actions and tendencies shape us.

Tendencies. We all have tendencies that create patterns of actions and behavior that generate consequences that ultimately shape our current reality. Therefore, if we want to change our reality, we must find the tendencies that form the patterns of action generating the undesired consequences.

Our tendencies will never change—they are hardwired into our DNA and our personality. It is therefore vital to catalogue our tendencies so we can know ourselves and lead ourselves. For example, what do you tend to do when you are angry? What is your tendency when you have not received the honor you think you deserve? How do you

handle incompetence in others? How do you feel when you are under stress? What do you tend to do when you don't get your way?

Patterns. A pattern is something you do over and over again thinking it produces results, but it rarely does. People know your patterns, and if you ask them they will tell you. Patterns can be manifested as an external behavior or as an internal thought, and both must be managed in order to become a leader worth following.

Actions. Your actions come from your tendencies and patterns, and they lead to consequences that shape your reality. If you want to change your reality, then you must change your patterns and actions. The job of a Sherpa is to hold up a mirror and help leaders get to the next level. That is what the 100X journey is all about.

Self-aware people know their tendencies and default patterns of behavior and at times choose an action contrary to the default. The intentional journey from tendency to action is what defines the leaders who climb the highest. They are able to choose actions that are not their default patterns when they know to do so would be unhelpful.

Consequences. There is a price tag to our unconsidered patterns and actions: the consequences of our words, deeds, retorts, and responses. They shape who we are, how we think, how we interact, and the way other people learn to view and interact with us as a result.

If you don't like the consequences that you are experiencing, then it is important to look at the actions and work backward to the patterns and tendencies. All consequences ultimately shape current reality. So, in light of the consequences, it is vital to be intentional about the patterns we develop so that we produce positive rather than negative consequences.

Reality. Reality is the result of our natural tendencies growing into patterns, with actions that produced consequences that we now get to live with. Most people complain about their realities without ever acknowledging that their own actions and tendencies are at least partly (or entirely) responsible.

Another way to use the Know Yourself to Lead Yourself tool is to work backward. Pick a reality that you don't like and review it honestly—ask yourself what were the actions that created the mess that you are in. Once you've identified the actions, look at your behavior patterns and observe

what your natural tendencies are. Be honest with yourself, or ask a friend to work through it with you.

PART II: GETTING OTHERS TO A HIGHER LEVEL

The Higher Levels

The goal of a 100X leader is to establish liberation, which is to fight for the highest possible good of those we lead—by using the intentional calibration of support and challenge. It is our job to calibrate that support and challenge so that they can move to the next level with the proper equipping and motivation.

Once this is established, then your job is to look for what could take them out—the tendencies or patterns that undermine their influence. If you truly care for those you are leading, then it is vital for you to bring honesty with respect, to speak the truth in love, in order for them to become the best they can be. Ask three questions:

- What specific support and/or challenge do they need from me?
- What is the tendency or pattern most undermining their influence?
- How can I help them get to the next level?

How to Get People to Change

People change when they see what it is like to be on the other side of themselves. They begin to understand the damage they are causing and actually want to change themselves once they see there is a clear path to that change.

As Sherpas, our job is to help our people see the other side of themselves. It means having difficult conversations when necessary, while providing the right resources and support for your team, family, spouse, to become the best, healthiest, most productive version of themselves as they can.

One of the 100X tools is the Liberators Intent. It is simple but powerful, with the axiom of “calling people up, not out.” The leader of Legacy School, Suzanne Phillips, shared with a group of executives about how kids change: “Children don’t change by shaming them; they change through aspiration. You must call them up to who they are becoming instead of calling out their current behavior.”

The same is true with the adults you lead. Call them higher and remind them who they are, and watch them self-adjust. The other alternative is to call them out on what they are

not becoming, which rarely produces what you hope. Positive change rarely comes from negative judgment.

Sherpas need a great deal of patience, a “for-others” attitude, and a commitment to learning how to bring both high support and high challenge with precision. If you work to apply the “for-others” mindset, you’ll be surprised at how quickly your capacity expands in order to cultivate change in those you lead.

People change when they see what it is like to be on the other side of themselves.

Becoming a Multiplication Master

Multiplication is the intentional transfer of knowledge, skills, and expertise into the lives of the people you lead. If you become an expert in the art of multiplication, the capacity of the individual, team, and organization increases dramatically. The key is being intentional.

If leaders are accidental and abdicate their leadership, they may subtract, or worse, divide those they lead. Most of us have experienced this in certain leaders we have worked with, whether it be in the constant feeling of disappointment amid no expectations being shared or the dysfunctional leader who pits people against others as a sick game to try to produce competition that might increase performance.

The 100X leader only multiplies the positive and does not subtract from people or divide teams. The Sherpa are always training their clients as they climb, because they want the climber to be successful and not cause any issues for the team. Thus, they are constantly teaching rope mastery, climbing technique, coaching on the terrain, or whatever is helpful for the next challenge. In the same spirit, the 100X leader is looking to intentionally multiply what they know to those they are leading to get to higher levels.

Here are the four main methods of multiplying yourself into others:

Although the Sherpa guides can't set the climate on Mount Everest, they can shape the atmosphere of their teams and the way things are done on the mountain.

Informing. Communication is critical for any leader, and informing is the most traditional style of intentionally transferring knowledge, wisdom, or skills. This comes when a leader shares information in a one-way manner. For the Sherpa, this occurs when they share rules or objectives or plans. For some leaders, this occurs through a written newsletter or email where they control what is communicated to others. For others, informing looks like the company speech or keynote where the leader is engaging through multiple channels with little or no interactive process.

Training. It is one thing to inform people and another to train. Multiplying via training occurs by creating facilitated learning events with clearly defined objectives using a controlled interactive process. Designing a training experience is a skill. It's a careful balance of new learning, interaction, and keeping energy in the room. With concentration spans being more limited than ever, people need interaction every seven minutes in order to effectively interact with the content and see its practical application for their immediate world.

Coaching. Coaching is the consistent investment in a small number of leaders over time, with mutually agreed upon objectives, in an interactive learning process. This could look like one-to-one consulting, best-practice core groups with a small group, or live troubleshooting. Coaching is an ongoing, proactive process that must be intentional to see real results in those you lead.

Apprenticeship. Apprenticeship is the intentional transfer of knowledge, skills, and expertise into a person. To apprentice is to invest long term in another person who has the capacity and desire to replicate skills and competencies. Apprenticeship is a lost art in most places. It was once the norm in training leaders but has lost its importance with the proliferation of information available in today's world.

PART III: CREATING 100X CULTURES

Creating the Atmosphere for Growth

Although the Sherpa guides can't set the climate on Mount Everest, with its freezing temperatures and rapidly changing

weather patterns, they can shape the atmosphere of their teams and the way things are done on the mountain from a leadership perspective. It takes work to establish and keep the healthy culture of any group of people, which is why there are so few leaders worth following in the world and why we need so many more.

Culture can be defined as atmosphere. It is the air that people breathe while they are doing their work inside a team or organization. The leader defines the atmosphere by their style and standards. They shape it by their actions and reactions. They shape it by who they are and the work they've done on themselves to become leaders worth following.

To shape culture, a leader must first create a common language. Language is created through the establishment of a common vocabulary—words that come to mean the same thing, at the same time, with the same group of leaders. This language can be used to positively shape culture because people use the objective language to communicate effectively, while getting things done.

The language components of a healthy culture include **vocabulary**, which is expressed in **visual tools**. These visual tools create **objective language**, which then transforms **leadership culture**.

The following list of questions will help you begin thinking about how to purposefully shape your organization and cultivate the culture you truly want rather than the one you happen to stumble into:

- How would you describe the current atmosphere of your team? Is it healthy or toxic?
- Do you utilize a common language to help shape the culture?
- How well do you think you balance the often-competing needs of vision and values?
- Do you have a thorough process for raising new leaders?
- How intentional are you in helping new employees integrate into your culture?

- How do you celebrate together?

So, take a moment to think about these realities; then gather the troops and start asking these questions. And don't be afraid to dive deep, you'll need clear language and common understanding if you hope to communicate effectively and generate the buy-in that will take you to the next level as an organization.

Subculture, the Secret to Organizational Change

A subculture is any team of people or division inside an organization that has influence. A subculture leader can be someone with influence but without a powerful title—maybe someone with years of experience who could be influencing a small group of employees because of their seniority. Or it could be a small division with well-established employees who like to do things their way. There might be a subculture of new employees or support staff, a group in the accounting department, a group that gathers for coffee, and so forth.

Each leader creates an atmosphere that other employees live in. Now, look at your subculture leaders. What is their tendency? Do they tend to liberate, dominate, protect, or abdicate? Since leaders define the culture, then their influence will tend to shade the group that they lead, and that is how subcultures are built.

If you want to change the culture, you must change each subculture. If you are leading your organization, it starts with you and your senior team; you can't outsource culture. The subculture will be the primary experience of your employees.

Only by creating a multiplying language that everyone can

learn and having a clear focus on the subculture leaders do you have the chance of creating a liberating culture, where 100X leaders are multiplied.

If you are the leader of the organization, then it is your responsibility to support and challenge each subculture as you move forward for the greater good of the whole. If someone is out of line, then it is your role to get them either moving in the right direction or moving out the door.

Liberating leaders challenge people to the agreed standards/values and the vision of the organization. If your culture is out of control, then it is up to you to lean in and deal with the situation with clarity, challenge, and proper perspective.

Every person who summits Mount Everest starts from base camp with an intentional goal. If you're not already walking, step onto the trail today and begin walking the path of becoming someone worth following.

IF YOU LIKED THIS SUMMARY, YOU MIGHT ALSO LIKE:

- *Conscious: The Power of Awareness in Business and Life* by Bob Rosen and Emma-Kate Swann
- *Leading Clarity: The Breakthrough Strategy to Unleash People, Profit, and Performance* by Brad Deutser



Jeremie Kubicek is the CEO and co-founder of GiANT. He is a thought leader who specializes in unlocking leaders and getting them to a higher level through his speaking, coaching, and writing. Jeremie has the unique ability of taking complex concepts and turning them into powerful tools that are practical and scalable for individuals and organizations. Steve Cockram is the co-founder of GiANT worldwide. He is an international speaker, author, and consultant to top-level executives and leaders around the world. He is a subject-matter expert on personality and wiring, organizational leadership, emotional intelligence, and interpersonal communication.

The 100X Leader: How to Become Someone Worth Following by Jeremie Kubicek and Steve Cockram has been summarized by permission of the publisher, John Wiley & Sons, Inc., copyright © 2019 by Pub House, LLC. 256 pages, ISBN 978-1-1195-1944-7. Summary copyright © 2019 by Soundview Book Summaries® www.summary.com, 1-800-SUMMARY.