

The Concise Guide to  
What Leaders Think and Do



Doing  
LEADERSHIP

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## Introduction: **Anyone Can Lead**

Shakespeare famously wrote in *Twelfth Night*, “Some are born great, some achieve greatness, and some have greatness thrust upon them.” People often apply that quote to leadership, but only part of it applies. Leadership is something anyone can do (and leadership *is* something you *do*), but it must be learned and achieved. Leadership requires the desire to lead coupled with the discipline of consistent action.

True leaders are not born (but I won’t argue against a genetic predisposition), nor can leadership be “thrust” or conferred upon them with titles, positions, or promotions.

For over 25 years I’ve been involved in leadership development. I’ve had the opportunity to lead national organizations and serve on boards of directors. I’ve met, spoken for, worked with and advised a multitude of leaders from organizations of every size and shape. I’ve concluded that leadership greatness is less about power, fame, and fortune than it is about greatness in words, deeds and results. Leaders are those who improve our organizations and communities and make the lives and work of those around us a little better.

In the chapters ahead, you’ll learn how *you* can do leadership.

## Chapter 1: Leaders take responsibility.

Leadership is an inside out job.

Doing leadership flows from our beliefs and the choices we make, not titles, status or position. Certainly who we *are* determines what we *do*, but ultimately leadership is proven by our actions.

So much of leadership is described in terms of traits or abilities. But from a practical standpoint, *what do leaders actually do?* And more importantly, what can you do if you aspire to lead or lead with greater impact? That is what this series is about.

To begin the leader's journey, you first need to lead the only person you are truly in charge of: yourself. As I wrote in *You Don't Need a Title to be a Leader*, self-mastery, (leading the self), is the first principle in achieving leadership. Leonardo da Vinci said, "There is no smaller or greater mastery than mastery of oneself." Taking charge of your own life is the just the beginning, but it's arguably the most important step towards becoming a leader.

### Know These Things

**To grow more, know more.** Active learning fuels all leadership growth. Begin your leadership journey by focusing on these three areas:

**Know yourself.** Self-examination is harder than it seems. Focus on what you can control. Assess what's important and what matters. Know your strengths and weaknesses. Follow through on your goals and priorities. Knowing and mastering yourself is the first step toward leadership. How you deal with yourself is fundamental to how you will deal with others.

Charlotte Beers, who was CEO of the ad agency Ogilvy and Mather, offers advice for would-be leaders: "Keep your own scorecard, and it has to include the good the bad and the ugly." She continues, "What matters is what you're made of and what you believe and how well you can express that ...you need to draw on resources that are internal and your personal belief system." Beers' grounded approach led her from a position as a market researcher at Uncle Ben's to being the first female CEO on Madison Avenue and eventually a stint as an under secretary in the State Department.

**Know how others know you.** How do you come across to others? Terri Ludwig heads Enterprise Community Partners after a successful career on Wall Street. She says her growth as a leader has stemmed from increased self-awareness, "I think I'm more self aware [now]... you become aware that you telegraph things that you may not intentionally telegraph. So you make sure that you're really telegraphing the information that you want, and it's important to make sure you're keeping that energy really positive."

**Know what is important.** Do you take the time to reflect on your priorities and goals? Wendy Kopp, the founder and CEO of Teach for America says it's essential. "The best time-management thing I do is reflect an hour a week on the overall strategic plan

for myself — what do I need to do to move my priorities forward? And then there are the 10 minutes a day that I spend thinking about, ‘O.K., so based on the priorities for the week, how am I going to prioritize my day tomorrow?’ I don’t know how I could do what I do without spending that time.”

## **Do These Things**

The examples of these successful leaders show how leadership originates within. True knowledge is the foundation of leadership, and that includes self-examination, self-awareness, and reflection. They create the kind of internal content you need to be a leader. By engaging in a few intentional activities you can begin to build the character and self-mastery that achieves leadership:

- 1. Find your meaning.** What’s really important to you? What are your values, interests, and passions? What opportunities do you have to pursue them everyday? How can you make meaning while making money? How can you make meaning and add value for others? Write down the answers to these questions and revisit and revise them as you grow as a person and leader.
- 2. Get serious about thinking.** Make time to reflect. Do it right now and everyday. Ask the big questions and the small ones. Remember, the subject is you, not everybody else. Review your life and objectives. Revise your priorities. Grade your performance. Set new goals. In addition to a few minutes of daily reflection, set aside some longer times periodically for more thorough examinations.
- 3. Self-motivate.** Motivation is why we do what we do. Remind yourself of why you do what you do. Keep your eyes on the prize. Stay focused on your goals. Keep yourself aware of the impact your actions and decisions have on those around you. Maintain the standard you have set for yourself. Keep the promises you’ve made to yourself.
- 4. Enjoy the pursuit** – We are happiest when we are in pursuit of our goals, even happier than when we achieve them. Enjoy the pursuit of happiness. Find opportunity in obstacles. Practice gratitude, recognizing and appreciating the gifts you’ve been given. Gratitude and happiness are essential to self-mastery.

Be your own boss, in the truest sense of the words, not necessarily as self-employed but always as self-lead. Master the trajectory of your own life first, and your leadership will be authentic and true.

To truly lead and make a difference in the world, you must start by leading yourself.

## Chapter 2: Leaders *create focus*.

The second leadership principle that you can practice is to *focus*.

The determination and ability to focus is a tremendous advantage. I often tell the story of my friend Bill who tried repeatedly and vainly to keep squirrels out of his bird feeder. The squirrels always won. Finally, the manager at the hardware store filled Bill in: the squirrels were focused on robbing the bird feeder 24/7 but Bill only devoted a few minutes a day to it. They beat him with their focus.

Another kind of thief, the famous bank robber Willie Sutton was almost as successful as the squirrels. Over a thirty-year career he stole over \$2 million (probably tens of millions in today's dollars) in dozens of heists. When asked why he robbed banks he reportedly said, "Because that's where the money is." He actually never said that. But here's something he *did* say: "Success in any endeavor requires single-minded attention to detail and total concentration." That was the real secret to Sutton's "success." While we don't admire his ethics, we have to acknowledge the effectiveness of his strategy.

When we think about leadership, we may not think of squirrels and bank robbers, but we do need to think about focus. Successful squirrels and robbers focus because their survival depends on it. The ability to lead is just as dependent on your focus.

Focus is often what distinguishes leaders from those around them. While others may be drifting off task or distracted from the mission, leaders keep their eyes on the prize and the big picture. Colin Powell said, "When everyone's mind is dulled or distracted the leader must be doubly vigilant."

### Know These Things

**Leaders Provide Focus.** John Riccitiello is the CEO of the video game company Electronic Arts, a position he achieved at the young age of 37. For him, keeping his team focused has been key, "You're mostly painting a picture for a lot of people ...So you've got to find a way to be incredibly consistent, so when other people repeat the same thing it conjures up the same picture, the same vision for everyone else." He adds, "You have to know what you truly believe and what you truly value, and it has to be undeniably consistent. ... If you stop being consistent, then nobody has the confidence to go along."

**Drifting is Dangerous.** Consider the case of Kodak. For more than a century, Kodak was the leading imaging company in the world. As more imaging became digital, Kodak began to drift. Although they invented the core technology of digital cameras, they did not pursue it with focus. Even when it was clear that digital cameras were the future, Kodak drifted between its film and digital businesses. Other camera companies, like Canon and Nikon, focused on the new technology exclusively. Kodak began to be perceived as obsolete. In 1999 they still led camera sales. By 2010, they were seventh. Now they are breaking up the company and selling it. When you lose your focus you drift, and drifting is dangerous.

**Distraction is Detrimental.** Tom Kite, the great golfer, said, "You can always find a distraction if you're looking for one." Distractions can come from your environment but

they usually won't intrude on your focus unless you allow them to. Multi-tasking, once a business buzz word has fallen by the way side because studies have shown that it's counterproductive because we spend a huge amount of time switching from one task to another. So it is with distraction. Even a brief distraction can add 25% to the time it takes to complete a task.

## **Do These Things**

**1. Be intentional.** Remember that leadership begins with your choices and your intentional activity. Focus on your goals and priorities. At each juncture – a key decision, a major distraction, a time of adversity – ask yourself if you are doing what you need to do to reach your goals. Reset your course and live *intentionally* toward your destination. You may look back on one of these moments when you reminded yourself of what you needed to be doing as a *defining moment* that helped you reach your goal.

**2. Identify your MVP activities.** MVP stands for your Most Valuable and Profitable activities (in both a financial and non-financial sense). When we are focused, we should be spending most of our time on our MVP activities. To determine if you're doing that first you need to identify them. List your regular activities. Identify the MVPs. Resolve to spend 60%-80% of your time on them. You can squeeze the peripheral stuff into the remaining time.

**3. Set an agenda.** Staying focused on your goals requires you to remember what they are at all times. The easiest way to do this is to set an agenda, literally: write them down. Write down long-term goals and the short-term goals that lead to them. Keep it on hand or close by. Your agenda will be a constant reminder and keep you from drifting.

**4. Schedule your MVP activities.** You schedule important people for meetings. In the same way you should schedule your important activities to give them the time and attention they deserve. Creating blocks of time to work on your highest priorities will increase significantly the results you achieve.

Knowing what you want to truly desire to accomplish and then consistently making time to work towards those important goals is an essential part of doing leadership.

## Chapter 3: Leaders build relationships.

This is a real difference between true leadership and position or status. Consider:

An organization can give someone employees but a leader must earn followers.

A manager has power *over* people but a leader has power *with* people.

A manager might have a staff. Leaders engage their teams.

An executive might have some ideas. Leaders implement their plans.

A director might spend a lot of time talking. Leaders convince others to follow.

The ability to influence, persuade, and win people is our third principle of leadership, and a critically important one. It starts with character. No one will follow you unless they trust you. So here's what you do: be trustworthy. In big things and in small. Albert Einstein said that if someone can't be trusted with little things, "they cannot be trusted with large ones either." That means, day in and day out, delivering on your commitments and being straightforward, honest, authentic, and transparent. That's how you build a reservoir of trust for when the time comes for the big "ask". That's how you establish character.

Competence is also key. Be proficient at what you do. Take it upon yourself to know your business inside and out. Exude competence. No one will follow "leaders" who don't know what they're doing.

Finally, you must connect. Connection stems from genuine concern for others. There are many ways to connect – common interests, similar background, etc. – but a sure fire way to connect with anyone is to express genuine concern. Care for those around you. There's no substitute.

### Know These Things

**Leaders show character.** Gracia Martore is CEO of Gannett, the publisher of *USA Today* and the largest newspaper company in the U.S. She's one of the most powerful women in the business world. When asked about her leadership mantra, she has a short, simple answer, "Be direct and straightforward." Honesty, authenticity, and transparency establish the character you need in order to lead.

**Leaders exude competence.** Competence is the *minimum* requirement for leadership. No one will follow you if it's clear that don't know what you're doing. On the flipside, so many people are faking it these days that simple competence in your field can set you apart. As the singer Billy Joel said, "I'm merely competent. But in an age of incompetence, that makes me extraordinary."

**Leaders connect.** Daniel Amos is CEO of AFLAC, the insurance giant. He stresses the importance of connecting with his team, “In business, you should treat your employees like they can vote. It doesn’t mean you’re going to get everybody to vote for you. But you kind of try to kiss the babies and shake the hands and tell ’em you appreciate ’em and would like them to support you.”

### **Do These Things**

- 1. Appreciate.** Let others on your team know how much you appreciate them. Give them an “attaboy” when they’ve done a good job or just let them know how much you value having them on board. Practicing gratitude with those around you attests to character and creates connections.
- 2. Motivate.** Find out what motivates your team and act on it. What do they like best about their work? What are their goals? What gives their work meaning? Once you know what makes them tick, you’ll be able to wind the clock.
- 3. Collaborate.** Engage others in your group in the leadership process. Seek their input on decisions. Ask for their feedback. Make sure that their unsolicited suggestions are welcome. If you aren’t open to their ideas, they won’t be open to yours.
- 4. Demonstrate.** Show that you can get the job done, and that you will walk the talk. Put your money where your mouth is. Be prepared to do what you are asking your team to do. If you expect them to go the extra mile, they will want to see you walk it first.

## Chapter 4: Leaders *communicate*.

Communication is the fourth principle of active leadership and it is the act that most directly and intentionally imparts our leadership to those around us.

Many assume that communication is simply written or spoken words or messages expressed from one to another. But that's just one part of it. Effective leadership communication actually has three parts:

- 1) The message as intended,
- 2) The message as communicated, and
- 3) The message as understood.

Unless the message is understood as it was intended, then effective leadership communication was merely an attempt. Anyone can express himself or herself and be *heard*; to be successful, leaders must be *understood*.

I often hear clients say they need to communicate *more*. Usually, what they really need is to communicate *better*. Increasing the amount of ineffective communication only makes matters worse. Great communicators focus on quality, not just quantity.

There are three keys to ensuring that your communication output has the intended impact. First it's important to choose the right words and content for your message. Are the instructions clear and the tone correct? Next, you must also know your audience. Have you framed your message in a way that they can understand, digest, and act upon? Are you open to their communication and feedback to you? Finally, true leadership communication must engage its hearers. Does your message inspire, energize, and motivate listeners to act and to commit?

### **Know These Things**

**Words Matter.** Recently a politician running for office made some unfortunate remarks that everyone immediately recognized as wrong. In an attempt to save face he retracted them and said, "I used the wrong words in the wrong way." He might as well have said, "I failed a key test of leadership." It's a leader's job to choose the right words and use them in the right way. His audience, the voters, recognized this: he went immediately from leading in the polls to falling far behind. Even though retracted his remarks, he continued to suffer the consequences of his failure of leadership.

**Communication is a two-way street.** First you must know your audience so that you can craft communication that will be understood. Then you must listen yourself. For, Angela Ahrendts, CEO of Burberry Group, communication was leadership job one. "Communication is the only way that we can connect. At that point in time, we had 5,000 employees around the world; there are 7,000 today. We asked ourselves, 'How do we share with them? How do we communicate? How do we touch them in the most effective, most clear way, and on a very consistent basis?' She starts by understanding her listeners. "Ninety-five per cent of the time, I put myself in somebody else's position," she says.

**Stories sell.** Stories are a powerful tool for many reasons. First, stories engage listeners and readers far better than facts and figure. Remember: stories illustrate and facts validate. Second, a good story intersects with the story of whoever hears it. There is often common ground in terms of the themes and ideas a story expresses, and people like to connect to the familiar. Third, stories are memorable. They become mental coat pegs to hang ideas on. Fourth, stories are usually better at communicating emotion than statistics, and positive emotion is what moves people to commit or buy.

### **Do These Things**

**1. Clarify and simplify.** In the age of the sound byte and perpetual distraction it is important that your message be clear, simple, and easy to digest. Focus on one, two, or three main points, not a dozen. Filter out unnecessary details that can be filled in later (if necessary). Repeat and reiterate the key points. The following may be so familiar as to seem cliché, but the advice is legitimate: “Tell ’em what you’re gonna say. Then say it. Then tell ’em what you said.” For bonus points, see if you can condense your whole message into a single text message or Tweet. Then use that to reinforce your communication.

**2. Make your message matter.** You must first break preoccupation before you can capture attention. Tell listener why what you are talking about matters to them. Listeners consciously or subconsciously want to know, “How does this affect me?” You might craft the most elegant communication in the world but if those you lead aren’t interested in it, find it meaningful, and aren’t compelled to do something about it, then it is lost.

**3. Engage your listeners.** You must give your hearers a reason to listen and to care. If communication is boring, chances are it will be neither heard nor received. Enliven your leadership communication with stories, quips, asides, quotes, and jokes.

Communication is a principle means, along with your example, of directly transmitting insights and imperatives to those around you. Craft your communication carefully and thoughtfully to ensure that your leadership messages reach their destinations, the minds of your listeners, in the way that you intend them.

## Chapter 5: Leaders *get things done*.

*Doing Leadership* is about leading through our actions and choices rather than simply knowing what to do or depending on titles or credentials. Anyone can lead by doing the things that leaders do. And if leadership is defined by the actions you take, it follows that one of the key principles of doing leadership is that leaders *act*, and they act *boldly*.

To pass the test of leadership, you must be able to *get things done*.

Of course, leaders must have ideas, strategies and vision and be able to articulate that vision and influence those around them. But all of those efforts must flow toward a final outcome: implementation and execution.

Leaders possess what I like to call “High IQ”. No, not *intelligence* quotient, but *implementation* quotient. The best ideas, plans, and visions are worthless if they are badly implemented or not implemented at all. Having an idea is easy; implementing it is much more difficult. Have you ever seen an idea successfully achieved by someone else and said to yourself, “Oh, I thought of that years ago.” Yes, but you didn’t *do* it.

Some ideas are out in the open for anyone or any company to try. But can they execute it? Consider Southwest Airlines, for example. Southwest is a low-cost carrier with no frills, short routes, standardized fleet and service, and multiple hubs. It is a simple concept that others have tried but only Southwest executes it.

The reason many ideas don’t get executed is that there are barriers between ideas and execution. Over thinking, or “paralysis by analysis” is a familiar barrier that keeps ideas pent up in the planning stage. In other cases, the fear of taking risks prevents us from following through on our ideas. Sometimes, ideas never make it past the talking stage because meetings don’t end with a call to action or assignment of responsibility. Finally, doubt and resistance that are often just excuses in disguise can hang implementation. These are all barriers that leaders must overcome on the road to execution.

A few years ago, a now classic *Fortune* study of CEOs who had failed found a common culprit. In 70% of cases it was the failure to take action. As the authors put it, “It’s bad execution. As simple as that: not getting things done, being indecisive, not delivering on commitments.”

### **Know These Things**

**Almost Any Action is Better than No Action.** Rosabeth Moss Kanter of Harvard Business School puts it eloquently, “The only way to activate potential is to support action. Sometimes it doesn’t seem easy. Organizational cultures, autocratic bosses, uncooperative co-workers, long losing streaks, the uncertainty of shifting industry conditions, and big world events like natural disasters and revolutions can stop people in their tracks. But those who emerge triumphant, and get the most done anyway, are the people who would rather take action, any action, than wait around.”

**Leaders Benchmark to Improve Performance.** Pushing yourself and your team on to the next step is at the heart of execution. A mill among Charles Schwab’s holdings was

not meeting its goals. He visited and asked the shift leader how many units they had produced. “Six,” was the reply. He chalked a big “6” onto the plant floor for the next shift to see. The night shift made seven. The next day, the day shift made ten. Eventually, the competition between shifts made the mill the most productive in the company.

**Execution makes the difference.** According to Michael Dell, execution is the “secret” to Dell’s success. Dell’s “direct business model” is no secret at all. In fact, their business plan has been published! But Dell executes it and no one else does. “We execute it,” he says. “It’s all about execution.”

### **Do These Things**

**1. Avoid “Death by Deliberation.”** Find the point at which thinking is done and sufficient: no further information will improve this idea. If you over study an opportunity you may miss the window to pursue it. Once you’ve done due diligence, act.

**2. Face fears down.** Consider the risks of inaction equally with those of acting. Any worthwhile venture will involve risk. By avoiding action you may avoid the possibility of failure. But it’s certain that if you don’t step forward, you’ll be stuck where you are. And you may even lose more in fearing to act than you would in striving and falling short. Leaders understand and are willing to take reasonable risks in the pursuit of important results.

**3. Assign responsibility.** Leaders must outline “next steps” that everyone on the team is responsible for. Meetings are great for deliberation and reflection on the vision. However, a team should leave a meeting with a plan to reach that goal, and each team member should have assigned tasks that are part of that plan. Make sure everyone knows what steps to take before leaving the conference room.

**4. Turn obstacles to opportunities.** Obstacles to executing your vision will come back to you in the form of “explanations.” “We couldn’t get it because...” or “The reason I wasn’t able to do it is...” These explanations can amount to a list of excuses why your vision wasn’t executed. Don’t accept obstacles as excuses. Instead, address them as problems to be solved as they arise. Solving problems will overcome the obstacles and strengthen your vision.

## Chapter 6: Leaders *give*.

The sixth and final principle of leadership encompasses both character and action: leaders give. According to Robert Greenleaf, author of *Servant Leadership*, the whole purpose of leadership is to serve. In the end, the success of your leadership will be judged not by what you earned but by what you contributed.

The act of giving embodies leadership in so many ways. It brings your focus to others, teaching us to look beyond ourselves. It enables and influences others to make positive changes in their own lives. It improves the condition of our families, our communities, our nation, and our world. Above all it builds and reinforces the character essential to leadership: the view that our purpose is to add value to the lives of those around us.

Likewise, there are many ways that leaders can give. AOL and Revolution founder Steve Case outlines it succinctly, “There are three different ways to give. One is to give money, write a check... Two is to give your time and really focus on the issue with passion. And three, essentially, is to give your reputation, leverage your network and try to plug people together.” Not many have amassed the fortune of Steve Case, but if you don’t have money to give, you can give of your time, expertise, and skills.

### Know These Things

**Giving is its own reward.** We feel good when we do good. It’s just that simple. According to David Rubenstein, CEO of The Carlyle Group, “My theory is, number one, you should give because when you give, it’s selfish (i.e., for your own benefit). Nobody who gives says, ‘I feel terrible about myself. I hate myself for giving away that money.’ You feel better about yourself, and when you feel better about yourself, you’re gonna live longer, because your emotional health will be better.”

**Giving yields ROI.** Organizations and leaders that give reap tangible benefits. Dave Barger, CEO of Jet Blue, spells it out, “We absolutely get something out of it, too. We are better able to attract great talent, because we want people on the team who see the world the way we do. And we get a competitive advantage, too. People are more likely to choose a company that aligns with their values, so being in the community is the best way to attract new customers.

**Giving is leading with gratitude.** Here’s Warren Buffett on giving and gratitude: “So here I am, by pure, pure luck, born at the right time, ...in the right place and in a system where allocating capital pays off like crazy. I don’t feel guilty about that. I do feel grateful about it. I’ve got a whole bunch of stock certificates sitting in a box...You know, I could go down there and fondle ‘em occasionally, but that’s about all they’re good for. I mean, they have no utility to me. They have all kinds of utility to the [others]. Incredible utility.”

### Do These Things

**1. Find your giving niche.** How can you best contribute? Your money? Your time? Your talent? A mix of all three? Is there a cause “close to home,” something near and dear to your heart? What ways can you give that would maximize your impact? Find an

area where you're motivated to give, equipped to give, and can make a difference by giving.

**2. Give as a group.** Find some ways that your family, your team, or your organization can contribute together to a cause. It will build your collective character, bring your group together as a team, and set the right tone among the folks around you. If you pitch in together with your friends, relatives, or colleagues, you'll all share in the good feelings and positive energy that results, as well as learning how to better work together.

**3. Do some quiet giving.** Giving and serving as a leader or organization sets a great example and a great tone for your team. However, some of your giving should be done quietly, even anonymously. Giving builds character and selflessness, but giving without recognition multiplies character. Giving anonymously puts all of your focus on your contribution and its recipient – none on yourself. As the well-known verse says, "Do your good deeds in secret" for the greatest rewards.

Giving is one of the ways that anyone can do leadership. As with self-mastery, focus, influence, communication, and execution, the key principles of leadership are all intentional activities, things that you can get up and do right now. Accordingly, we've given you a short to-do list to accompany each principle. Try putting these action items on your own to-do list each morning. By afternoon, regardless of your position or title, you will be Doing Leadership.

## Conclusion

A client flew in for a consultation and when we began our time together I asked him the most important insight he had taken away from our last meeting. "The biggest paradigm shift for me was when you said I needed to be less passionate about leadership and more passionate about leading." He was a devoted student of leadership and a successful manager, but he realized he needed to spend more time doing than simply studying. A commitment to learning is very important; a commitment to doing what leaders do is critical.

*Leadership is ultimately about what you do. It's not a magical set of qualities that some have and some don't. It is built upon intentional choices and skills developed and honed by doing. You may or may not have a title that signals "leader." It doesn't matter. You can lead from right where you sit. Just do what leaders do.*

## About Mark Sanborn, CSP, CPAE

Mark is the president of Sanborn & Associates, Inc., an idea lab for leadership development.

In addition to his experience leading at a local and national level, he has written or co-authored 8 books and is the author of more than two dozen videos and audio training programs on leadership, change, teamwork and customer service. He has presented over 2400 speeches and seminars in every state and a dozen countries.

Mark is a member of the prestigious Speakers Roundtable, 20 of the top speakers in the world today. Mark holds the Certified Speaking Professional (CSP) from the National Speakers Association and is a member of the Speaker Hall of Fame (CPAE).

Mark's book, The Fred Factor: How Passion in Your Work and Life Can Turn the Ordinary Into the Extraordinary is an international bestseller and was on the New York Times, Business Week and Wall Street Journal bestseller lists. His latest books include You Don't Need a Title to be a Leader: How Anyone, Anywhere Can Make a Positive Difference and The Encore Effect: How to Achieve Remarkable Performance in Anything You Do. His latest book, Up, Down or Sideways: How to Succeed When Times are Good, Bad or In Between was released in October 2011. Fred 2.0: New Ideas on How to Keep Delivering Extraordinary Results will be released March 2013.

Mark is a past president of the National Speakers Association and winner of The Cavett, the highest honor bestowed by that organization. In 2007 Mark was awarded The Ambassador of Free Enterprise Award by Sales & Marketing Executives International.

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