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From boss to World Class Leader

Results-Oriented Leadership Strategy

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BUSINESS CASE FOR CHANGE

THREE FACTS ...

FACT ONE

The quality of managers is the single biggest factor in the organization's long-term success (1)—yet, 82% of managers never develop a high level of talent for leading others, in their lifetime (2)

FACT TWO

Teams with highly engaged employees are 21% more profitable (3)—yet, 85% of employees worldwide are not engaged in the workplace (4)

FACT THREE

Not finance, not strategy, not technology; it is teamwork that remains the ultimate competitive advantage (5)—yet, building high-performing teams remains as tough as ever (6)

The solution

Develop a high level of talent for leading others,
engage them with their work,
commit them to you,
and build high performance teams
in a sustainable way ...

- Build your team's culture by design
- Generate psychological safety and trust
- Hold frank team meetings filled with candor
- Increase your team's performance sustainably
- Create 100% open communication environments
- Turn team conflict into a positive force for change
- Align team members and get them to row in the same direction
- Strengthen team cohesion, employee morale, and talent retention
- Engage your direct reports with their work, and commit them to you
- Optimize strategic team decision-making & their execution effectiveness
- Etc.

METHODOLOGY

**Leadership development intervention
delivered through ...**

Change Management

Coaching

Consulting

Training

Change Management

- Since this intervention requires meaningful behavior change, I offer you a customized service to build organizational change capability to support your transformation journey

Coaching

- I will work with you—the change owner—as your one-on-one leadership coach

Consulting

- I will work with all the participants as needed, to reinforce desired behaviors, to extinguish undesired behaviors, and to answer all their questions

Training

- Leadership development is the backbone of this intervention
- I will hold you by the hand every step of the way, telling you what to do, common mistakes to avoid, etc.



I built this leadership strategy using the UP-USER™ model

Unbreakable

Permanent

Universal

Sustainable

Ethical

Resilient

Unbreakable: It triggers high performance that is difficult to debilitate

Permanent: It outlasts future technological changes because our basic human needs remain the same (7)

Universal: It works across cultures because it prioritizes results

Sustainable: It generates high performance without burning out

Ethical: It is built on three universal values: Humility, Integrity, and Respect

Resilient: Enables your team to withstand difficult conditions & recover fast

A close-up photograph of four hands of different skin tones (light, medium, and dark brown) stacked together in a supportive grip. The hands are positioned in a way that suggests teamwork and mutual support. The background is dark, making the hands stand out.

Accountability

To ensure ...

- that your managers actually put into practice what they learn and start using their new leadership competencies
- and to ensure that their new learned competencies become unconscious habits for the rest of their professional lives

... this leadership strategy has double built-in accountability

These two ways to hold them accountable ...

- will keep them on task and focused on their goals
- and they will not be depending on willpower alone



**Leadership development is not an event,
it is a journey ...**

12 modules

one module per week for a total of 12 weeks

only two hours every week

1° Module: Bedrock

Since your behavior—as the team leader—is the main ingredient in the culture of the team you lead, this module is about you.

Here you will learn a very simple way to increase your emotional intelligence (EQ).

I will also show you the values—translated into specific behavioral language—that build the rock solid foundation from which you will erect sustainable high performance.



3° Module: Trust

Communication is paramount:

I will show you three common and huge communication mistakes most managers make, how to avoid them, how to extinguish misunderstandings, how to build commitment during performance conversations, and a simple exercise to help your team become more cohesive.



2° Module: Tribe

You want your direct reports to be engaged with their work, you want them to be committed to you, and you want them to work as a team.

You will learn exactly what to do to support them in the most effective way, so that you begin to create the conditions for them to want to bring about their discretionary effort.





4° Module: Feedback

Feedback is one of the most effective leadership tools to increase performance. Unfortunately few managers use it, and when they use it, they use it wrong, creating unintended consequences.

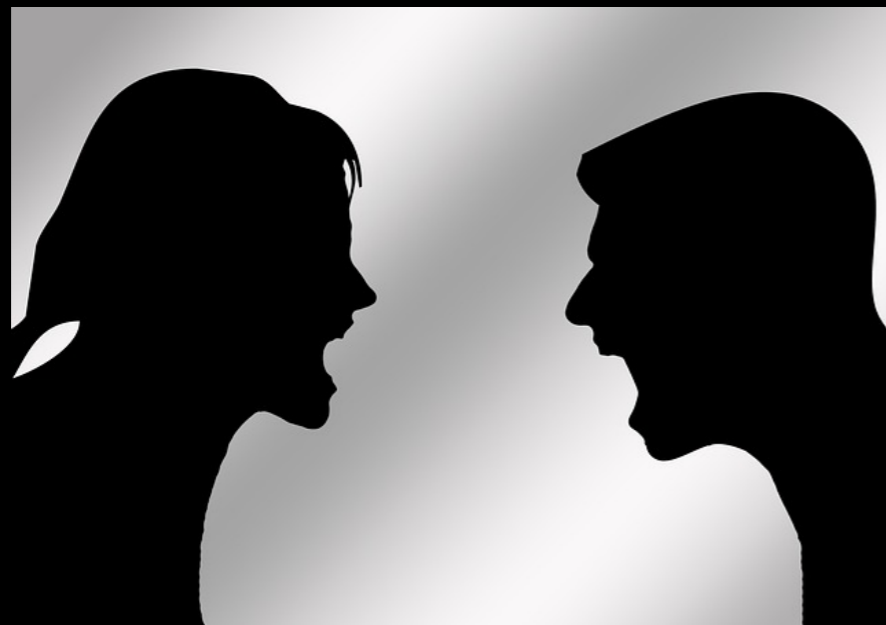
You will learn a powerful feedback tool not seen anywhere else—together with how to build a fun culture of multi-directional feedback within the team you lead.

5° Module: Performance booster

Fact: “Results” are THE most important—everything is about results—and performance is the vehicle that makes them possible.

With a quick and effective team exercise, you will purposefully increase the performance of the team you lead.

Plus, you will learn a principle that will allow you to assess both: how well your team members know each other, and how open the communication environment is within the team you lead.



6° Module: Conflict

Conflict can potentially destroy your team.

But here you will learn not only how to use it as fuel for creativity and innovation.

You will also learn how to use it to help you make the most strategic team decisions, and to build commitment towards such decisions.

7° Module: Accountability

If you have diligently followed this strategy up to this point, you are now ready to establish a team culture of mutual accountability—to help you increase your team’s performance even more, so that you are not yourself the primary source of accountability.



9° Module: Goal commitment

Three steps:

First, how to identify the most strategic and comprehensive goals.

Second, how to wordsmith them in a way that they are unequivocally crystal-clear.

And third, what it is you need to do to persuade your direct reports to genuinely commit them to their individual goals.



8° Module: Culture

Most managers wrongly believe that culture is a soft concept floating on the air, difficult to measure, and almost impossible to improve.

But the fact is, culture is a powerful leadership tool IF you know how to use it.

You will learn how to design—and build—the culture of the team you lead, in order to increase your team’s performance.





10° Module: Leading performance

Most managers I've worked with believe that managing their direct reports' performance is a complicated task.

But here I teach you how to monitor, keep on track, and optimize individual performance—in three simple steps.

11° Module: Employee development

The moment you stop developing your direct reports, you start building mediocrity in your team.

I show you what to do to help your direct reports develop, personally and/or professionally.

And if your company uses performance appraisals, I give you fundamental, encompassing, and critical guidelines that—according to my experience—most managers ignore.



12° Module: Passion

How to go further—without working harder:

Employees don't want a paycheck only—they also want meaning and direction. This is where the Mission and the Vision of your team come into play.

You will learn how to craft a Mission in order to build passion among your team members for the work they do. You will also learn how to create a Vision to help you align your team, and to promote change in the direction you want.



Plus, you get ...

9 BONUSES!

1° Bonus: Objectivity

I show you a simple way that will allow you to accomplish three things:

1) To keep information that will help you make unbiased assessments about your direct reports' past performance. 2) To keep data that will help you make strategic performance forecasts and set future individual goals based on facts. And 3) To keep relevant details to help you make important decisions—and to take care of anything else related to your direct reports (both personally and professionally).



3° Bonus: Meetings

Statistically speaking, team meetings are time wasters.

When you follow these seven team-meeting guidelines, you will design—and facilitate—quick, efficient, and productive meetings.



2° Bonus: “Soft skills”

Most managers don't know how to evaluate—let alone improve—the soft skills of their direct reports. I show you a simple process to help you pinpoint, discern, and take apart any “soft” competency.

You'll accomplish three things: 1) You will be in a position to design jobs and write job descriptions in an objective way. 2) You will identify exactly what behaviors you need when looking for a new employee, allowing you to hire the best of the right candidate. 3) You will be able to help your direct reports improve performance and to develop professionally by telling them exactly what behaviors they need to change and/or acquire.





4° Bonus: Consequences

Most managers incorrectly believe that “antecedents” (training, delegating, giving orders, etc.) sustain and increase performance.

They ignore that “consequences” play a key role in sustaining and increasing performance.

I tell you exactly what specific consequences are the most powerful on the job.

5° Bonus: Mentoring vs. Coaching

Maybe because mentoring and coaching are concerned with the growth of others, most managers talk interchangeably between mentoring and coaching as if they were the same thing, when in fact, they are two totally different interventions that satisfy opposite learning needs.

You will learn what exactly is one and the other, and when to mentor and when to coach your direct reports.



6° Bonus: The law

Litigation regarding the management of employees is very high.

Although I am not a lawyer and this is not legal advice, I give you ten guidelines to help you protect yourself—and your company—from legal action.



7° Bonus: Job design

Due to time constraints and deadlines, most managers never take the time to consciously design the jobs of their direct reports. A well-designed job increases performance, whereas a bad-designed job decreases it.

I provide you with a 16-item checklist to increase engagement and desired behavior.

Fun fact: When you finish this leadership development strategy, you will have already placed a checkmark on all 16 items.



8° Bonus: Manager vs. Leader

When asked about the difference between manager and leader, most managers don't have a clear-cut, crystal-clear answer.

You will see the exact difference, what they do, their essence, and the nature of the results that each one of them creates.

9° Bonus: Executive summary

This bonus is a summary of all the 9 principles, the 4 formulas, and the 32 leadership competencies implicit and explicit in this "From Boss, to World-Class Leader" strategy.

I created this bonus to help you see the big picture and understand this entire leadership strategy in a snapshot.



Is it for you?

This leadership strategy is for you
as long as your organization's culture
is aligned with these six requirements ...

1. Results are the most important for you—the change owner—and for all the participants
2. You and all the participants value humility, integrity, and respect:
 - In the same way that the foundations below ground hold up the tallest of buildings, these 3 values are the foundations of this strategy
3. You and all the participants are open to listening to, and learning from, your direct reports' feedback
4. You and all the participants do all your homework every week, consistently—only two hours every week
5. You and all the participants ask me all your questions
6. You and all the participants include the completion and execution of this leadership development strategy into your Performance Appraisals as a KPI, and are held accountable for it

Learn more

If you would like to explore this leadership strategy more, you may do two things ...

FIRST, [click here](#) to chat:

- it will be my pleasure to answer all your questions

SECOND, [click here](#) to see the “*Executive Summary*” which contains:

- all the leadership principles, formulas, and competencies
- the bibliography

*“I’ve created a much more open communication environment:
Now my direct reports give me feedback,
and I can have frank performance conversations without hurting sensibilities.
I understand situations that I didn’t in the past, and I am resolving conflicts that I had no idea existed”*

Jorge Rodríguez: Operations Manager. Sanden Air Conditioning—Coahuila, Mexico

“Your insights are turning me into a superstar leader. Thanks”

Adeniyi Collins: Head Internal Audit. IHS Towers of Strength—London, UK

*“This training material is one of the best I know.
And all my direct reports have the same opinion”*

Fikadu Deme: Administrator Manager. Cement Manufacturing, Dangote Group—Lagos, Nigeria

“Thank you very much for your extremely useful leadership tools—they have made a huge difference in our work”

A. Ariyasuthan: Development Consultant & Master Trainer. International Labor Organization—Geneva, Switzerland

*“Because of José Luis' commitment to prepare and ability to deliver
such a participatory, useful, and fun program about self-leadership,
his breakout session was by far the most attended workshop at our Conference”*

Lorna Cook: British Columbia District Governor. Toastmasters International—Vancouver, Canada

“All you create is SO useful, so insightful, and easy to understand”

Jessica Watson: Operations Manager. AmeriCorps—San Francisco, CA. USA

“I find everything you teach right-on, well said, and simply put”

Peter D. Giammarino: Professor at the Master’s of Science in Organizational Development. American University—Washington DC, USA

*“We have extensively used the leadership tools you taught to our top management team:
Succinct, practical and to the point. Thank you!”*

David Casso: Plant Manager. Motorola Mobility—Chihuahua, Mexico

*“Exciting and stimulating seminar about the most important leadership competencies
to build a united and cohesive team.*

The benefit of your skills imparted upon us are still strongly being felt and lived”

Michelle Robinson: Branch Manager. Bank of Montreal—Vancouver, Canada

*“You are clear, concise, and persistent ...
until everyone grasps what you are teaching. Thank you!”*

Hugo Huitron: IT Manager—Auto Parts Division. Robert Bosch Corporation—San Luis Potosí, Mexico

“One word to describe your style of writing – MAGICAL”

Prakash Talreja: Administration Manager. Finplan International Institute of Management—Maharashtra, India

*“Your challenging questions helped me to develop leadership competencies
to build cross-functional relationships with Commercial, Marketing, and R&D
in the organization. I am deeply grateful!”*

Siddartha Torres: Product Manager. Merck Animal Health—Mexico City, Mexico

“I admire your ability to get everyone involved in a constructive dialogue. Specifically, I thank you for helping our entire group to find common ground, and to help us to identify organizational performance factors that negatively affected the sales cycle of our new products”

Geoff Cowen: Vice President of Sales. Newbridge Networks Corporation—Vancouver, Canada
Acquired by Alcatel and later by Nokia Networks.

“Thanks! You just gave us the team building tools we need to speed up the process to reach our Department goals”

Olga E. Espinosa: L&D Director. Mexican Petroleum Institute—Mexico City, Mexico

“Your advice is very clear, practical, and effective!”

Lucia Da Silva Rodríguez: Communications Manager. World Vision—Seattle, USA

“Your leadership tools helped our entire organization prepare the management of our anticipated growth. Thank you very much!”

Phil Larabie: Plant General Manger. MDS Nordion Pharmaceutical—Vancouver, Canada

“Your change management work has been instrumental in improving the competitive advantage of many family-owned rural businesses throughout the country. Congratulations!”

Sergio G. Pliego: Natural Resources Director. Ministry of Agriculture—Mexico City, Mexico

“You are certainly a master of your craft, and we feel most fortunate from your corporate leadership development training”

Nassreen Filsoof: Director. Arvand Investment Corporation—Vancouver, Canada

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7. This leadership strategy is based on two Sciences of Behavior: A) On the Human Behavior Science. B) On the Organizational Behavior Science.