

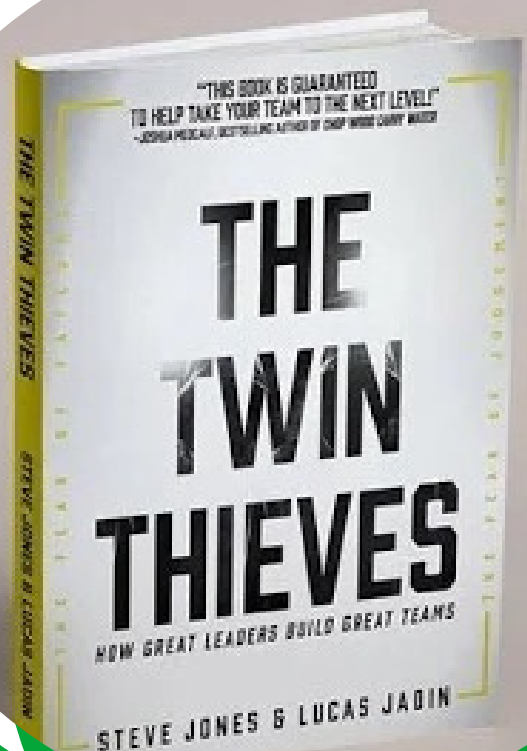
UWIBC ANNUAL CONFERENCE
PRE-CONFERENCE LEARNING SERIES

CHAPTER 15: THE LEADERSHIP BLUEPRINT

**FROM *THE TWIN THIEVES*
BY STEVE JONES**

This chapter is provided as part of your UWIBC conference experience and offers an early introduction to ideas Steve Jones will expand on in his keynote session.

**In-person attendees will
receive a copy of
The Twin Thieves
at the conference.**



Chapter 15: The Leadership Blueprint

Cooper could tell that he needed to reinforce his message about going to the edge, specifically for Kade.

Like clockwork the next morning, Kade arrived at 5:30am, early as usual. And all by himself, as usual.

After he changed, Kade walked over to the weightroom. He tried opening the door. No luck. Thinking it was stuck, Kade pulled harder to no avail. He didn't realize he was locked out until Cooper's smiling face appeared on the other side of the window.

"Morning, Kade!" Cooper said, voice muffled through the window. "It's great to see you today. But there seems to be a problem." Cooper acted like he was looking for someone behind Kade. "You are all alone. In order for you to get into this weightroom, you have to bring at least one of your teammates along with you."

Cooper could see Kade's frustration as he started to understand Cooper's stunt. "Coach, this is ridiculous," Kade said. "I know what you're trying to do. I'm just not that type of leader. I'm the type of leader that leads by example."

Cooper had heard that one a million times. He opened the door and directed Kade into Coach Frost's office. "Come sit down with me. I want to show you something."

As they got into the office, Cooper walked over to the whiteboard, where he'd drawn a three-level triangle. "This is what I call the Leadership Blueprint. As a leader, your mission is to reach the top of this triangle."



Cooper pointed to the bottom level, labeled *Leading Yourself*.

“Everything starts with leading yourself. Nobody follows a hypocrite. Leading yourself means having the focus, intensity, and discipline to do the dirty, hard work in the dark. Kade, you are incredible at this level.

But leading yourself just isn’t enough to be considered a leader in our culture anymore. In our culture, leading yourself is the *standard*.”

Cooper paused and pointed at the second level, which read *Leading Others*.

“Leadership really begins here — when you can lead yourself *and* take the responsibility of leading others.”

“But I hate telling people what to do,” Kade interjected.

“I get that,” Cooper replied. “But what are you really afraid of when it comes to speaking up?”

Kade took a breath, thinking about the question. “I guess, I don’t want the guys to think that I’m a know-it-all or that I’m better than them.”

“Nice!” Cooper’s eyes glistened. “The Twin Thieves, specifically the fear of judgement, makes the jump from *Leading Yourself* to *Leading Others* the toughest.

But think about it — regardless of what your teammates might think, do you believe that you are better than them?”

“No! Definitely not!” Kade responded.

“Exactly,” Cooper replied. “You are coming from a heart posture of care and truly doing it to help them. Now, whether they understand that isn’t within your control.”

Cooper darkened the line separating levels one and two. “This point — the edge between *Leading Yourself* and *Leading Others* — is often the biggest roadblock.

Leading yourself is relatively safe. You can do your own thing and not ruffle any feathers. But using your voice to lead your teammates, encourage their growth, and hold them accountable? That takes guts.

Because it means telling people what they *need* to hear — which is not always what they *want* to hear. It means figuring out a way to tell the truth with love and empathy.”

Kade understood what Cooper shared. Speaking up always seemed to make him uncomfortable.

Leading others requires you to have a stronger desire for mission accomplishment rather than personal comfort. It forces you to choose the standards of this culture over being liked all the time. True leadership requires you to be okay being disliked in the short-term in order to be respected in the long-term.

Kade, we need to hear your voice more. Any time you have something to say but don’t speak up because of the Twin Thieves — our team misses an opportunity to get better.”

Cooper pointed to the apex of the triangle, which he’d labeled *Serving Others*.

“The highest level of leadership is committing to serving others. If you can make the jump to leading others, this level will come naturally for you. It means leading your teammates not for your *own* glory but for the *team*’s. It means truly being okay as the guide, instead of needing to be the hero.

People that get to this level embrace the fact that leadership often happens in the dark, long after the bright lights have gone out. They commit to the unnoticed and the uncelebrated work behind the scenes that great leadership requires.

The difference between *Leading Others* and *Serving Others* is that the leader who serves others is truly operating from a heart posture of love.”

Cooper put his arm around Kade. “You are doing a heck of a job. I’m really proud of you, but I’m going to keep pushing you. You’re a rock on this team. We need you to lean into every bit of the leadership potential you have.

Now, go get a teammate so you can start pumping some iron.”