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# *Special Report*

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## **The Leader in You: 3 Secrets to Effective & Impactful Leadership**



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## Special Report

# The Leader in You: 3 Secrets to Effective and Impactful Leadership

Welcome! Thank you for purchasing *The Leader in You: 3 Secrets of Impactful Leadership*. You're here because you care about the impact you're having as a leader, and you want to make as positive an impact as you can. That is an admirable goal, and this will help you achieve it!

In this special report, we will be discussing the following topics:

- **Leadership.** We will define leadership and explore its two core dynamics – impact and responsibility.
- **Leadership impact.** We will examine the concept of impact, and how our leadership impact may be positive or negative.
- **Impactful leadership.** We will reveal the three secrets of impactful leadership and provide practical resources and strategies to help you implement this information immediately.

This report will provide you with essential building blocks for creating a positive and powerful legacy of leadership. Are you ready to get started?

### **What is Leadership?**

“Leadership” is a word that has many meanings. Most people picture a leader as someone who holds a formal title in a corporation, organization, government, church, educational or military setting. Sure, these people are leaders and can be powerful influences in our lives. But being a leader is so much more. Leadership goes far beyond the context of these titles.

But the truth is, leadership occurs everywhere. Where there is life, there is leadership. Everyone is a leader. That's because leadership is really a mindset much more than a title. In fact, a title does not guarantee true leadership even though those with powerful titles often have an enormous impact on the world (regardless of whether the impact is positive or negative).

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At the heart of leadership is two dynamics – impact and responsibility. These concepts are especially important for leaders in higher education because they are often dealing with peers or former colleagues, with a structural ideology of a more flattened hierarchy than is typically seen in the corporate world.

*Let's define our terms:*

**Impact** is the effect that we have on others – our families, communities, classrooms departments, the general environment, and the world at large. We are constantly impacting others whether we realize it or not, just as a pebble is dropped into a peaceful pool of water creates outward moving ripples. When people are striving toward empowering others and creating win-win scenarios that accomplish a desired goal, they are engaging in positive leadership. When people are only trying to achieve their own objectives, they are engaging in negative or destructive leadership.

**Responsibility** is a leader's willingness to notice the impact they have and to respond in a way that is conscientious and appropriate. Even though everyone is responsible for their own impact, not everyone takes responsibility for it. People commonly deny responsibility by blaming others. It is much easier to deny or blame than it is to take responsibility. But in the long run, blaming others is more difficult than taking responsibility. Because when you blame others, you give up your control. A good leader makes conscientious and appropriate responses to the world around them; they do not deny mistakes – or blame others.

### **What Is Leadership Impact?**

Whether you see yourself as a leader or not, you have an impact on the world to varying degrees. Your every breath, movement, word, interaction, and every thought have an impact on something or someone else. Sometimes the impact seems small and goes unnoticed, such as an employee who is committed to getting the work done, a parent taking the time to tell a child a story, a teenager throwing litter out the car window, or volunteering time to teach literacy to adults — all these actions have an impact.

Sometimes impact is extreme, such as the loss of a loved one, a dispute with your business partner, two countries waging war, a company-wide layoff or major budget cuts at a university.

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Regardless of your role in an organization, you have a responsibility to notice your impact, and then to adjust your style and influence as needed. This is the leadership role that we are all called to accept. The next time you do anything — speak with your colleagues, voice an opinion, make a purchase, or take a breath — notice your impact on the world around you. Notice your influence or effect; notice the force of your ideas; and notice the impression you leave on others. This is your *leadership impact*.

### 3 Secrets of Impactful Leadership

Imagine a world where everyone consistently paid attention to their own impact, took responsibility for it, and chose a response that is conscientious and appropriate. This could change the world.

Imagine a world in which *you* consistently pay attention to *your* impact, take responsibility for it, and choose a response that is conscientious and appropriate. What difference would this make in *your* life and the lives of the people you influence? Yes, you are already a leader! Now is the time to embrace it.

As we are leading and impacting others, are we getting the results we want? If yes, do we know what we are doing to get those results so we can keep getting them again and again? And if no, do we know what we are doing that is disempowering others, so we can change our approach to achieve our desired results and empower others in the process?

What does it take to be an impactful leader? It's not about your title, the power of your position, or how many followers you have inside the institution. It comes down to three fundamental ideas:

1. **Know where you are coming from** and embrace your own preferred leadership style so that you are playing to your strengths;
2. **Adopt a leadership mindset** that positively affects your behaviors, your outcomes and therefore your impact;
3. **Empower your team members to be their best** by combining your style with their preference, to achieve your desired results and make a positive impact.

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After all, isn't that what we're all after? Reaching a common goal while making a positive impact? Let's explore these three strategies (aka secrets) in more detail.

### **Secret #1: Know where you are coming from**

In order to be the best leader you can be, you need to embrace the leader that you already are. Many people try to fit into what they perceive to be the "ideal" leadership styles instead of using their own talents to their advantage. Doing so can be a great disservice to your team members as well as yourself; by operating outside of your natural abilities, you're only causing stress and confusion for everyone involved.

For example, you might believe that leaders must always face confrontation headfirst, so even if you're a person who tends to avoid confrontational situations, you try to imitate other leaders who do have that quality. The result: unless you're the world's best actor, your discomfort comes through in your actions, which certainly doesn't inspire confidence in your abilities as a leader. In fact, you just come across looking inexperienced and perhaps even untrustworthy. You don't have to be like anyone else! Your tendency to avoid confrontation just means that you fit into a different leadership category than someone who thrives on in-your-face challenges.

No matter your personal skills or character traits, you can mold yourself into a leader whom others will respect and graciously follow. So now let's take a look at four dominant leadership styles and their characteristics. These CORE styles are part of my personality assessment tool

#### *The Arranging Style, or Entertainer*

The Arranging Style consists of leaders who prefer to take charge of the situation at hand while focusing on each team member's performance. Arrangers tend to be:

- Outgoing
- Persuasive (story tellers)
- Optimistic
- Eloquent
- Energetic
- Passionate
- Group-oriented

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- Performance-focused

Arrangers flourish in group environments, and love brainstorming meetings to tackle challenges and obstacles as a team. An Arranger's favorite saying is "Two [or five, or ten] heads are better than one!"

*Arrangers should choose team members who are:* task-oriented and analytical. Because they're often spontaneous, Arrangers need people to keep them focused on the task at hand.

### *The Assisting Style, or Relater*

Assisters are also people-oriented but usually have a more easygoing attitude and a quieter approach to leadership than Arrangers. Assisters are typically:

- Patient
- Predictable
- Calm
- Supportive
- Sympathetic
- Conflict avoiders
- Great listeners
- Teamwork-focused

Assisters enjoy working with team members one-on-one to define each person's role within the group and then cheer each member on to successful goal completion. Assisters love to work on developing each team member in an effort to bring overall success to the group as a whole.

*Assisters should choose team members who are:* charismatic and outgoing. Assisters draw from their team members' positive energy to help keep themselves moving toward the team's vision and goals.

### *The Analyzing Style, or Organizers*

Analyzers thrive when working within clear, defined rules. They're sticklers for detail and quality, refusing to let sub-par work go out on their watch. Analyzers are often:

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- Obedient
- Self-sufficient
- Inquisitive
- Detail-oriented
- Highly adaptable
- Driven to excellence
- Reliant on clear expectations

Analyzers do best in environments where specific orders are passed along from management to the team members, who each have clear-cut duties to perform. Analyzers prefer to tell their team members exactly what should be done and even how to complete the task at hand with little to no group discussion or collaboration.

*Analyzers can benefit from team members who are:* compassionate and decisive. Sometimes analyzers are so focused on making the *right* decision that they have trouble making *any* decisions for fear that they'll make the wrong choice.

#### *The Achieving Style, or Commanders*

Achievers are highly focused on the results of their actions. They want to get things done *now*. Achievers tend to:

- Make quick decisions
- Take charge of any situation
- Focus on results
- Readily tackle conflict
- Take risks
- Enjoy fast-paced environments
- Break the rules as needed

For achievers, the end almost always justifies the means. Achievers are the people you always see on the go, making split-second decisions and powering through any obstacles that dare to cross their path. Achievers typically don't stop to smell the roses; they're too busy trying to cross the finish line.

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*Achievers can benefit from team members who are:* people-oriented. Achievers can sometimes get so caught up in the end result that they lose track of the people who helped them reach their goals.

Read through these CORE leadership style descriptions again, and notice which traits you recognize as your own predominant leadership techniques:

- Commander/Achiever
- Organizer/Analyzer
- Relator/Assister
- Entertainer/Arranger

Keep in mind that you might find yourself with strengths in more than one category. That's okay; in fact, most good leaders will adopt different leadership styles based on the situation at hand. We all have each of these elements of style available to us, but one style or another will tend to be dominant for you. The key is to always play up your strengths and those of your team, and be willing to adapt to different circumstances.

### **Secret #2: Adopt a leadership mindset**

As a leader, you are not only influencing others, but impacting them, for better or for worse. In *The Majesty of Calmness* (1898) written over a century ago by William George Jordan (American editor and essayist) said we cannot circumvent this responsibility of impact by saying it is unconscious, since “every moment of life [we are] changing...the whole world.” We all have the ability to uplift or dishearten others. But by adopting a leadership mindset, we can ensure that to the best of our ability and intentions, we impacting others in a positive way.

Your impact stems directly from your mindset as a leader, because your mindset affects your behaviors, which then affects your results. Ask yourself, what is **your** mindset?

The term “mindset” means a mental attitude or inclination. Our attitude determines our behavior, and our behavior produces specific results. If you are getting effective results from those you are leading, you are having a positive impact on them, and therefore yourself. Or vice versa.

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Are we getting the results or having the impact we want, or are we experiencing unwanted results and outcomes? By looking at the relationship between our mindset, our behavior, and our impact, we can integrate all three components to generate the results we *really* want.

Your behavior is representative of your mindset. As a leader, you want to maintain a leadership mindset. If your perspective is filled with negativity or limiting beliefs, then you have a mindset that will negatively affect others, and will not give you the results you desire. If your mindset however, is on plenty, strengths and positivity, with win-win outcomes for all, you have the qualities of a leadership mindset and you will positively influence others to achieve your desired results.

We often engage in behaviors without considering that we have a *choice* in whether or not to engage in them. If our circumstances are not going the way we desire, we may feel and act like a victim. But if you make different choices about your behavior and change your actions, your results will change. You can stop being a victim of your circumstances and start acting from choice.

It is important to note that changing your behavior is not *sustainable* unless you change your negative mindset to a *leadership* mindset. A great example of this is what happens when people lose weight. If they just change their behavior – such as eat fewer calories – they lose weight. But if they don't change their mindset around food, exercise and a healthy lifestyle, they rebound and gain their weight back because they haven't changed the underlying problem – they haven't changed the mindset that drives them to overeat.

**Changing your behavior without changing your mindset is not sustainable. Changing your mindset, however, creates sustainable behavioral change.**

Observe your impact on others, observe your actions as you carry them out, and observe your mindset as it fills your thoughts and shapes your attitudes. When you notice negative, limiting thoughts, make a choice and shift your perspective to an abundant leadership mindset. Ask yourself, “How can I turn this thought around into a positive one?”

**Secret #3: Empower your team members to be their best**

Are you ready to have a more positive impact? Would you like to be the one to empower others in your life to be their best? If you have read this far, the answer must be a resounding, “Yes!”

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Let's discuss what's in it for you, as a leader, when you empower your team. Well, for starters, you won't spend nearly as much time checking up on people, putting out fires, or lighting fires under people who are having trouble getting going. You see, when people feel empowered, they will be at their best and get their best results. When your team is running smoothly and each person feels empowered to do their own tasks because they understand their own impact on the whole, it frees you up to do what you're supposed to be doing, being the best leader you can be.

Here are five steps to get you started:

1. *Start with a common vision.*

It is vitally important to have a clear vision of what you are doing and why. This is true for personal, business and educational ventures. Your vision can guide your decisions as well as your directions to others.

Once you know your vision and you're using it as your guidance system, empower your group by describing the vision to them. Paint a picture of your vision in full, living color, so that they can be just as committed to it as you are. As the English Evangelist John Wesley wrote, "Catch on fire with enthusiasm and people will come for miles to watch you burn."

When you have a common vision, you will also have clearer communication and a shared language so that your group members feel included in the vision.

2. *Expect the best.*

When you approach people with the attitude that you expect them to succeed, they will usually rise to meet your expectations (unfortunately, the opposite is also true). If you can grant a level of trust and responsibility, and give your group members the benefit of the doubt, they will feel empowered to do their best.

This may require a shift in your attitude, and it's sometimes quite a deep one. You may need to let go of some control, challenge your preconceptions, and have faith in results that you haven't seen yet. Give yourself permission to try this, trusting that you can always make adjustments or grab back some control (if you absolutely need to).



3. *Personalize your approach.*

It's very easy – and common – to assume that your group members will be motivated by the same types of rewards, praise, directions and rationales that you are. Yet this isn't always the case.

You don't need to send out long questionnaires or get personally involved in every detail of their lives, but get to know your group members well enough that you will be able to use motivators that are meaningful to each individual person.

A personal approach will also help to ensure that the right person is always working on the right task.

4. *Ask for feedback.*

More than an open door policy that says you're available, show that you're actually interested. Ask people for informal, spontaneous feedback and listen to their answers. Ask them to write down their ideas and have somewhere to store them where they're organized and easy to retrieve.

Ask about what the group is working on together, but also ask specifically about your leadership, e.g., "What did you find useful about that meeting?" "How can I make my directions more useful?" "Is there anything else you need from me that would help you complete those tasks?"

You never know when the combination of an open door policy and open-ended questions could inspire the next great idea that will propel your vision forward!

5. *Adjust your course when needed.*

Demonstrate to your group members that you were listening when they shared their feedback. Implement some of their suggestions, try new things and ask follow-up questions. It is a sign of flexibility, humility, courage and strength to open yourself up to new possibilities that you didn't think of yourself. For your group members, it will be incredibly rewarding to have someone value their opinion and ideas.



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### **The more you know**

The more you know and understand about your personal values, strengths and skills, the more you will be able to integrate these strategies into your natural CORE leadership style.

When you empower your group members with these five strategies, you will be fulfilling your true role as a leader. After all, you have an immense opportunity and responsibility when you are leading a group of people, no matter where you are in the organization. You will have a considerable impact on their activities in the group, the results they achieve, and their lives as a whole. Empower them to be their best, and that will free you up to be your best. Together, you will create an optimal environment for realizing your vision.

Thank you for reading *The Leader in You: 3 Secrets of Impactful Leadership*. We clarified what leadership is, and looked at its core components of impact and responsibility. We looked more closely at the impact that our actions have on others. Finally, we revealed the 3 Secrets of Impactful Leadership so that you can go forth in your business, personal and educational life as a more positive, more powerful and more impactful leader.

As you practice being a leader in the world, please keep these lessons in mind. Whenever you step into the role of leader, you take responsibility for other people. And their lives touch other lives. And so on in over widening ripples. It is an awesome undertaking that may inspire you to continue your quest for growth and improvement as a leader. If you would like one-to-one help with this, please contact [Hillary@transitioningyourlife.com](mailto:Hillary@transitioningyourlife.com). I look forward to speaking to you about how we can co-create and achieve the aspirations in your life.

To your success!

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***Brief bio:***

Hillary knows from personal experience the feeling of being overwhelmed by competing, but equally important, demands. She worked for years in higher education, while earning a Master of Arts in Cultural Anthropology (1984) and a Master of Higher Education Administration (2006), both from The University of Texas at Austin. In her own academic career, she was always looking for cultural and mythical themes appearing in people's stories as they searched for their own answers to a meaningful existence, particularly in their chosen profession. She can help academics because she possesses a clear understanding of the career and personal challenges that are unique to the world of higher education. Her certification as a professional organizer allows her to help clients set priorities and stay on top of deadlines. She loves working one-on-one to assist them with getting their writing done, building self-confidence, taking charge of their own career path, and fostering better communication and leadership skills for working with peers. She also enjoys working with mid-life career changers to find out their next best step on a path to a more fulfilling life.



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