



**U.S. DOL-ETA Region V**  
*Heartland Professional  
Development Symposium*

*Bill Karlson's*

***How to Build  
Passionate Leaders***©

- ***The 'Golden Management Rule' that demoralizes 75% of the time***
- 1. Do you prefer a manager who gives you specific direction or lets you work out your own solutions? Describe how you like to be supervised.
- 2. Regardless of a specific career path, what general work would you like to do during a typical week?
- 3. What type of environment would let you do your best work: indoors, outdoors, fast-paced, stable?
- 4. What organizational structure would you prefer: a large corporation, "Mom and Pop," startup, consulting, military, government, etc.?
- 5. What type of relationship do you prefer with management?
- 6. What type of relationship do you prefer with your peers?
- 7. What is your natural style in supervising others? If you've had no supervisory experience, what do you think your style would be?
- 8. What opportunities and support do you require for continuing your professional or technical development?
- 9. What professional equipment do you need to perform your job efficiently?
- 10. What environment allows you to be most productive?

• *What your people won't tell about why they stay, produce, or leave*

- |                         |                               |                          |
|-------------------------|-------------------------------|--------------------------|
| ___ Adventure           | ___ Artistic creativity       | ___ Balance              |
| ___ Belonging           | ___ Benefits                  | ___ Survival             |
| ___ Caring              | ___ Tough problems            | ___ Change               |
| ___ Good income         | ___ Commitment                | ___ Community            |
| ___ Competition         | ___ Cooperation               | ___ Equality             |
| ___ Excitement          | ___ Family                    | ___ Fast pace            |
| ___ Do different things | ___ Friendships               | ___ Fun                  |
| ___ Peace               | ___ Help others               | ___ Honesty              |
| ___ Freedom             | ___ Integrity                 | ___ Job pressure         |
| ___ Knowledge           | ___ Leadership                | ___ Learning             |
| ___ Location            | ___ Loyalty                   | ___ Mental skills        |
| ___ Feeling good        | ___ Talk freely with the boss | ___ Safety               |
| ___ Pleasant work area  | ___ Power and authority       | ___ Set schedule         |
| ___ Making money        | ___ Public contact            | ___ Quiet                |
| ___ Recognition         | ___ Relaxed pace              | ___ Respect              |
| ___ Responsibility      | ___ Risk-taking               | ___ Security             |
| ___ Self-Respect        | ___ Spirituality              | ___ Stability            |
| ___ Status              | ___ Support                   | ___ Teamwork             |
| ___ Time balance        | ___ Time freedom              | ___ Trust                |
| ___ Work alone          | ___ Work with slow learners   | ___ <b><i>Yours?</i></b> |

• *How to think like a tenacious leader*

1. Job descriptions are not enough
2. The “indirect” interviewing system - check their *real* commitment

- |                                 |                             |                           |
|---------------------------------|-----------------------------|---------------------------|
| ___ Act as liaison              | ___ Analyze                 | ___ Budget                |
| ___ Carpentry                   | ___ Carry                   | ___ Classify              |
| ___ Compose music               | ___ Computers               | ___ Conceptualizing       |
| ___ Count                       | ___ Creativity              | ___ Deal with feelings    |
| ___ Decision making             | ___ Design                  | ___ Detail                |
| ___ Entertain                   | ___ Environmental awareness | ___ Estimate              |
| ___ Evaluate                    | ___ Expedite                | ___ Financial             |
| ___ Generate ideas              | ___ Garden, grow plants     | ___ Host                  |
| ___ Implement                   | ___ Influence people        | ___ Initiate change       |
| ___ Internet surfing            | ___ Internet web design     | ___ Interview/information |
| ___ Leading-edge implementation | ___ Maintain records        | ___ Make arrangements     |
| ___ Make decisions              | ___ Make skilled crafts     | ___ Manage others         |
| ___ Mechanical skills           | ___ Mediate                 | ___ Monitor               |
| ___ Motivate others             | ___ Negotiate               | ___ Nurse                 |
| ___ Observe                     | ___ Organizing              | ___ Physical ability      |
| ___ Plan, organize              | ___ Precision work          | ___ Prepare food          |
| ___ Problem-solving             | ___ Proofread, edit         | ___ Read for information  |
| ___ Research                    | ___ Sell                    | ___ Spiritually minister  |
| ___ Stage shows                 | ___ Supervise others        | ___ Synergize             |
| ___ Teach, train                | ___ Tend animals            | ___ Test                  |
| ___ Visualize                   | ___ Write                   | ___ Work with seniors     |
| ___ Work with youth             | ___ <b>Wild card skill</b>  |                           |

• ***How to get the insanity to work for you***

1. Would they prefer to be a *different* kind of employee
2. Keep your employees “passionately” alive
3. Future employability

• ***The rules of give and take***

Circle the choice that matches when you are most comfortable

- |                                       |                       |                |
|---------------------------------------|-----------------------|----------------|
| 1. When I take a break, I normally    | prefer company        | recharge alone |
| 2. I express myself best through      | writing               | talking        |
| 3. In casual conversation, I discuss  | many different things | one topic      |
| 4. I’m more interested in             | facts                 | theory         |
| 5. I make my decisions based more on  | logic                 | intuition      |
| 6. At work, I prefer making decisions | on my own             | in a group     |
| 7. I prefer my work day to be         | scheduled             | spontaneous    |
| 8. I prefer things in my life to be   | stable                | changing       |

• ***How to get your people to love to come to work***

Preferences, values, goal priorities, personality matching and respect

• ***The strangest leadership secret you’ll ever love***