DEVELOP LEADERS WITHIN YOUR TEAM

When your business grows, so does the need for additional layers of leadership on your team. That’s why you should constantly be looking for those next leaders. Sure, you can hire them from the outside. And sometimes that’s the best way to go—but it’s not always a given it will work out.

By far, the best place to find your new leaders is among the people who are already working for you. They know your culture, your product or service, and everyone they’d be leading. And by working with them every day, you already know their character and how they can contribute to your company. Plus, when you promote from within, it gives your great employees an additional reason to stay.

In this guide, we’re going to share the traits we look for in potential leaders at Ramsey Solutions. So, how exactly can you select possible future leaders? Have your team evaluate their leadership potential using the Leadership Assessment (pages 3 and 4). Then, schedule one-on-one meetings to go over results, give feedback, and share how they can keep growing. We’re also including tips your employees can use to make sure they are on track to move forward in your company.
THE 4 TRAITS OF A GREAT LEADER

1. Rapport

Teddy Roosevelt was right: “People don’t care how much you know until they know how much you care.” Is the possible leader empathetic and able to put themselves in other people’s shoes? Are they always thinking of others, or will they run people over to get a project completed or to get ahead?

**A leader must:** have empathy and compassion, be a relationship builder, be highly collaborative, be a team player, and deal with issues in a positive way.

2. Credibility

Does the team member do what they say they’ll do, or are they full of promises they never quite keep? To be credible, they have to show follow-through.

**A leader must:** be loyal, competent, trustworthy, transparent, and highly dependable.

3. Trust

A leader can’t get people to follow them if they don’t have their trust. The team must believe everything they say and do. Remember, building trust is never a short-term process. It requires consistency and time.

**A leader must:** have integrity and be humble, kind, authentic and consistent.

4. Influence

As a leader, it’s not enough to be right. You also need to have buy-in from other people. The ability to influence others is key. Is the person good at getting their coworkers to participate? Do they know how to appeal to others? Do they take initiative or step up to the plate when others don’t? Do they make a lasting impact?

**A leader must:** provide value to the team and be grateful, generous, passionate and an expert in their position.
# LEADERSHIP ASSESSMENT

## Rapport
- Makes time in schedule to connect with others
- Respects boundaries of others
- Develops relationships outside of department
- Offers solutions when problems arise

## Credibility
- Consistently executes quality work
- Consistently follows through
- Committed to the job
- Values continual growth and self-improvement

## Trust
- Acknowledges weaknesses and talks about them
- Drives results
- Open to new ideas
- Asks for second opinions

## Influence
- Takes initiative
- Shares company vision
- Instrumental in creating change
- Expert in your position

### Score

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WHAT YOUR SCORE MEANS

16–48: Producer

You’re doing your job well, and people are starting to notice. Focus on making sure everything you touch is excellent. Being able to solve problems, especially with other people, will help you grow your relationships and influence.

49–64: Influencer

The biggest differences between a producer and influencer are skill level, maturity, self-awareness and experience. You’re working to build your leadership skills. You may not have the title of leader yet, but you are well on your way. Continue to work on being the person who others want in the room when tackling issues or discussing ideas. Make sure you contribute more than just opinions. Solve problems and get things done.

65–80: Leader

You have mastered your skills and are ready for a new challenge. You’re beginning to stretch your leadership muscle, whether with a project or small team. You’re becoming a great candidate for a leadership position. Keep in mind, though, that your leader will need to wait for the perfect position to become available. It’ll also need to be the right time, when he or she believes you’re ready to take it to the next level.

“Leadership is not a rank or a position to be attained. Leadership is a service to be given.”

Simon Sinek
Give It Time

When it comes to developing a new leader, planning is everything. How soon does this new leader need to be up and running? Time has to be built in to mentor and teach them, equip them, and gradually empower them to lead within your organization. And don’t forget the finances. A promotion means a bump in pay too, so always keep that in mind.

Make a Plan

One great way to begin the leadership hiring process, especially for a current team member you believe can fill the job, is to write out a short-term, 90-day plan on some projects and action steps you’d like to evaluate them on. Find a few smaller tasks they could run point on or lead. Meet with them to go over the goals and your vision for the project and convey how you’d like them to lead.

You can observe how they lead and how they take specific direction and mentoring through this project. Be less worried about the perfect outcome. It’s about the process and journey during the project.

Let Them Fail

What’s one of the best ways to grow a leader? You have to let the person fail. If that sounds crazy, then think about one of the most successful businessmen of all time. Andrew Carnegie once had an employee come to him and admit he made a $200,000 mistake. The worker also informed the tycoon he was submitting his letter of resignation. So, how did Carnegie handle it? There was no way he was letting the man go—instead, he told him, “I’ve just invested $200,000 in your education.”

Talk It Up

When searching for a leader, you need to spend a lot of time with the person. Meet with them—multiple times. Talk through expectations, talk through compensation plans, talk through everything. Don’t forget to meet with their spouses too. If you really want to know how they lead, meet with their whole family and watch how their kids behave. If the potential leader is really permissive and their kids are running around like crazy, screaming at the top of their lungs, you don’t have a leader. You have someone who won’t take charge. If the kids are acting like little robots with no personality, you don’t have a leader. You have a tyrant, and you don’t want that person either.
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