



# Becoming a Leader Worth Following

DR. MICHAEL NICHOLS



1

What makes a leader  
worth following?



TALK OUT LOUD

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**What makes a leader  
worth following?**

A person with a backpack is standing on a rocky peak, looking out over a vast, hazy landscape. The sky is filled with soft, white clouds. The overall scene is in grayscale, with the text overlaid in white and blue.

Leadership is  
**INFLUENCE**

# 4 COMPONENTS OF INFLUENCE

- Character

# 4 COMPONENTS OF INFLUENCE

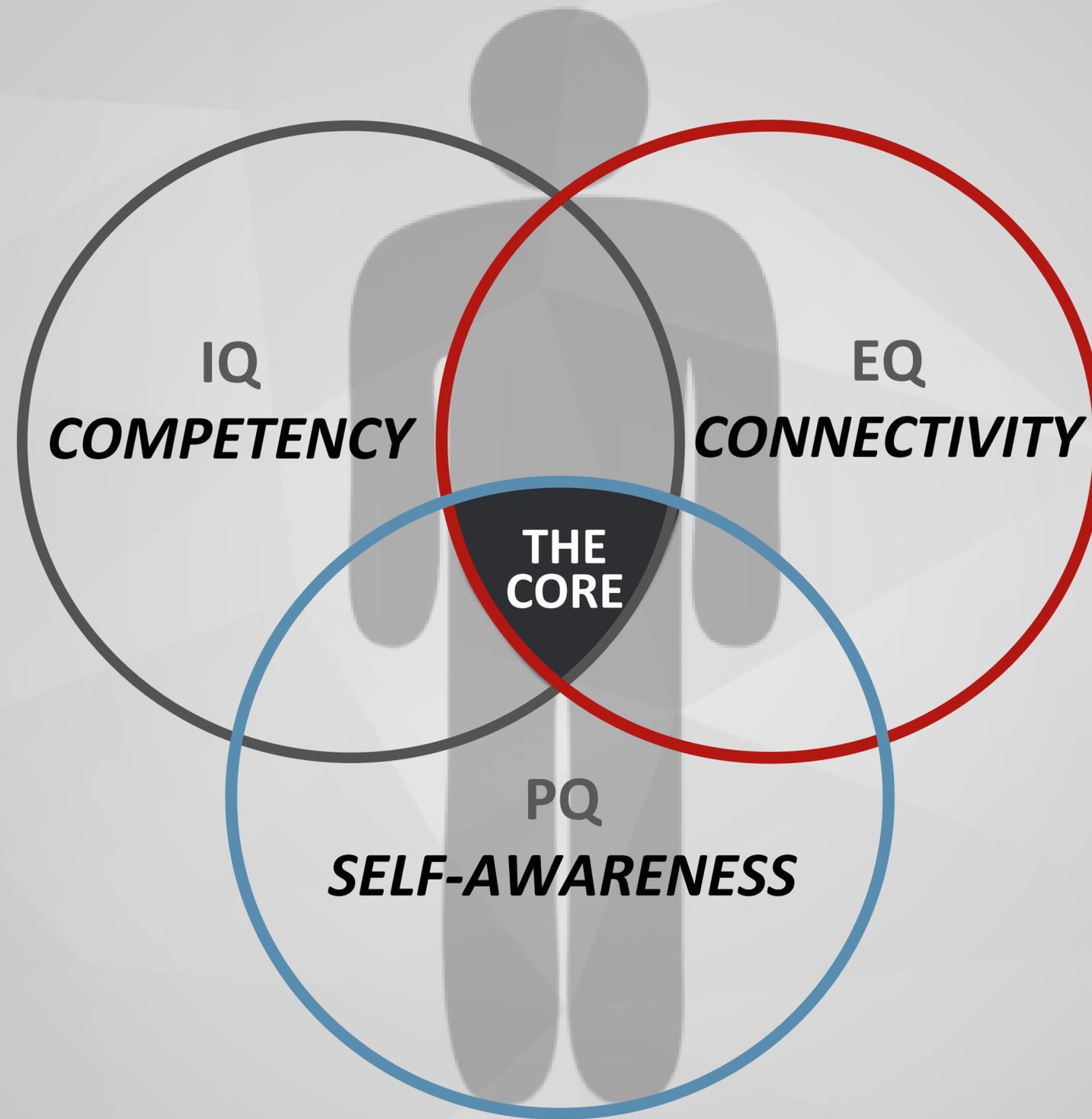
- Character
- Chemistry

# 4 COMPONENTS OF INFLUENCE

- Character
- Chemistry
- Competency

# THE LEADER WORTH FOLLOWING

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# 4 COMPONENTS OF INFLUENCE

- Character
- Chemistry
- Competency
- Credibility

# 4 COMPONENTS OF INFLUENCE

- Character
- Chemistry
- Competency
- Credibility



AHA!

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**You are naturally wired to automatically  
bring 2 of these into your leadership.**

# THINKING PREFERENCE – 50%

- Competency
- Credibility

# FEELING PREFERENCE – 50%

- Character
- Chemistry



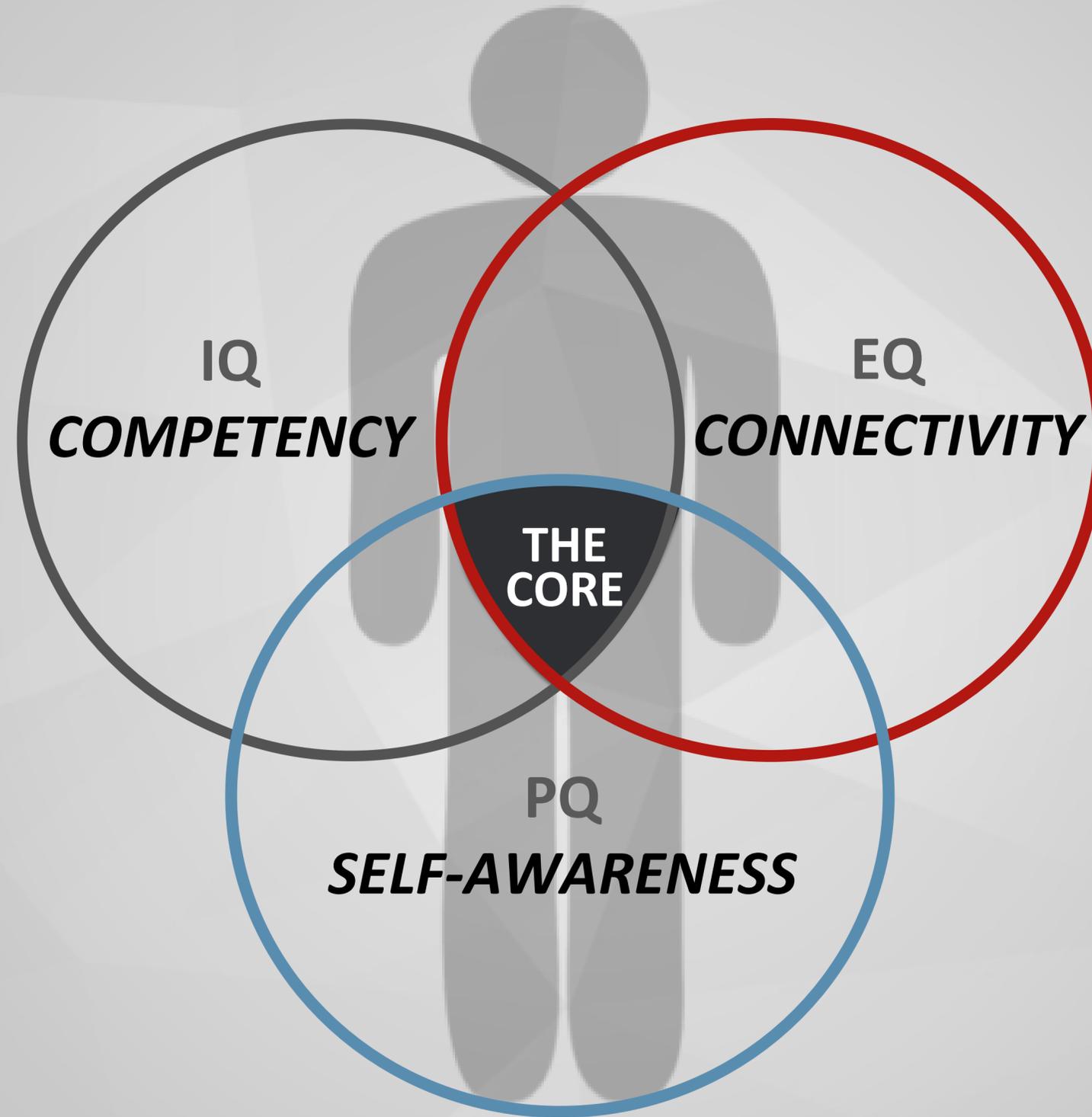
# PAIRS EXERCISE

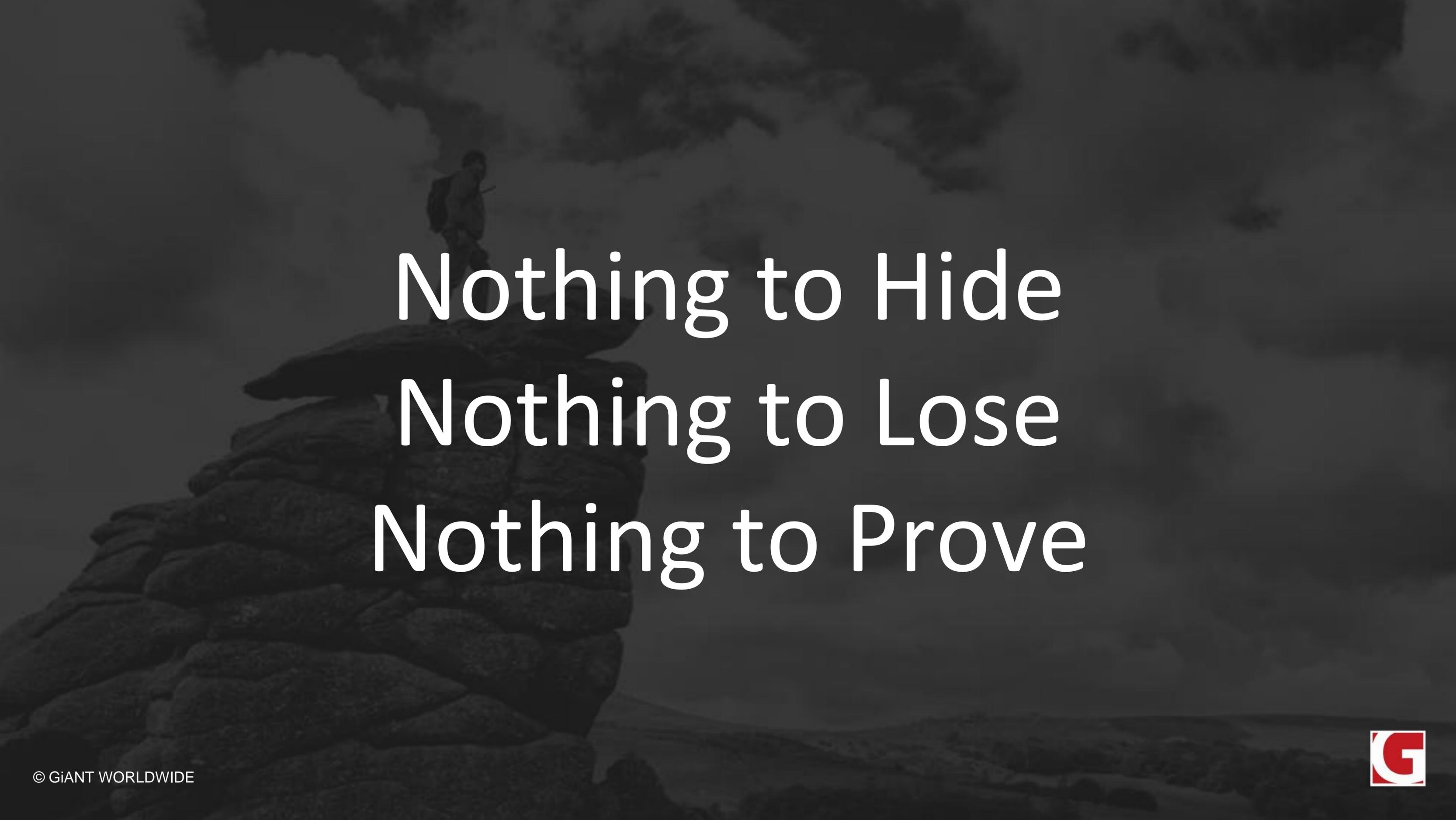
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**What is more natural for you –  
Character & Chemistry or  
Competency & Credibility?**

# THE LEADER WORTH FOLLOWING

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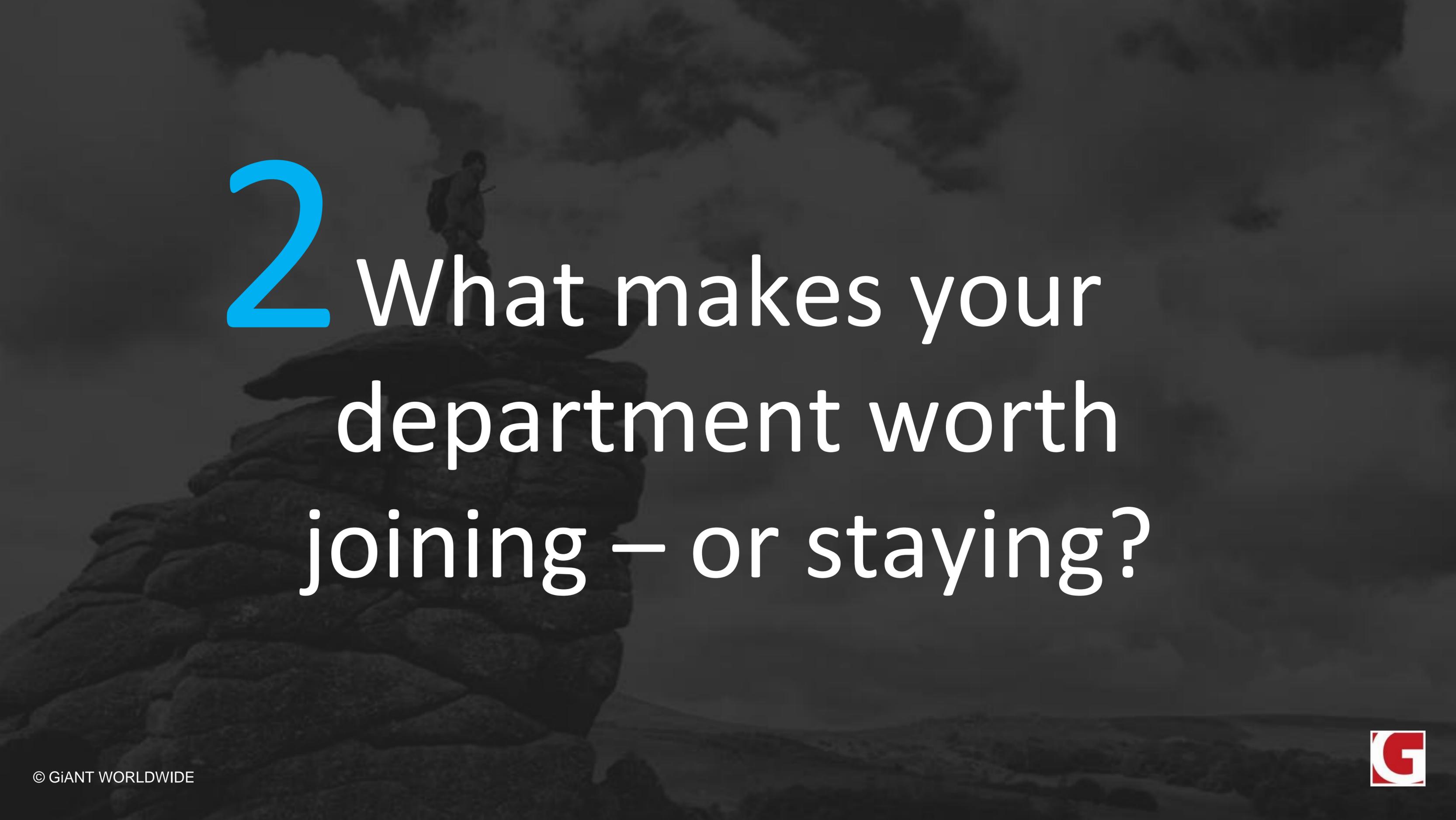
A hiker is seen in silhouette on a rocky mountain peak, looking out over a vast, misty landscape. The scene is dark and atmospheric, with the hiker positioned in the upper left quadrant. The text is overlaid in the center-right area.

Nothing to Hide  
Nothing to Lose  
Nothing to Prove

A hiker with a backpack is silhouetted against a cloudy sky as they stand on a rocky peak. The scene is dark and atmospheric, with the hiker positioned on the left side of the frame. The text 'Secure', 'Confident', and 'Humble' is overlaid in white on the right side of the image.

Secure  
Confident  
Humble



A person with a backpack is walking on a rocky mountain trail. The scene is dimly lit, suggesting a sunset or sunrise, with a hazy sky and a path leading up the mountain.

# 2 What makes your department worth joining – or staying?

ANDREW EDWIN

When I grow up, I want to be a

Firefighter.





# TALK OUT LOUD

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**Why did you join your agency or department?**

Culture > Goals



Culture > Vision



Culture > Experience





TALK OUT LOUD

**How is culture defined?**



Leaders define

CULTURE

# Creating Healthy Culture



VOCABULARY

*EXPRESSED IN*



VISUAL TOOLS

*CREATES*



LEADERSHIP LANGUAGE

*IMPACTS*



LEADERSHIP CULTURE



CULTURE > STRATEGY

# Creating Healthy Culture



VOCABULARY

*EXPRESSED IN*



VISUAL TOOLS

*CREATES*



LEADERSHIP LANGUAGE

*IMPACTS*



LEADERSHIP CULTURE



CULTURE > STRATEGY

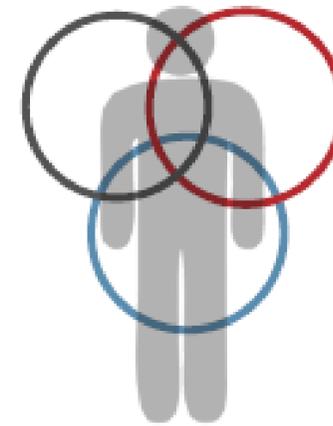
# Why it works



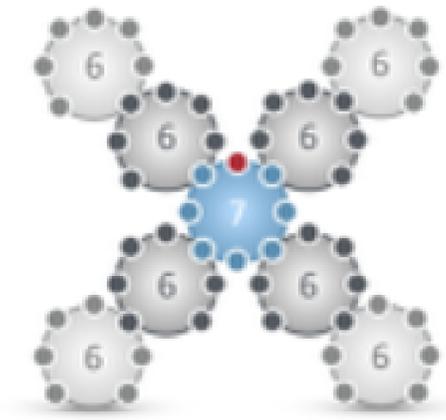
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## **LEADERSHIP LANGUAGE**

Common, Viral  
Vocabulary

## **VISUAL TOOLS**

Simple, Scalable  
and Sustainable

## **TRANSFORMATION**

Personal Growth and  
Team Effectiveness

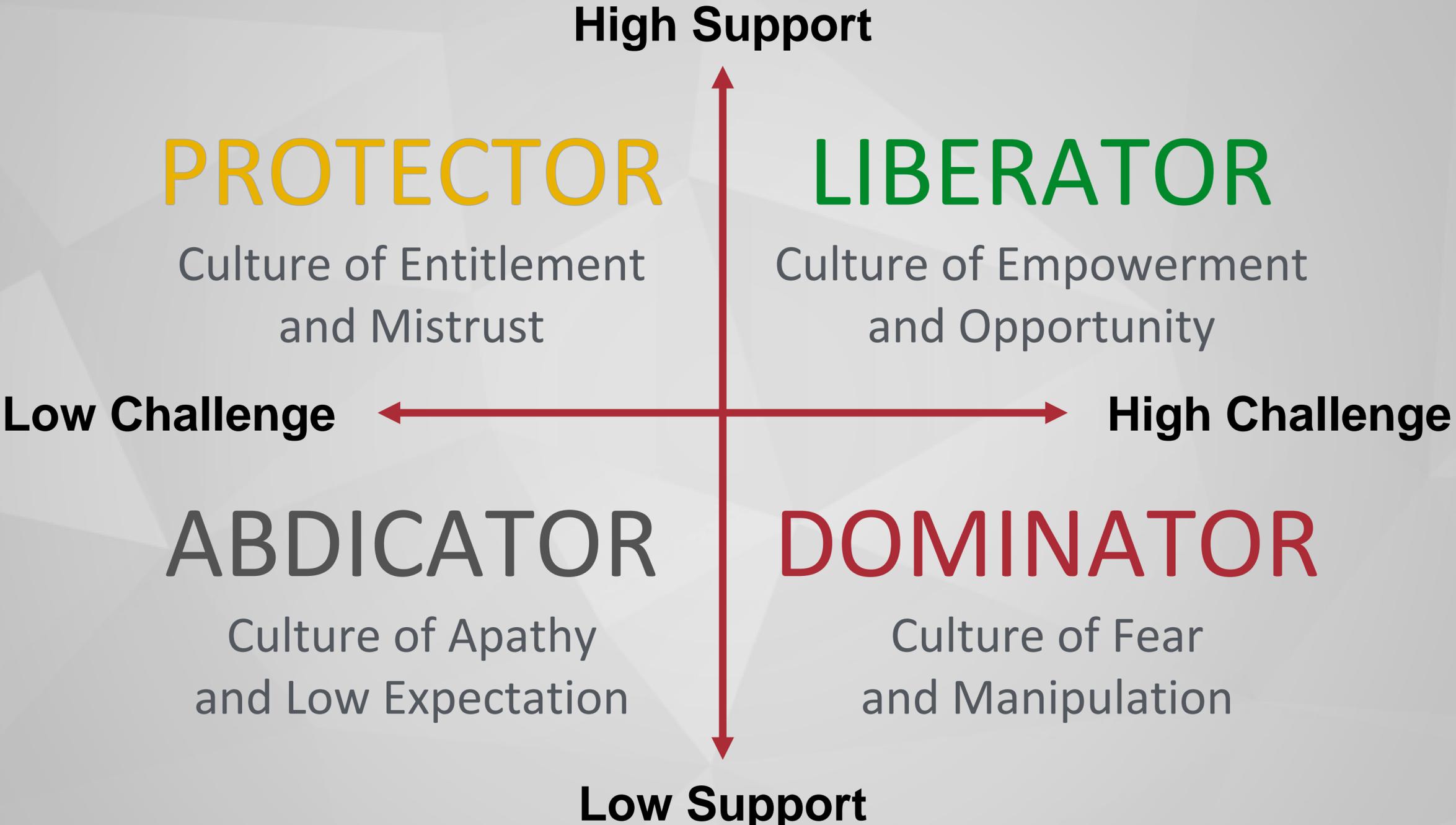
## **MULTIPLICATION PROCESS**

Inform, Train, Coach,  
and Apprentice

3

Am I a leader worth following?

# SUPPORT CHALLENGE MATRIX



A person is seen climbing a large, dark rock formation in a mountainous landscape. The person is positioned on a ledge, looking down. The background shows more rock formations and a hazy sky. The overall scene is in grayscale, with the text overlaid in white and yellow.

Effective leadership is about  
bringing the right amount of  
**support** and **challenge** to  
every situation.

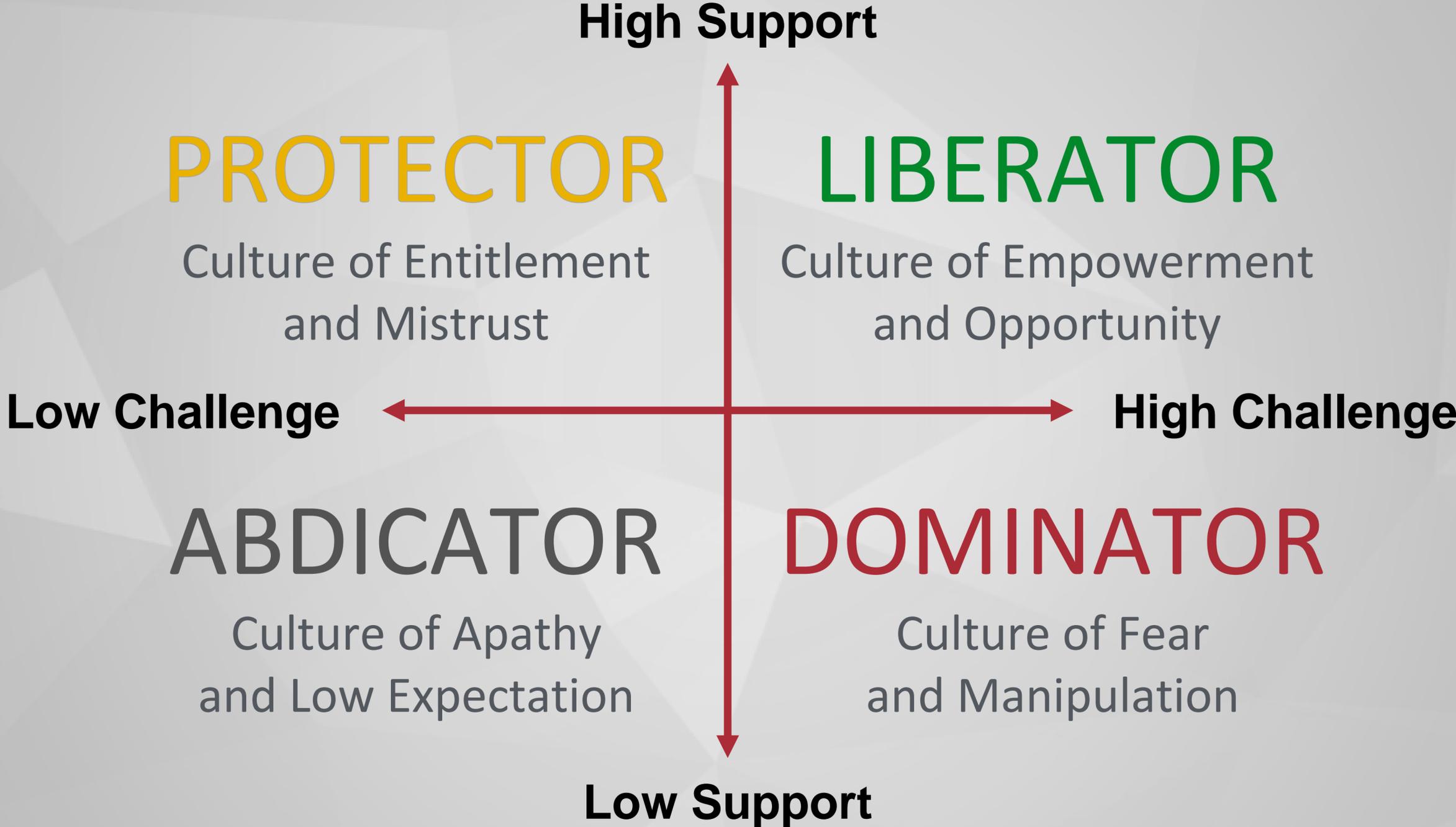


AHA!

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**How am I doing bringing  
SUPPORT and CHALLENGE?**

# HOW AM I DOING?



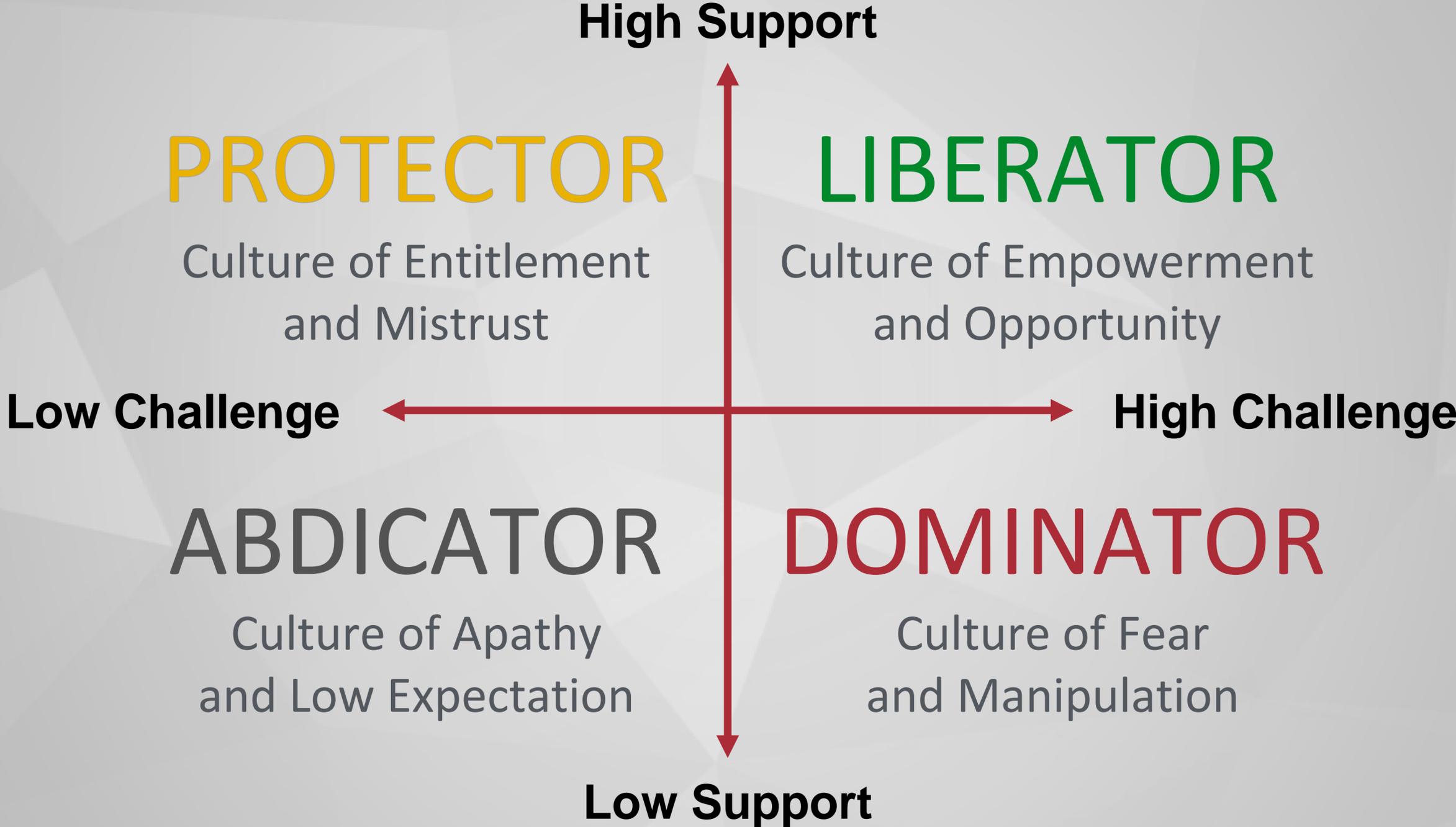


# PAIRS EXERCISE

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**Where did you plot yourself?  
and Why?**

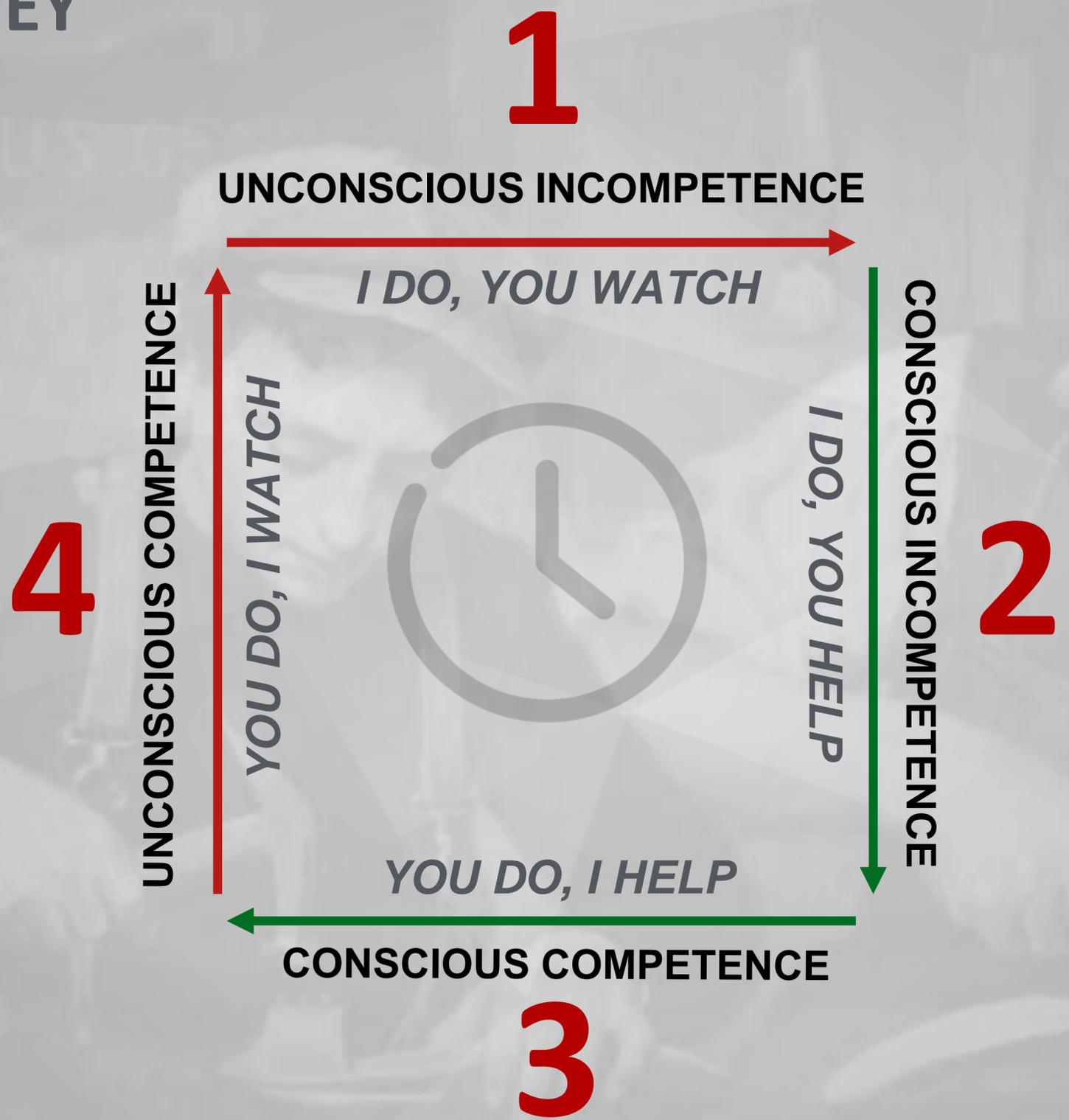
# HOW AM I DOING?





4 How can I build  
other leaders worth  
following?

# LEADERSHIP JOURNEY





# LEADERSHIP JOURNEY

1

UNCONSCIOUS INCOMPETENCE



# DANGER ZONE

1

UNCONSCIOUS INCOMPETENCE



*I DO, YOU WATCH*

CONSCIOUS INCOMPETENCE

*I DO, YOU HELP*

2



# DANGER ZONE

1

UNCONSCIOUS INCOMPETENCE



*I DO, YOU WATCH*

CONSCIOUS INCOMPETENCE

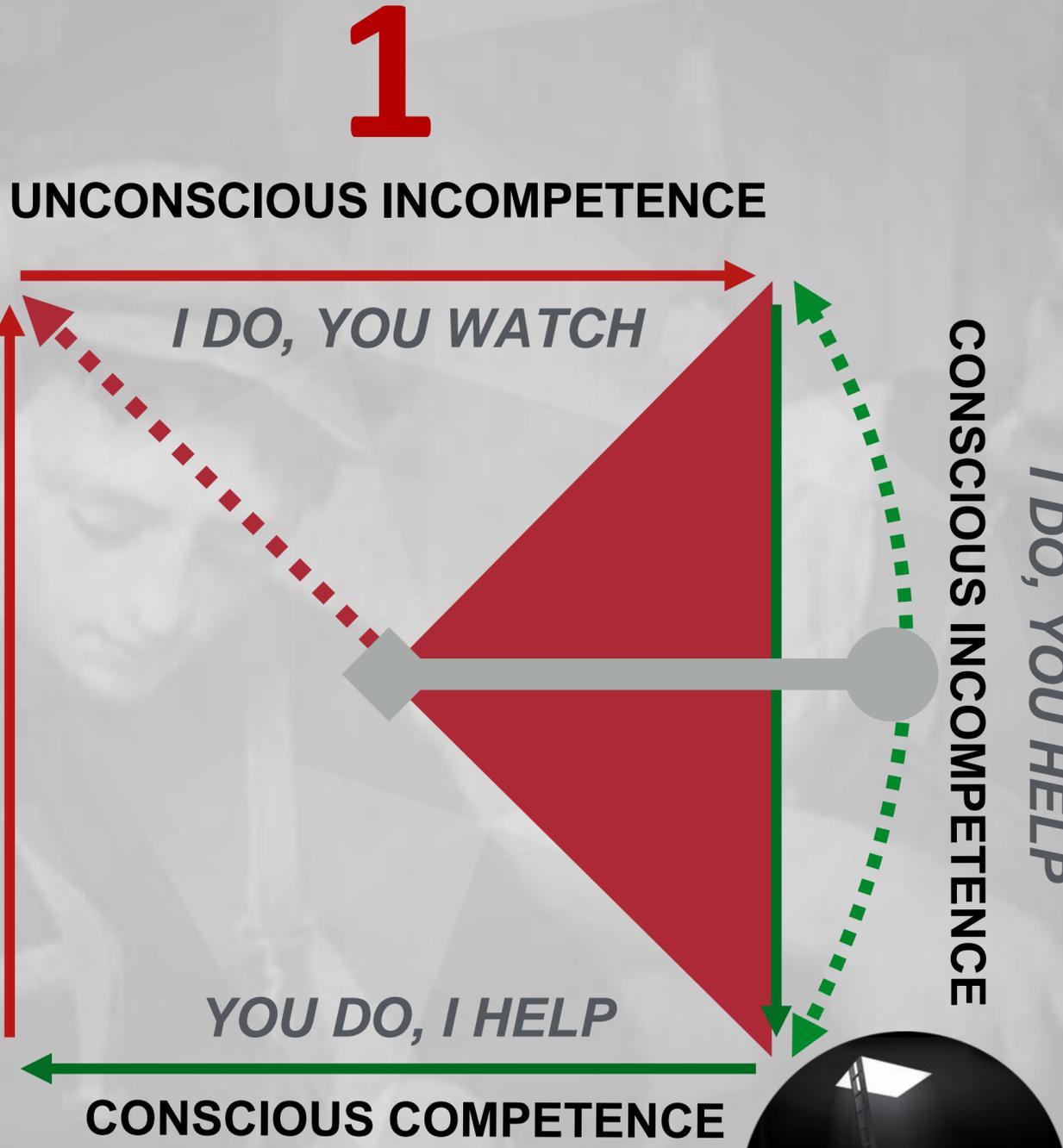
*I DO, YOU HELP*

2





# DANGER ZONE



**2**

**Beware:  
Pit of Despair**



# INCREASING CONSCIOUS COMPETENCE

1

UNCONSCIOUS INCOMPETENCE

*I DO, YOU WATCH*

2

CONSCIOUS INCOMPETENCE

CONSCIOUS COMPETENCE

3



**Beware:**  
Pit of Despair



# INCREASING CONSCIOUS COMPETENCE

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UNCONSCIOUS INCOMPETENCE

*I DO, YOU WATCH*

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CONSCIOUS INCOMPETENCE

CONSCIOUS COMPETENCE

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**Beware:**  
Pit of Despair



# THE PIT OF DESPAIR



**Beware:**  
Pit of Despair

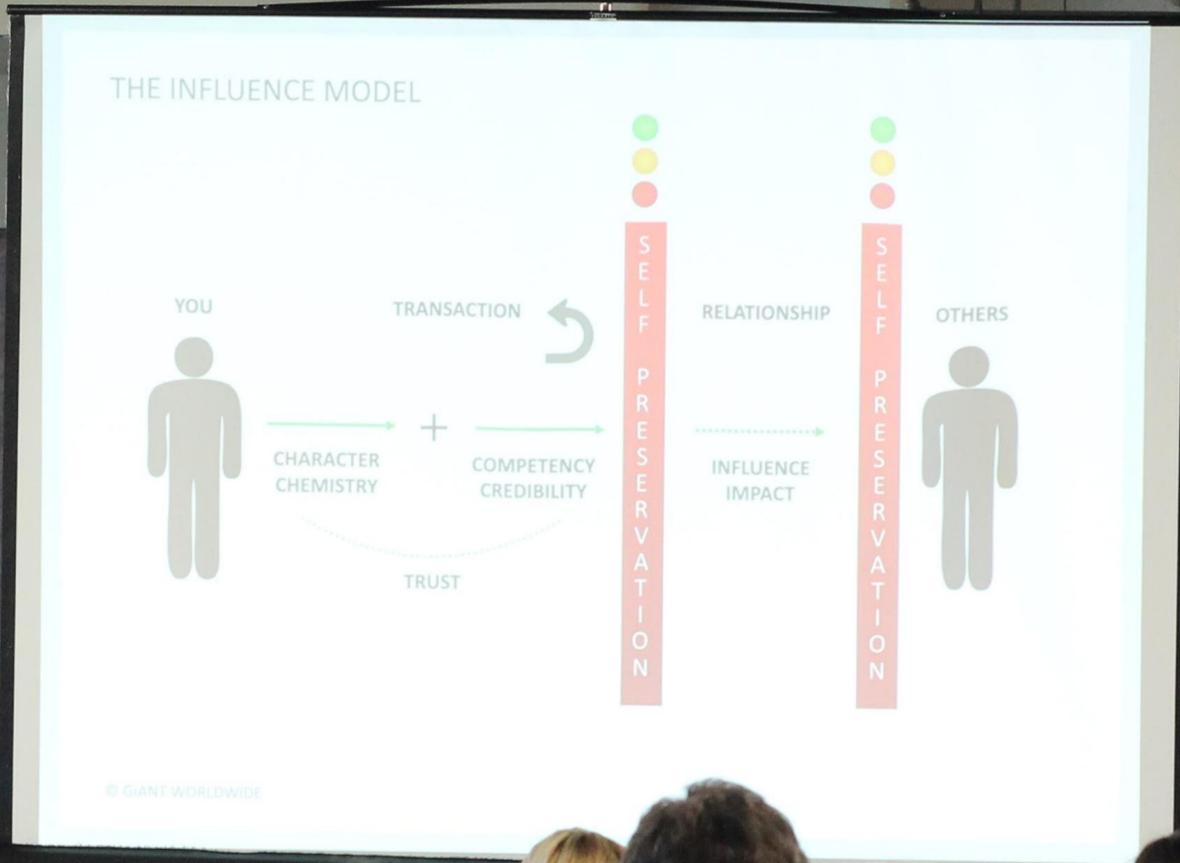
# THE PIT OF DESPAIR



**Beware:**  
Pit of Despair

# XCELERATE

## WHAT IS YOUR LEADERSHIP VOICE?



EVERYONE SPEAKS  
NOT EVERYONE IS HEARD

GiANT  
WORLDWIDE



# XCELERATE



# XCELERATE

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# XCELERATE



# XCELERATE

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WHAT IS  
LEADERSHIP





get all the tools we used today  
[michaelnichols.org/leader](https://michaelnichols.org/leader)

email

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