



## Self-Study Guide

### Contents

<b>Introduction</b>	<b>3</b>
<i>What Is Leadership?</i>	<b>3</b>
<i>What's a "Pickle" and Who's Bob Farrell?</i>	<b>3</b>
<b>Getting Started</b>	<b>4</b>
Self-Study Options	4
Colleague Self-Study	4
Traditional Self-Study	4
Typographical Conventions	4
Learning Objectives	5
<b>The Leadership Pickles</b>	<b>6</b>
<i>What Do You Know About Leadership?</i>	<b>6</b>
Activity: Qualities of Leadership	6
DVD/Video Pretest	7

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**DVD/Video: Leadership Pickles** **8**

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**Key Concepts** **8**

The Leadership Pickles	8
Spreading Enthusiasm, Inspiring Confidence, Demonstrating Integrity	8
1. Spreading Enthusiasm	8
Excitement and Energy	8
2. Inspiring Confidence	9
Taking the Fear out of the Future and Inspiring Confidence	9
3. Demonstrating Integrity	9
As a Leader, It's Your Job!	9

**DVD/Video Discussion Questions** **10**

Activity: Assessing Your Leadership Pickle Proficiency	11
Activity: Developing Your Leadership Pickles	11
Ways for Me to Spread Enthusiasm	11
Ways for Me to Inspire Confidence	11
Ways for Me to Consistently Demonstrate Integrity	11

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**Study Aids and Worksheets** **12**

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**DVD/Video Pretest Answers** **12****DVD/Video Discussion Answers** **13****My Leadership Pickle Proficiency: A Self-Assessment and Development Plan** **15****My Leadership Pickle Proficiency: Self-Assessment Follow-up** **16**

# Introduction

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## What is Leadership?

Webster's New World Dictionary defines "leadership" as:

- the position or guidance of a leader
- the ability to lead
- the leaders of a group

Not very helpful, is it? The ability to lead is critical in every type of business. But the dictionary's definition of the words "lead" and "leadership" are vague.

Leadership may be difficult to define, yet we all have an idea of what it means to be a good leader. If we're lucky, we've had a firsthand experience with a strong and effective leader. Schools, teams, clubs, professional organizations, work, even friends and family often offer us an example of a leader who stands above the rest.

It's when we think about those leaders that defining leadership becomes easy. It's not a definition in the dictionary. It's a number of qualities that act as a catalyst for others to voluntarily listen, follow, and emulate.

Some people are natural leaders. Leading people comes easily to them. However, all of us have the potential to be strong and effective leaders. While leaders often possess many different qualities that add to their effectiveness, this program discusses three key leadership skills that all great leaders possess and how you can increase your proficiency in these three areas.

## What's a "Pickle" and Who's Bob Farrell?

For more than 30 years, Bob Farrell excelled in an industry with an 80 percent failure rate. Without a single failure, Bob Farrell and his partners opened more than 150 restaurants, including 133 Farrell's Ice Cream Parlours. Bob has a passion for service, and his enthusiasm is contagious. As a restaurant entrepreneur, his success was based on how he led his employees and the service they provided. Now, as a motivational speaker, and in our training programs *Give 'Em the Pickle* and *The Leadership Pickles*, he shares the secrets to his success.

Bob's customer service mantra "Give 'em the Pickle" was born from a letter he received years ago. In that letter, a loyal customer vowed that he would not return to Farrell's restaurant because the waitress wouldn't give him an extra pickle—unless she charged him. Lose a customer over a pickle? Bob has been talking about customer service ever

since. Giving away pickles—special or extra things that make the customer happy—is a way for any company to exceed customer expectations and differentiate itself.

In our training program, *Give 'Em the Pickle*, Bob shares personal stories and customer service strategies on how to make the boss—the customer—happy. In *Leadership Pickles*, Bob shares more insights and practical ideas and talks about the three keys of outstanding leadership. They are:

- Spreading enthusiasm
- Inspiring confidence
- Demonstrating integrity

## GETTING STARTED

While the DVD/video is the cornerstone of this training program, this *Self-Study Guide* offers you an opportunity to think about and process what you learn in the video. The activities and assessments, when completed honestly and with a desire to increase your leadership effectiveness, reinforce the learning and help you transfer the concepts to your job.

### Self-Study Options

You have two self-study options available in this *Self-Study Guide*: traditional self-study and colleague self-study. Both self-study approaches utilize the DVD/video and rely on activities and assessments to enhance learning. This study will take approximately 1 to 1 1/2 hours to complete.

#### ***Colleague Self-Study***

Colleague self-study offers you peer guidance and support. You may choose to work with one colleague or a small group.

#### ***Traditional Self-Study***

Traditional self-study relies on your desire to learn. The more you put into it, the more you will get out of it.

### Typographical Conventions

This *Self-Study Guide* is written in a traditional self-study format. For colleague self-study, look for the following icon:

#### **ICON**

Throughout this guide, the icon will identify notes and added information to enhance your self-study with a partner or in a small group.

## Learning Objectives

After successfully completing this program, you will be able to:

- Identify the three Leadership Pickles.
- Explain why spreading enthusiasm, inspiring confidence, and demonstrating integrity are important leadership skills.
- Self-assess your proficiency in each of the three key Leadership Pickle skills.
- Determine how to increase your effectiveness in each of the three key Leadership Pickle skills.
- Track your progress in 30 to 60 days as you work to increase your Leadership Pickle proficiency.

# The Leadership Pickles

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## What Do You Know About Leadership?

### Activity: Qualities of Leadership

*When you think of a great leader, what qualities come to mind?*

*What characteristics do you feel are the most important?*

*Why?*

*Colleague Study Note:* Discuss your answers and give examples that illustrate why the quality is important.

## DVD / Video Pretest

Read each question below and select the best answer. (See answers on pg 12.)

1. How you treat your employees is how they will treat your customers.
  - True
  - False
2. As a leader, you must be an example of what you expect from your employees:
  - When your employees are around.
  - All the time.
3. The three *most important* leadership traits are:
  - Setting high standards, encouraging your employees, and setting an example.
  - Respecting others, treating employees fairly, and having fun.
  - Spreading enthusiasm, inspiring confidence, and demonstrating integrity.
4. The biggest challenge to being an effective leader is:
  - a. Not enough time in the day.
  - b. Handling the day's problems.
  - c. Being a manager.
  - d. All of the above.
  - e. a and b.
5. To make time to lead, you need to:
  - a. Schedule one-on-one time with your employees.
  - b. Control your day.
  - c. Delegate more.
  - d. Leadership is not something you make time for.
  - a, b, and c.
6. Leadership is about making a commitment to consistently be the best:
  - Person you can be.
  - Listener you can be.
  - Example you can be.
  - Risk-taker you can be.
7. Enthusiasm makes up for other shortcomings you may have as a leader.
  - True
  - False
8. When employees have fun at work:
  - They aren't as productive, but customers are happier and employee morale is higher.
  - They're more productive, customers are happier, and employee morale is higher.
9. What does a leader do to take the fear out of the future?
  - Share information.
  - Ask employees for their opinions and advice.
  - All of the above.
10. The people who work for you will always know more than you.
  - True
  - False

# DVD / Video: Leadership Pickles

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Watch the DVD/video. The following two pages outline the main points and provide room for you to take notes.

*Colleague Study Note:* After you watch the DVD /video (alone or in a small group), discuss the key concepts outlined below and the discussion questions on the next page.

## Key Concepts

### The Leadership Pickles

#### ***Spreading Enthusiasm, Inspiring Confidence, and Demonstrating Integrity***

Leadership is about consistently being the best person you can possible be.

Unless you do something to get control of your day, your day will control you. Leadership takes commitment.

Leaders are those who serve the people who serve the customers.

### **1. Spreading ENTHUSIASM**

#### ***Excitement and Energy***

Do it right and do it right now!

Giving the enthusiasm pickle means:

- Making sure every day is not the same.
- Having a little fun.
- Setting the standards.

Let people know you expect great things.

You don't have to "feel" enthusiastic; you need to "be" enthusiastic.

## 2. Inspiring CONFIDENCE

### *Taking the Fear out of the Future and Inspiring Confidence*

To take the fear out of the future and inspire confidence in those you lead:

- Share everything you can.
- Ask for their opinion and advice.
- Believe in them.

#### ***Share everything you can.***

Keep them in on things. Share everything you can share. Let them know the big picture. Keep them informed.

#### ***Ask for their opinion and advice.***

Ask them what's working and what isn't.

Seek their advice. They always know more than you do.

- They know the details of their job and the day-to-day.
- They are in touch with your customers.
- They understand your customers' wants and needs.

#### ***Believe in them.***

Encourage and support your employees.

As a leader, you are in a unique position to change the direction of people's lives by inspiring confidence, by believing in them.

## 3. Demonstrating INTEGRITY

### ***As a Leader, It's Your Job!***

#### ***Make sure your actions match your words.***

What they see is what you'll get!

Demonstrating integrity is important because:

- ❑ Your employees are watching what you do and what you don't do.
- ❑ Your employees are watching to see if your words match your actions.

One of the unforgivable sins of leadership is hypocrisy.

# Program Discussion Questions

The following questions will help your review and test your comprehension of the concepts contained in *The Leadership Pickles*. Write your answers in the space provided or on a separate paper. (The answers are on page 13.)

*Colleague Study Note:* If you are working with a colleague, answer the questions separately and then review your answers to the above questions with each other.

***How did Helen spread enthusiasm?***

***How does enthusiasm impact customer service?***

***Name three benefits of spreading enthusiasm:***

***Why is spreading enthusiasm at work difficult for some managers?***

***As a leader, what things can you do to spread enthusiasm?***

***Name three things you can do to inspire confidence in your team.***

***What things can you do to keep them informed and in on things?***

***What opportunities do you have to ask your employees for their opinions and advice?***

***What can you do to show your employees you believe in them?***

***What will your employees do if you don't take away their fear of the future?***

*How did Bob Farrell inspire confidence in Victor?*

*Describe specific instances—good and bad—that are examples of “what they see is what you’ll get.”*

### **Activity: Assessing Your Leadership Pickle Proficiency**

Go through the self-assessment on page 15. Consider the line items you rated lowest on. For each Leadership Pickle, select one or two items and write down development ideas. They can be anything that helps you improve in that area. The key is to make sure that the activity you choose is realistic.

Use the space below to brainstorm ideas.

*Colleague Study Note:* Share your development ideas and commit to a time to follow up with one another; 30 to 60 days is ideal. When you get together, discuss what worked and what didn’t, and then complete the Self-Assessment Follow-up.

### **Activity: Developing Your Leadership Pickles**

***Ways for Me to Spread Enthusiasm***

***Ways for Me to Inspire Confidence***

***Ways for Me to Consistently Demonstrate Integrity***

## Study Aids and Worksheets

**DVD / Video Pretest Answers**                      **correct answers** \_\_\_\_\_/10

1. How you treat your employees is how they will treat your customers.
  - True
  - False
2. As a leader, you must be an example of what you expect from your employees:
  - When your employees are around.
  - All the time.
3. The three *most important* leadership traits are:
  - Setting high standards, encouraging your employees, and setting an example.
  - Respecting others, treating employees fairly, and having fun.
  - Spreading enthusiasm, inspiring confidence, and demonstrating integrity.
4. The biggest challenge to being an effective leader is:
  - a. Not enough time in the day.
  - b. Handling the day's problems.
  - c. Being a manager.
  - All of the above.
  - d. a and b.
5. To make time to lead, you need to:
  - a. Schedule one-on-one time with your employees.
  - b. Control your day.
  - c. Delegate more.
  - d. Leadership is not something you make time for.
  - a, b, and c.
6. Leadership is about making a commitment to consistently be the best:
  - Person you can be.
  - Listener you can be.
  - Example you can be.
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7. Enthusiasm makes up for other shortcomings you may have as a leader.
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8. When employees have fun at work:
  - They aren't as productive, but customers are happier and employee morale is higher.
  - They're more productive, customers are happier, and employee morale is higher.
9. What does a leader do to take the fear out of the future?
  - Share information.
  - Ask employees for their opinions and advice.
  - All of the above.
10. The people who work for you will always know more than you.
  - True
  - False

## **DVD/Video Discussion Answers**

### ***How did Helen spread enthusiasm?***

She had energy and excitement. She listened to anyone's ideas and involved her employees in decision-making, especially if it affected them (uniforms, for example). She had a sense of urgency about her.

### ***How does enthusiasm impact customer service?***

Customer service is positively impacted. Employees have more fun and are enthusiastic and energetic themselves, and that spills over to the customers.

### ***Name three benefits of spreading enthusiasm:***

- Better customer service
- Higher employee morale
- Better teamwork
- Higher productivity
- Happier employees

### ***Why is spreading enthusiasm at work difficult for some managers?***

- Some may think it's not professional.
- Some may be serious by nature and are uncomfortable displaying emotion.
- Some may believe enthusiasm encourages goofing off.
- Some may think that enthusiasm and fun take time away from doing their job.

### ***As a leader, what things can you do to spread enthusiasm?***

- Have high energy in your manner and your voice.
- Smile wide when you greet your employees.
- Add a quickness to your movements when you greet and approach your employees.
- Add a little fun to your employees' work and routine.
- Think of each day as an adventure and act as if it is.
- Once in awhile, do something unexpected to get your group laughing and enjoying their day.
- Post a work-related trivia question each day, and get your customers, clients, or patients, etc. involved (and throw in silly ones once in awhile too).
- Open staff meetings with a quick game, question, puzzle, or brain teaser.
- Create contests for work objectives: revenue, sales, service goals, teamwork.
- Exhibit an appropriate sense of urgency.

### ***Name three things you can do to inspire confidence in your team.***

- Share information.
- Ask for their opinions and advice.
- Believe in them.

### ***What things can you do to keep them informed and in on things?***

- Connect for a couple of minutes with employees at the start of each shift or day.
- Communicate regularly; talk about goals, objectives, and how the team is doing, and share information, especially when your team or the company is going through change.
- Include employees in meetings, new projects, product launches, new technology, process changes, etc.
- Share upper management directives, priorities, future plans, etc.
- Share business trends applicable to your industry.

- ❑ Post visuals such as graphs or charts of error-free days, sales goals, objectives, units sold, number of customer compliments, etc.

***What opportunities do you have to ask your employees for their opinions and advice?***

- ❑ Planning and goal setting meetings
- ❑ When trying something new
- ❑ ANY time

***What can you do to show your employees you believe in them?***

- ❑ Encourage and support their efforts, especially when trying something new.
- ❑ Reward responsible risk-taking.
- ❑ Encourage ideas and innovation and, when realistic, suggest they follow up on them.
- ❑ Take an interest in their future goals and plans.
- ❑ Talk to them about their strengths.
- ❑ Ask them about their work interests, likes, and dislikes.

***What will your employees do if you don't take away their fear of the future?***

- ❑ Talk among themselves.
- ❑ Speculate.
- ❑ Worry.

***How did Bob Farrell inspire confidence in Victor?***

- ❑ He encouraged him to try something new.
- ❑ He told Victor he believed in him.

***Describe specific instances—good and bad—that are examples of “what they see is what you’ll get.”***

(Think of a teacher, boss, coach, parent, friend, anybody whose actions didn't match their words.

For example, a coach who talks about sportsmanship and then yells at the referee, etc.)

# My Leadership Pickle Proficiency: A Self-Assessment And Development Plan

1= strongly disagree 2 = mostly disagree 3= mostly agree 4 = strongly agree

Date: \_\_\_\_\_

<b>Self-Assessment</b> <i>Rate yourself on the following questions.</i>		1	2	3	4	<b>PICKLE DEVELOPMENT</b>
						Ideas to develop my proficiency in this key area:
<b>Spread Enthusiasm</b>	I show my excitement about my job / our work.					
	I greet all my employees with a wide smile / hello.					
	I have energy and a smile in my voice when talking.					
	It's obvious to others that I like my job.					
	It's obvious to others I like being a leader.					
	When I talk about work, my enthusiasm / passion are evident.					
	I exhibit an appropriate sense of urgency.					
	I encourage having fun while we work.					
	We celebrate achievements and work completed.					
	I try new things / have competitions to mix things up a bit.					
My employees would describe me as enthusiastic.						
<b>Inspire Confidence</b>	I connect with my employees regularly.					
	I communicate regularly, especially in times of change.					
	I include employees in planning meetings / new processes.					
	I share information from upper mgt / about the company.					
	I regularly ask my employees for their opinions / advice.					
	I encourage my employees' efforts, especially something new.					
	I ask my employees about their work interests, likes / dislikes.					
	I say things such as, "I believe you can do this..."					
	I encourage employees to follow up on their ideas.					
	I talk to my employees about strengths / future interests.					
My employees would say I inspire confidence.						
<b>Demonstrate Integrity</b>	I am honest and sincere in what I say and what I do.					
	My employees would describe me as honest and sincere.					
	My employees know by my actions / words what's important.					
	My actions match my words.					
	I take responsibility for problems and work to solve them.					
	I show respect for others with my words and actions.					
	My employees would say I have an upright character.					
My employees would say I demonstrate integrity.						

# My Leadership Pickle Proficiency: Self-Assessment Follow-Up

1= strongly disagree 2 = mostly disagree 3= mostly agree 4 = strongly agree

Date: \_\_\_\_\_

<b>Self-Assessment</b> <i>Rate yourself on the following questions.</i>		1	2	3	4	<b>PICKLE DEVELOPMENT</b>
<b>Spread Enthusiasm</b>	I show my excitement about my job / our work.					<b>How am I doing?</b> <input type="checkbox"/> I am happy with my development of the enthusiasm pickle based on my last self-assessment. Now I'd like to focus on the following to further develop this leadership pickle:  <input type="checkbox"/> I still want to work on the enthusiasm line items I highlighted on my last self-assessment. This is what I will do:
	I greet all my employees with a wide smile / hello.					
	I have energy and a smile in my voice when talking.					
	It's obvious to others that I like my job.					
	It's obvious to others I like being a leader.					
	When I talk about work, my enthusiasm / passion are evident.					
	I exhibit an appropriate sense of urgency.					
	I encourage having fun while we work.					
	We celebrate achievements and work completed.					
	I try new things / have competitions to mix things up a bit.					
Mt employees would describe me as enthusiastic.						
<b>Inspire Confidence</b>	I connect with my employees regularly.					<input checked="" type="checkbox"/> I am happy with my development of the confidence pickle based on my last self-assessment. Now I'd like to focus on the following to further develop this leadership pickle:  <input type="checkbox"/> I still want to work on the confidence line items I highlighted on my last self-assessment. This is what I will do:
	I communicate regularly especially in times of change					
	I include employees in planning meetings / new processes					
	I share information from upper mgt / about the company					
	I regularly ask my employees for their opinions / advice					
	I encourage my employees' efforts, especially something new					
	I ask my employees about their work interests, likes / dislikes					
	I say things like "I believe you can do this..."					
	I encourage employees to follow up on their ideas					
	I talk to my employees about strengths / future interests					
My employees would say I inspire confidence.						
<b>Demonstrate Integrity</b>	I am honest and sincere in what I say and what I do.					<input type="checkbox"/> I am happy with my development of the integrity pickle based on my last self-assessment. Now I'd like to focus on the following to further develop this leadership pickle:  <input type="checkbox"/> I still want to work on the integrity line items I highlighted on my last self-assessment. This is what I will do:
	My employees would describe me as honest and sincere.					
	My employees know by my actions / words what's important.					
	My actions match my words.					
	I take responsibility for problems and work to solve them.					
	I show respect for others with my words and actions.					
	My employees would say I have an upright character.					
	My employees would say I demonstrate integrity.					