



# How to Know the Difference Between Great Team Members and Great Leaders

## VIDEO BLOG (VLOG) Season 1, Episode 9

### TRANSCRIPT:

**Matt DeYoung:** Welcome, everyone to Breakthrough leadership. Where we talk about how to unlock your purpose, live with passion, and become the leader you were created to be. I am Matt DeYoung.

**Greg Yates:** I'm Greg Yates.

**Matt DeYoung:** We're so happy you are here today. This is episode nine of our season one of our vlog here on YouTube. Thanks for joining us. Today, we're going to talk about how to know the difference between a great team member and a great leader. This is an exciting topic, I think, but as always, I'd like to just start off with an example, what do we mean? Maybe people can identify, Greg, with going from a fantastic team member to somebody who's not a so great leader.

**Greg Yates:** Yeah. It's an amazing, amazing thing. There's nothing like a Dr. Jekyll and Mr. Hyde type of relationship-

**Matt DeYoung:** Yeah.

**Greg Yates:** With somebody that you promote into a position and you have every indication, externally that they can be a great leader.

**Matt DeYoung:** They'd be great.

**Greg Yates:** Then, the moment that they're in the position, why I had it happen to me, Matt. It was an assembly situation in our manufacturing business, and the lady who

was just literally, you know how they talk about in the war time, you know, the leaders would just surface?

Matt DeYoung: Yeah.

Greg Yates: This lady surfaced as a leader, she was absolutely loved by all, and when the time came to actually, to put a new leader in charge of that entire line, which was about a dozen people, we knew she was the perfect person to do it. We immediately promoted her into that position, and it was a disaster. A switch got flipped, somehow, either in her expectations, or her previous experiences with the boss, and she became an absolutely horrible boss. She became intolerable to any situation, which previously had been among her friends.

Matt DeYoung: Right.

Greg Yates: The resolution of that problem created more time spent, more issues than I ever imagined, because we didn't understand the difference between a great team member, and a great leader.

Matt DeYoung: Now, clearly, we have to get to a situation where people can be promoted and try them out, but we don't want a situation where we have to either salvage it or scrap it.

Greg Yates: Or, we destroy it. Yeah.

Matt DeYoung: Or, we destroy it.

Greg Yates: Mm-hmm (affirmative).

Matt DeYoung: So, let's talk about some things that everybody could do some simple things, universal things that everybody could do as leaders to help identify and invest between a team member and a leader of a team. One of the things we're going to talk about is our assumptions. We want to make great assumptions. What about that, Greg?

Greg Yates: Yeah. You know how I am, Matt, about the entire hiring and evaluation process, in general. Whole other topics-

Matt DeYoung: Right.

Greg Yates: That we deal with in Breakthrough Leadership.

Matt DeYoung: Yeah.

Greg Yates: Something you really should check out. This idea of beginning with assumptions in mind that are accurate, is the first step to knowing the difference between a great team member and a great team leader. Unless you understand the beliefs and really what driving this person.

Matt DeYoung: Yeah.

Greg Yates: You're making assumptions based on the fact that maybe they want a promotion. Maybe they need a raise, or think they want a raise. Maybe you've got an open spot you are just trying to fill. You're working from assumptions that don't dig in nearly deep enough. If you really want to identify great team leaders, you've got to start by making great assumptions.

Matt DeYoung: Yeah. Great assumptions. One of the most basic things is just what do they think about as leadership, how do they define leadership? That would be a great place to start.

Greg Yates: That's right.

Matt DeYoung: The second thing is making great evaluations. How do you make great evaluations to identify better team members and leaders?

Greg Yates: You know, Matt, one of the things that I always have tried to promote is the idea of testing early and often. What do I mean by that? What I mean is, you're developing a leadership pool, if you will.

Matt DeYoung: Right.

Greg Yates: You have leadership in training, or managers in training, you have all that in existence, whether you know it or not. In order for you to know whether or not somebody's going to be a great team leader instead of just a great team member, you have to make great evaluations. One of the things I think is critical in this, I know we cannot go into it in detail, today, one of the things that's critical in this area is give opportunity-

Matt DeYoung: Right.

Greg Yates: Without permanent promotion.

Matt DeYoung: Mm-hmm (affirmative).

Greg Yates: In other words, you are going give people opportunities to show you who they are. You're going to give those opportunities through, perhaps, projects that are going on, or temporary assignments, you're going to open the door for people to show you and give you the chance to make great evaluations before you've made that step.

Matt DeYoung: It doesn't always have to be a role based evaluation, Greg, I mean, it could be organizing the company party, a special project that doesn't have a financial impact. There's many different things, but those beliefs will come out.

Greg Yates: Yeah. You know, what's critical, Matt, there, is that these opportunities for these evaluations exist all the time.

Matt DeYoung: All the time.

Greg Yates: Everyday.

Matt DeYoung: Everywhere.

Greg Yates: You have to be aware of this, and even before you're looking for a particular spot to fill-

Matt DeYoung: Right.

Greg Yates: That terminal problem that we have of, oh, I got to put somebody in that chair. Before that happens, continue to fill your awareness with great assumptions and great opportunities to evaluate. Great evaluations of these people.

Matt DeYoung: That's good. So, we have, to make great assumptions, to make great evaluations, and then the third thing that we want going to talk about is making great investments. You said that there's a leadership pool, a pipeline happening at all times.

Greg Yates: Yeah.

Matt DeYoung: How do we make great investments to build leaders?

Greg Yates: You know leadership development, that's effective, is a process of mentorship, and apprenticeship, and that requires investment. It may at times be financial investment, because you need to educate people to a level, and then sometimes that is an investment that determines their willingness to invest, as well. You're willing to invest in them, if they're not willing to invest in themselves, you've learned something that you could have learned after-

Matt DeYoung: [crosstalk 00:06:30].

Greg Yates: Six months.

Matt DeYoung: [crosstalk 00:06:31].

Greg Yates: Of having them in the wrong role. You need to know that upfront, but you're going to invest in your time, you are going to invest in opportunities, in things that maybe you could have done quicker by just picking somebody else, or doing it yourself, and you're going to invest in that, and you're also going to invest monetarily. Somebody who you believe might have great leadership potential deserves a monetary investment.

Matt DeYoung: Right.

Greg Yates: Where you demonstrate your willingness to develop them as a leader. Making great investments is another strategic and important pathway to developing great leaders instead of just great team members.

Matt DeYoung: With any great investment, you cannot get the return if you don't make the investment.

Greg Yates: That's right.

Matt DeYoung: That's powerful. Look, thank you for joining us, today in this video. Greg, if people would want to learn more about how to know the difference, identify the difference between team members, and great leaders, what's one thing that you could give them today as a challenge?

Greg Yates: My challenge to you would be don't settle for just filling a slot in your organization. That is the greatest temptation.

Matt DeYoung: Right.

Greg Yates: Always be testing and investing in your pool of leadership development.

Matt DeYoung: Always be testing and investing.

Greg Yates: Testing and investing.

Matt DeYoung: That's awesome. We'd love to hear from you, now, it's your turn to comment, you can use the comment below on this YouTube channel. If you're watching on our blog that's fine, too. Join us in the conversations and let us know what are some of the things that you're doing to be testing and investing in your leadership pipeline? Of course, the greatest conversations happen with Greg and I over, and the community, over at [morethanbreakthrough.com](http://morethanbreakthrough.com). Add your comment now, and by the way, if you're not already signed up for our email list, I encourage you to do that right away on our website. We'll send you some leadership resources that we don't provide anywhere else. In the meantime, and until next time unlock your purpose, live your passion, and become the leader you were created to be.

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