

Lead From The Heart, Not The Org Chart

Five actionable takeaways from Francis X. Maguire's *You're the Greatest*, distilled into things you can actually put to work.

- 📌 **Core Thesis:** Validated people produce validated profits. When leaders consistently validate, equip, and model the standard for their teams, discretionary effort compounds — and the financials follow. These 10 habits build trust, clarity, and execution that show up in the hard metrics.



Validate People Out Loud, Specifically

"Good job" is noise. Name the behavior, name the impact, name the person. A 30-second specific callout in a team meeting compounds over months.



Take Care of Your People First

Before launching any customer initiative, ask what your team needs to execute it well. Fix the internal experience and the external metrics move on their own.



Lead From The Heart, Not The Org Chart

Authority gets compliance. Belief gets discretionary effort. Share why the work matters, tell stories rather than recite bullet points, and let people see you care about them as humans.



Find Hidden Potential and Name It

Pick one or two people this quarter, identify a capability they're underusing, tell them directly, then give them a stretch assignment to prove you right.



Measure The Soft Stuff on the Hard Scoreboard

Pick one or two leading indicators like voluntary turnover, internal promotion rate, or eNPS, and track them alongside revenue. When recognition has a dollar figure next to it, it stops being optional.



Hire for Attitude, Train for Skill

Competence is teachable and character is not. In your next hire, weight cultural fit and coachability over a perfect resume match. The best leaders are built, not bought.



Communicate More Than Feels Necessary

In the absence of information, people write their own story and it's usually worse than the truth. Over communicate on direction, wins, losses, and why decisions got made. Silence is interpreted as indifference.



Make the First 90 Seconds of Every Interaction Matter

People decide quickly whether you see them or not. Greet by name, reference something personal, make eye contact, put the phone down. This small discipline separates leaders people run through walls for from leaders they merely tolerate.



Celebrate Milestones Beyond the Revenue Dashboard

Tenure anniversaries, a rep closing their first deal in a new segment, winning back a dormant account or a partner achieving a program milestone. If the only thing you celebrate is quota attainment, you're telling people quota is the only thing that matters about them.



Model the Standard You Expect

Your team is watching more than listening. If you want curiosity, be curious in meetings. If you want transparency, share your own mistakes first. If you want collaboration, credit others publicly. Culture is not what you post on the wall — it's what you tolerate and demonstrate every day.

"Culture is not what you post on the wall. It is what you tolerate and demonstrate every day."

The Validation Operating System

A one-page leadership doc adapted from Francis X. Maguire, You're the Greatest

Core premise: when leaders validate, equip, and believe in their people, those people take care of customers, and the bottom line follows. This is the operating system I run as a leader.

Principle	Weekly Practice	Signal It Is Working
01 Validate specifically, out loud	Call out one specific behavior and its impact in every team meeting. Name the person, the action, and the result.	Team members start recognizing each other without being prompted.
02 Employees first, customers second	Before launching any customer initiative, ask the team what they need to execute it well. Remove one obstacle per week.	Customer metrics improve without a customer-facing program being launched.
03 Lead from the heart	Open team meetings with the why before the what. Tell stories about real customers and real wins rather than quoting slides.	People repeat your language back to you in their own meetings and customer calls.
04 Name potential before they see it	Pick one or two people this quarter. Tell them directly what you see in them. Give them a stretch assignment to prove you right.	Internal promotions and lateral growth become a pipeline, not an exception.
05 Measure soft on the hard scoreboard	Track two leading indicators next to revenue: voluntary turnover and internal promotion rate. Report them together monthly.	The executive team starts asking about people metrics in the same breath as pipeline.

How I know the system is working

Retention trends up, internal promotions become normal, customer renewal and expansion follow, and the team starts running the playbook without me in the room. If those four things are not moving together, something in the system is off and it is my job to fix it.

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Own It. Live It. Do It.

