

# THE UNSPOKEN RULES OF LEADERSHIP

Science-based techniques for better communication, improved emotional intelligence, increased productivity, and more.

**JAMIE  
TURNER**

Author | Professor | Speaker  
[Jamie@JamieTurner.Live](mailto:Jamie@JamieTurner.Live)





**PLEASE ASK QUESTIONS**



A close-up photograph of a white ceramic coffee cup filled with a latte, featuring intricate latte art on the surface. The cup sits on a matching white saucer, both placed on a rustic wooden surface. In the background, a wooden spoon and scattered coffee beans are visible, adding to the coffee-themed aesthetic. The lighting is warm and focused on the cup.

**LET'S GET TO KNOW ONE ANOTHER**





**ARE YOU ACHIEVING EVERYTHING  
YOU WANT TO IN LIFE?**



A photograph of three business professionals (two men and one woman) walking down a modern staircase with large windows. The man in the center is wearing a brown blazer and dark trousers, carrying a black bag. The woman is wearing a blue suit and glasses. The man on the left is wearing a dark suit and holding a laptop. The text "GET THE PROMOTION" is overlaid in large, white, bold letters across the center of the image.

**GET THE PROMOTION**



A professional business meeting in a modern office setting. Two men in suits are in the foreground, facing each other. The man on the left is older with grey hair and a beard, wearing a dark suit and blue tie. The man on the right is younger with dark hair and a beard, wearing a grey suit. They appear to be in conversation. In the background, several other people in business attire are standing and talking. The office has large windows and a white railing in the foreground. The text "WIN THE NEW CLIENT" is overlaid in large, bold, white capital letters across the center of the image.

**WIN THE NEW CLIENT**





**LEAD TEAMS EFFECTIVELY**



A man and a woman are standing on a grassy hillside, looking out over a valley. The man is on the left, wearing a blue and white striped long-sleeve shirt and blue jeans. The woman is on the right, wearing a pink and blue plaid shirt and light-colored pants. They are both looking towards the right side of the frame. In the background, there are rolling hills, a small house with a brown roof, and a valley with green fields. The sky is clear and blue.

**IMPROVE RELATIONSHIPS**



**OPENING YOUR MIND UP TO NEW IDEAS**



# OPENING YOUR MIND TO NEW IDEAS





# OPENING YOUR MIND TO NEW IDEAS





# THE SCIENCE OF LEADERSHIP

- *Harvard Business Review* reports that only 5% of our persuasion and leadership ability is driven by our cognitive ability.
- 53% of our ability is driven by our maturity, ambition, sociability, and curiosity.
- Everyone in this workshop has some level of maturity, ambition, sociability, and curiosity.







**RAISE YOUR HAND IF  
YOU'RE AFRAID OF THESE.**



**RAISE YOUR HAND IF  
YOU'RE AFRAID OF THESE.**





# INSTINCTIVE BEHAVIOR VS. LEARNED BEHAVIOR

Gallup research: 51% of the population has an instinctive fear of snakes, 0% have an instinctive fear of flowers.

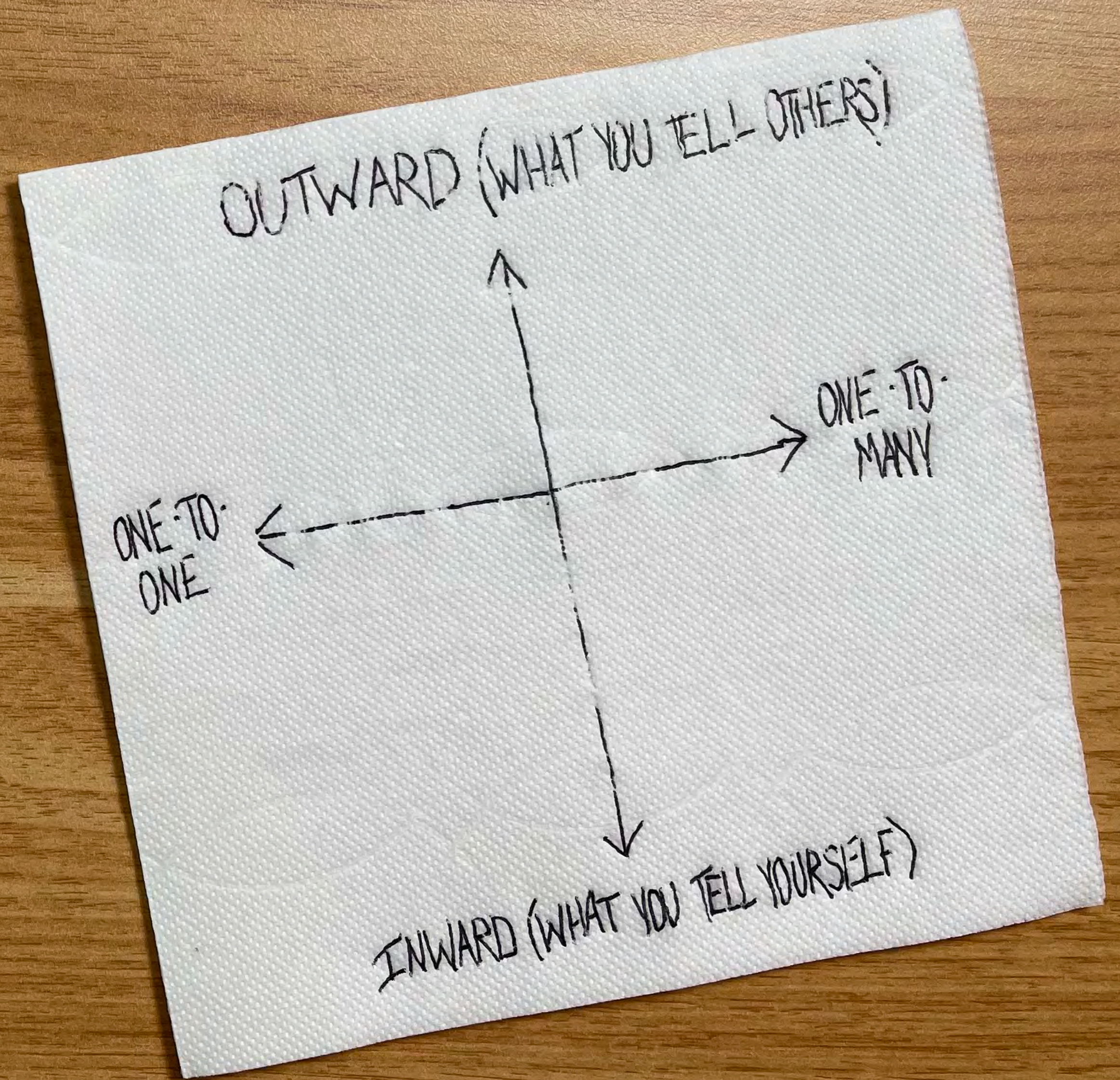
Some of our behaviors are based on instinct. Other behaviors are based on learning.

Today, I'll show you things you can learn so that you can become your best self.





# THE FOUR PILLARS OF LEADERSHIP





**THE FOUR PILLARS  
OF LEADERSHIP**

**Outward (What You Tell Others)**

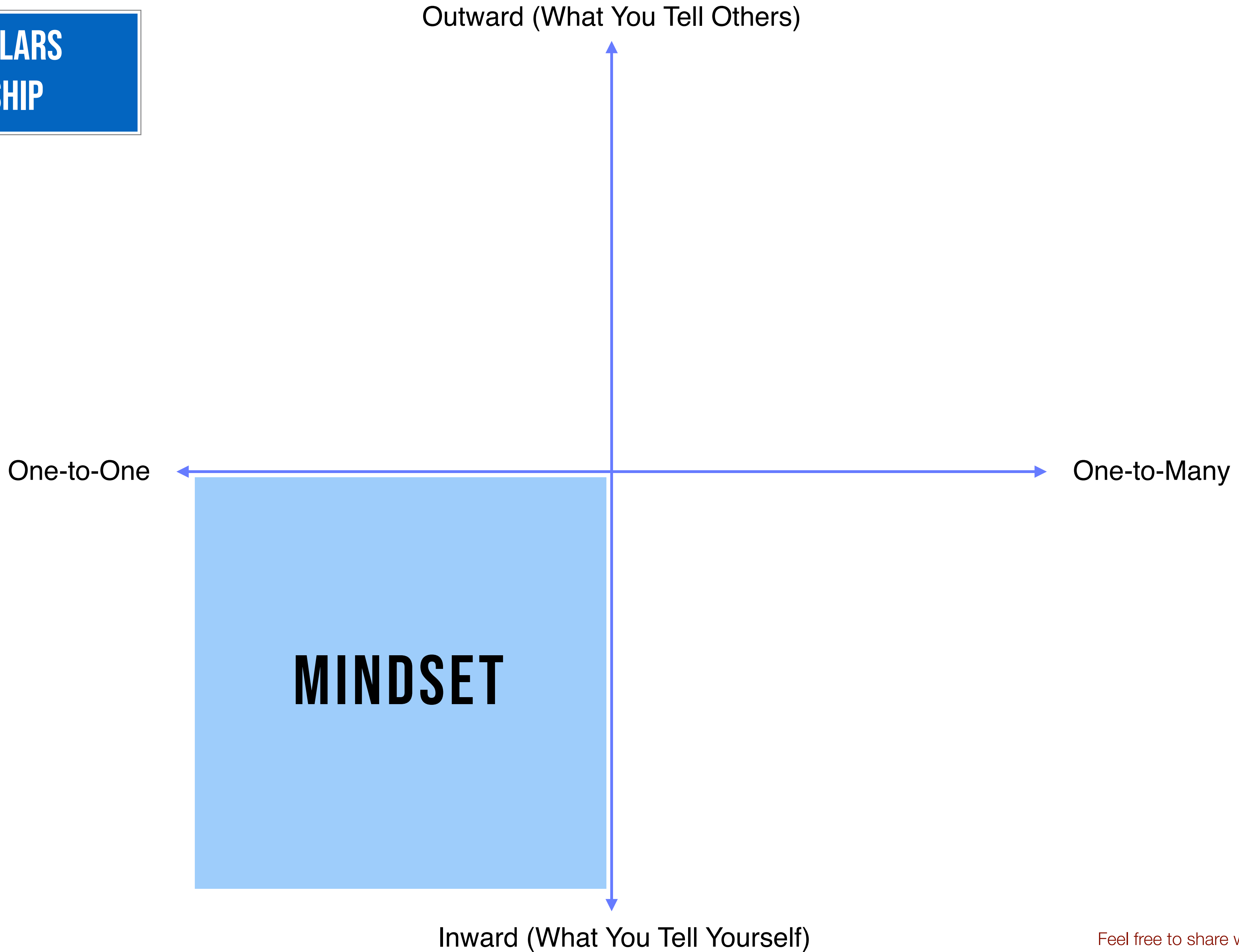
**One-to-One**

**One-to-Many**

**Inward (What You Tell Yourself)**

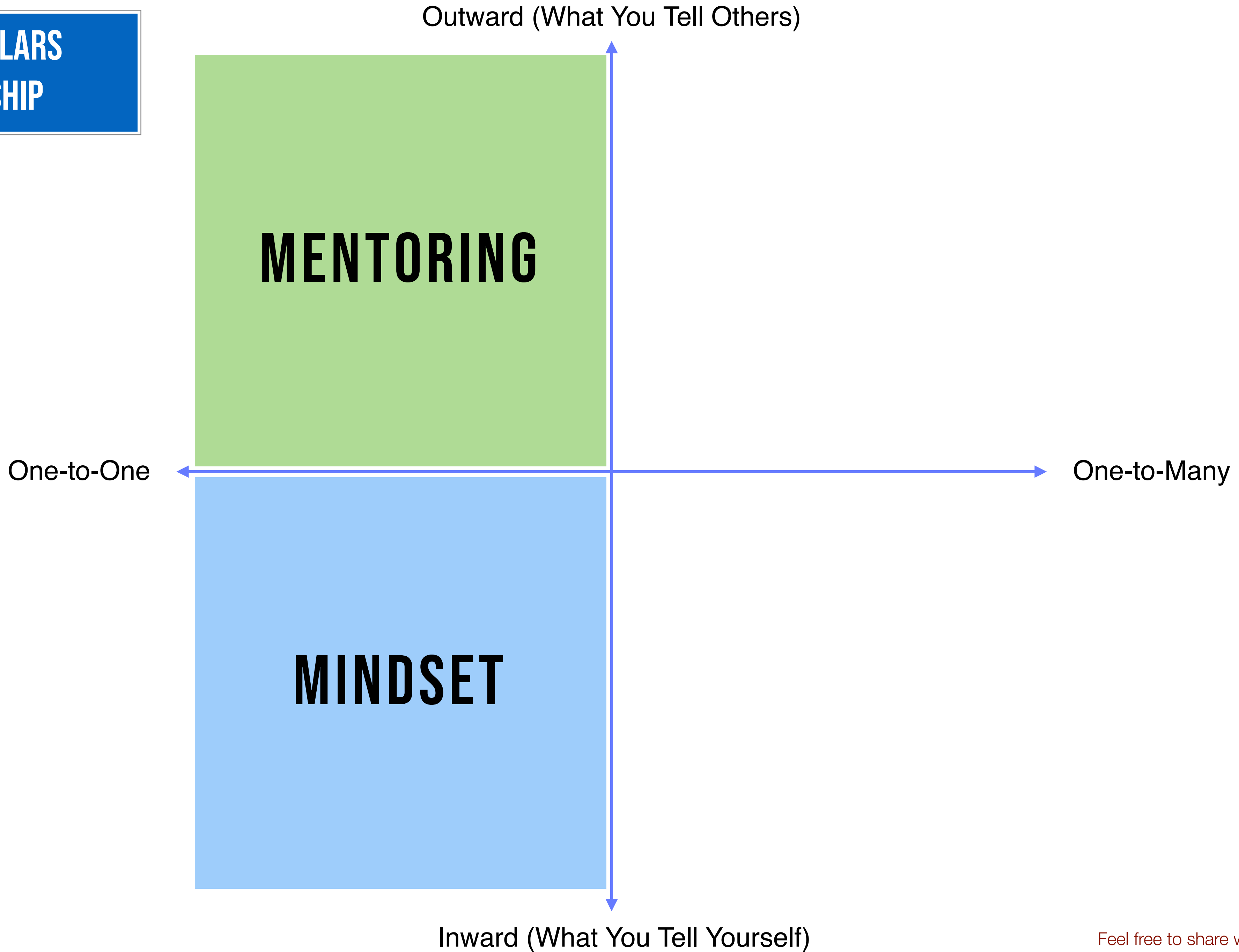


**THE FOUR PILLARS  
OF LEADERSHIP**



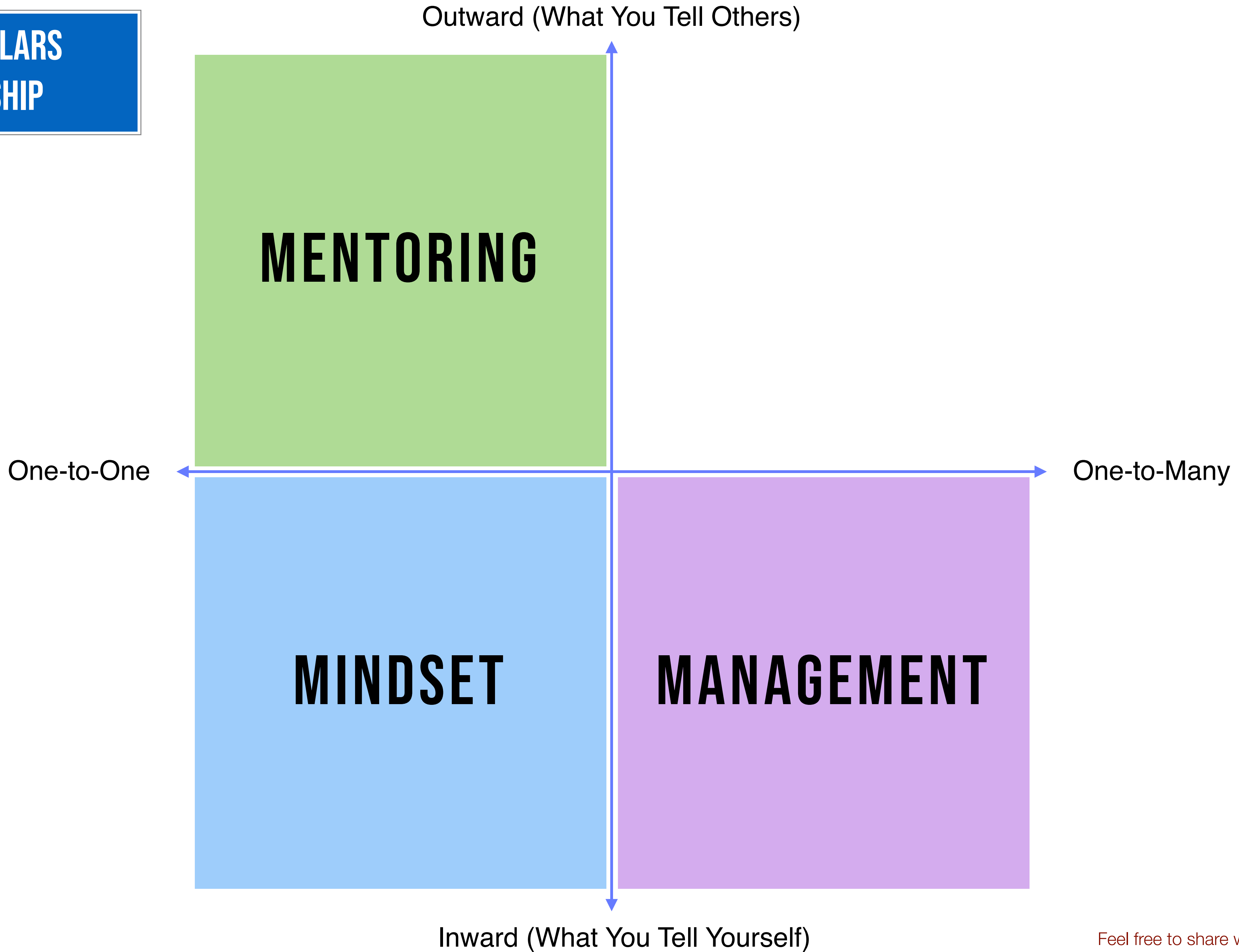


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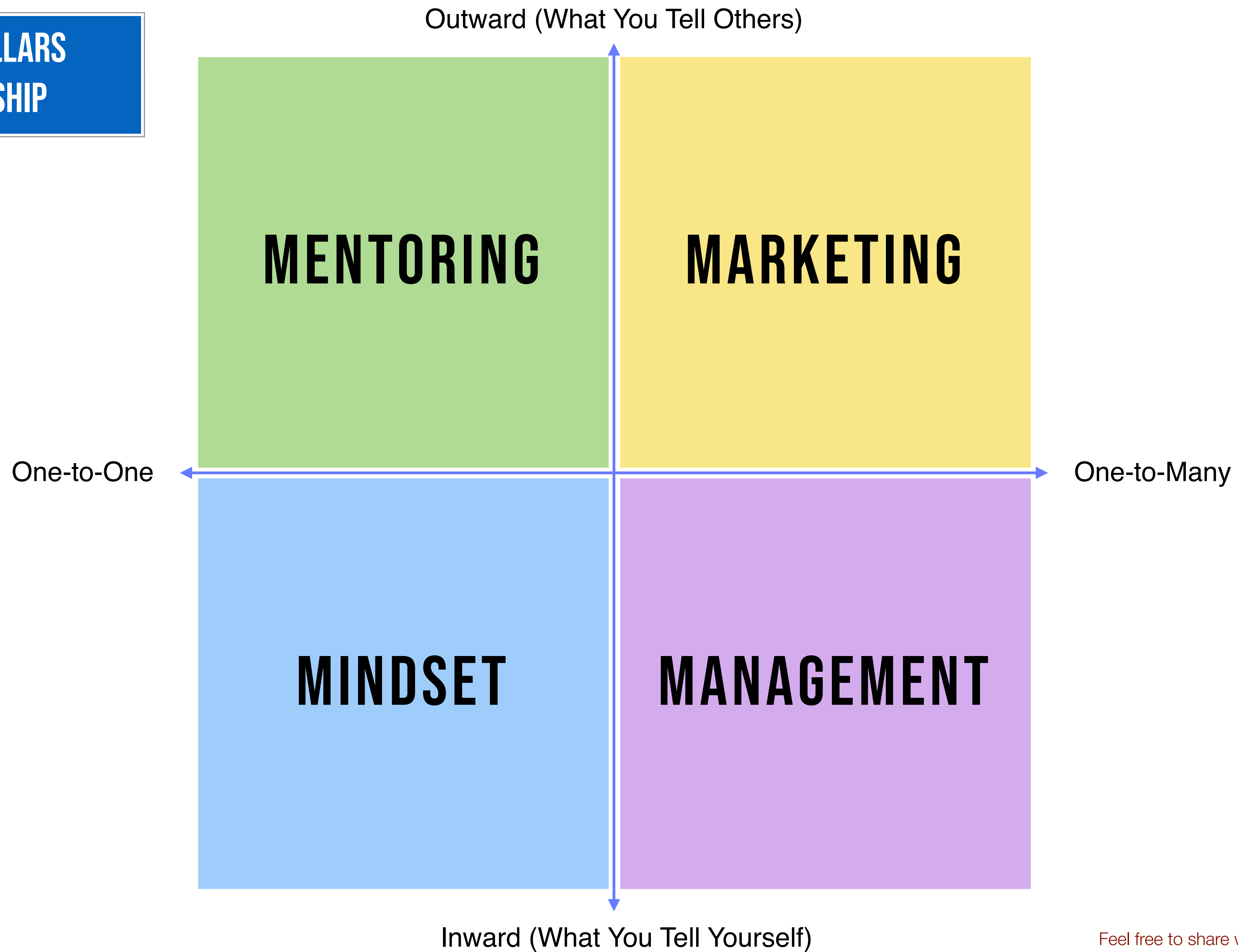


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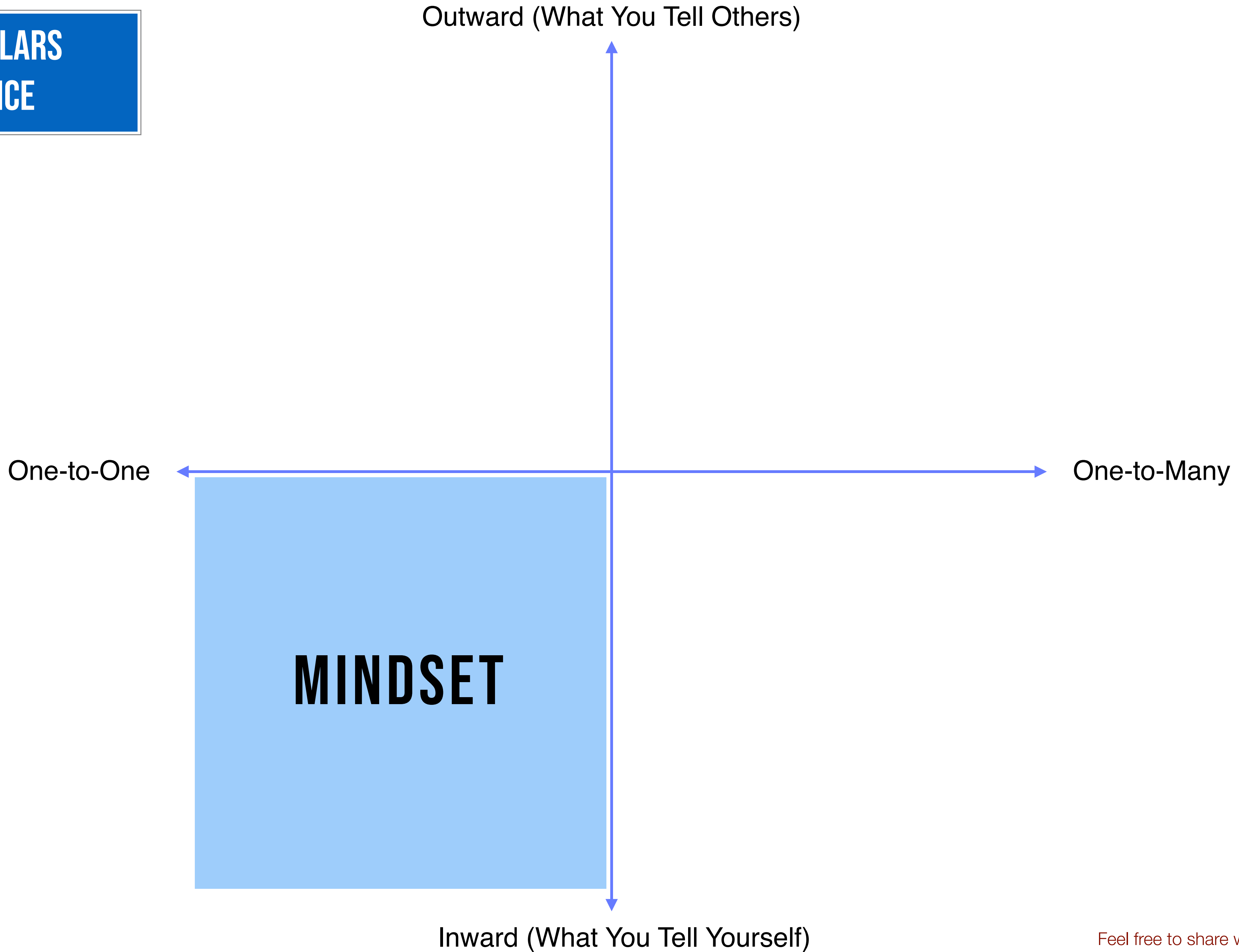


**THE FOUR PILLARS  
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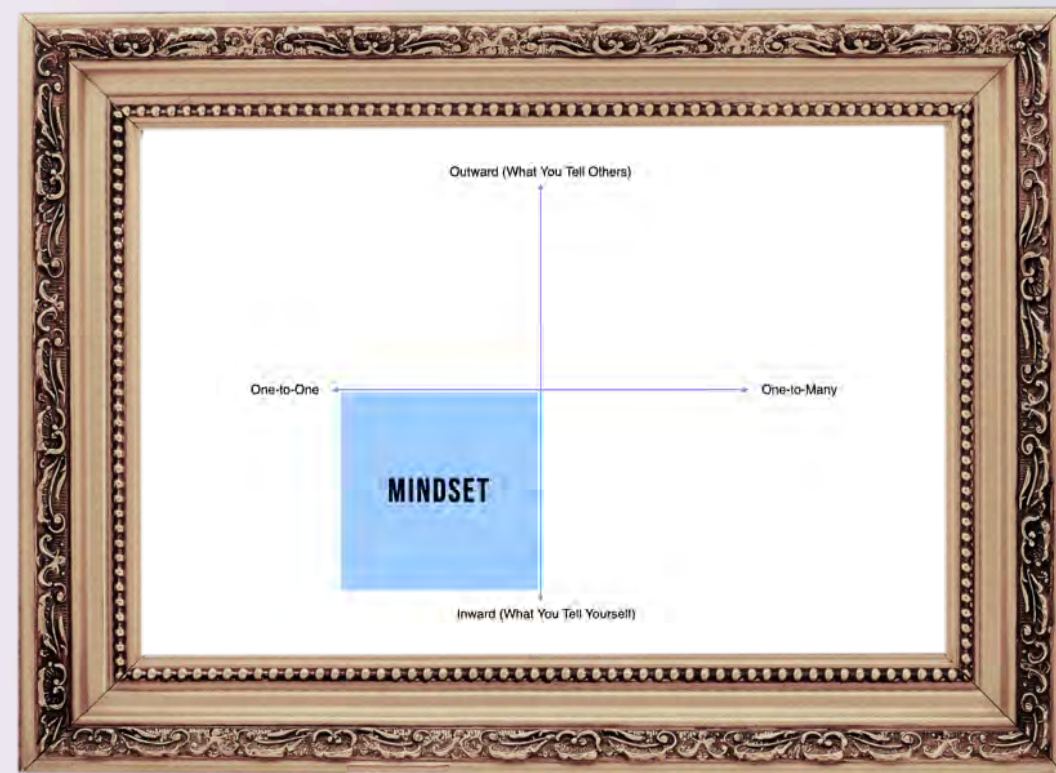


**THE FOUR PILLARS  
OF INFLUENCE**





# EFFECTIVE LEADERS WORK ON THEIR MINDSET FIRST AND THEIR SKILLSET SECOND



MINDSET

JAMIE@JAMIETURNER.LIVE

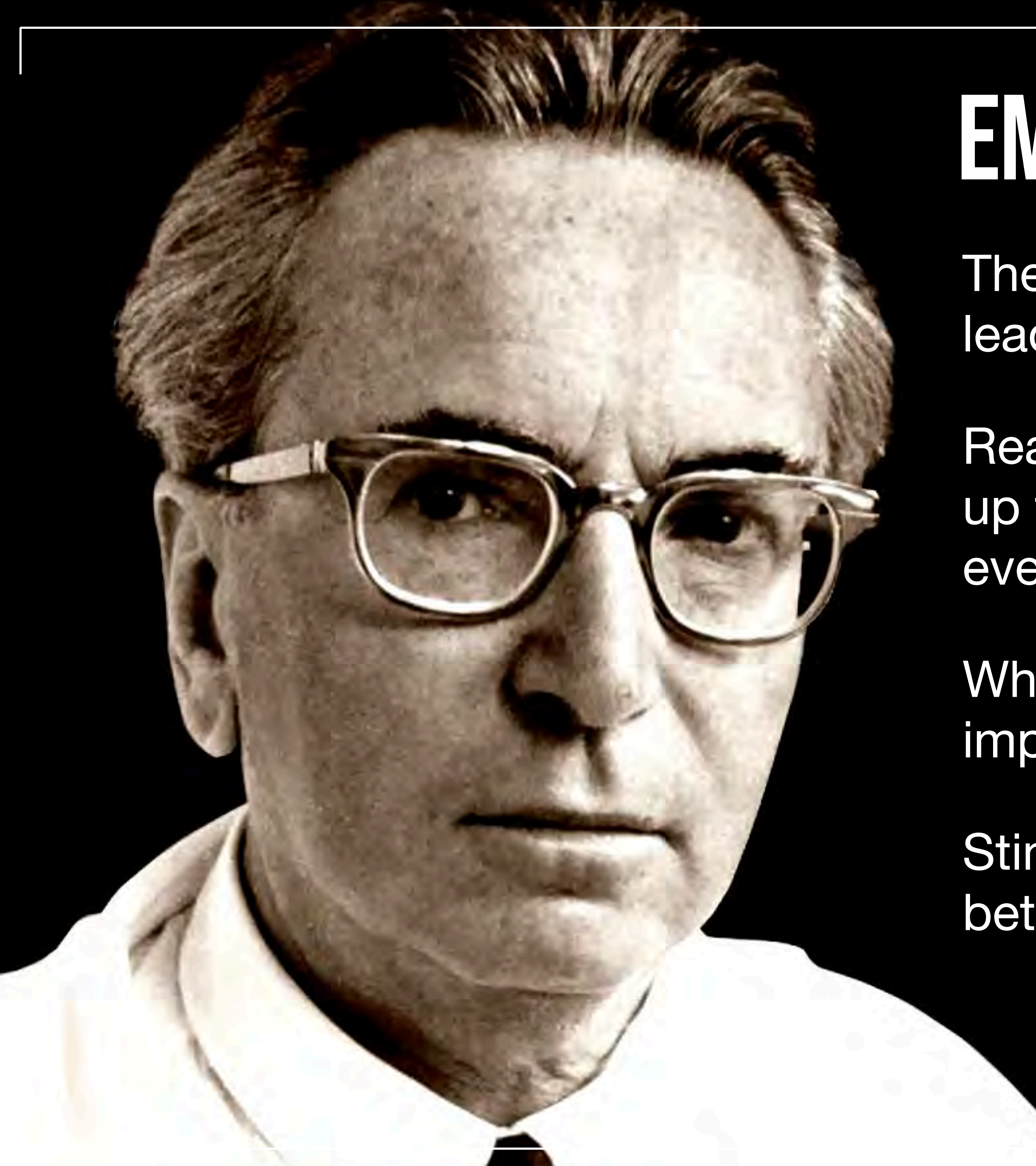


# THE POWER OF THE MIND

Alan Richardson had 3 groups of basketball players. The first practiced for 20 minutes each day, the second visualized themselves making free throws, and the third did not practice or visualize.

The group that only visualized demonstrated marked improvement and were nearly as accurate as the players that actually practiced.





# EMOTIONAL INTELLIGENCE

The starting point for any improvement as a leader is self-awareness.

Reacting to the stimulus around us sets us up to become a reflection of the negative events around us.

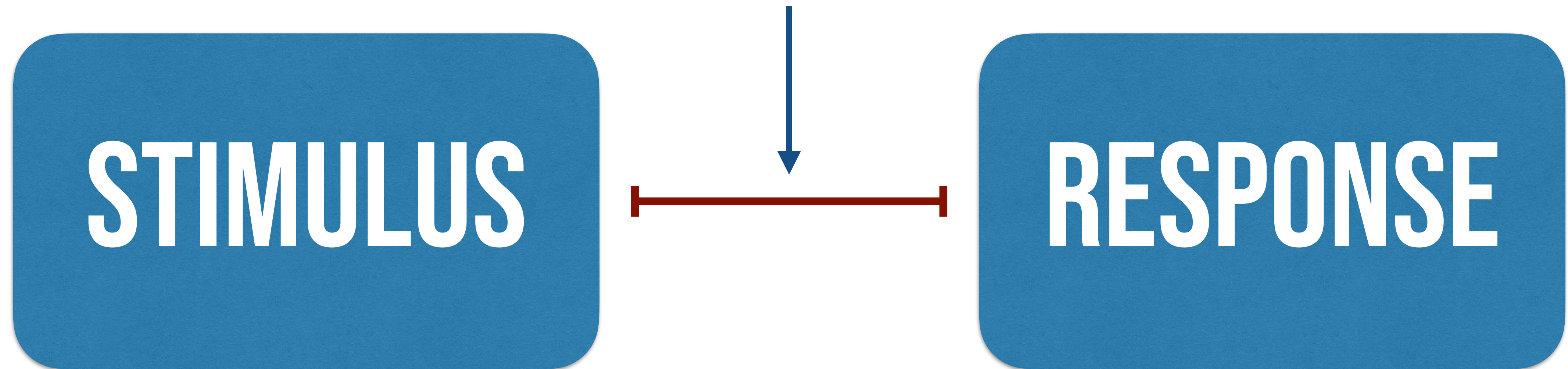
When you choose your response in a non-impulsive ways, you change your life.

Stimulus and response. (The) space in between is what can change our life.

—Viktor Frankle



**PEOPLE WITH HIGH EMOTIONAL INTELLIGENCE USE THIS SPACE TO IMPROVE THE OUTCOMES OF THEIR LIVES**





**LEADERS  
UNDERSTAND THAT  
THEY CAN  
CONTROL THEIR  
THOUGHTS AND  
THEIR ACTIONS.**

**BUT THEY  
CAN'T  
CONTROL THE  
OUTCOME.**



**IN ORDER TO WORK ON YOUR  
MINDSET, YOU HAVE TO UNDERSTAND  
YOUR FIRST LINE OF CODE.**





**WHAT IS YOUR FIRST  
LINE OF CODE?**

**MINDSET**



# RE-WIRING YOUR BRAIN TO OVERCOME TRAUMA



MINDSET



# THE SCIENCE BEHIND EMOTIONAL FREEDOM TECHNIQUE (EFT) TAPPING



Researchers studied the impact of EFT tapping on veterans with PTSD.

More than half of the EFT test group no longer fit the criteria for PTSD.

Another study compared the effectiveness of using EFT tapping over standard care options for anxiety symptoms.

The study concluded there was a significant decrease in anxiety scores compared to participants receiving other care.



# SYSTEM 1 VS. SYSTEM 2 THINKING



Sources: Psychology Today; Rob Pascale and Lou Primavera Ph.D.





# RECAP

- **Leadership can be learned:** Yes, there are natural-born leaders, but charisma doesn't always equal effective leadership.
- **Leadership starts in the mind:** The brain is an amazing tool, especially if you know how to manage it.
- **System 1 vs. System 2:** Moving your thoughts from System 1 to System 2 can improve outcomes



# MEDITATION CAN MINIMIZE STRESS, INCREASE FOCUS, AND MANAGE ADD OR ADHD

MINDSET



**EXPERIMENT: PLEASE TURN TO THE PERSON NEXT TO YOU  
AND SHARE WITH THEM SOMETHING THAT BRINGS YOU JOY**



**MINDSET**



**IN ORDER TO GROW, YOU NEED TO GET  
COMFORTABLE WITH DISCOMFORT.**

**MINDSET**

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**WHEN YOU MOVE TOWARDS COMFORT, YOUR  
WORLD SHRINKS. WHEN YOU MOVE TOWARDS  
DISCOMFORT, YOUR WORLD EXPANDS.**

A hand-drawn banner on a wooden surface. The banner is made of light-colored paper and is attached to a wooden stick with green string. The word "EXPLORE" is written in dark green, bold, capital letters on the banner, followed by a dark green arrow pointing to the right.

**EXPLORE** ▶

**MINDSET**



# NEW PERSPECTIVES ON LEADERSHIP

For years, you've been told that the following traits are the sign of a great leader:

- Grit
- Drive
- Pride
- Confidence
- Boldness





# NEW PERSPECTIVES ON LEADERSHIP

For years, you've been told that the following traits are the sign of a great leader:

- Grit
- Drive
- Pride
- Confidence
- Boldness

New research shows that there's an unwritten secret that is often overlooked:

*Humility*







**HELLO, MY NAME IS**

**JAMIE TURNER**



# QUIZ TIME!

- *Harvard Business Review* reports that only 5% of our leadership ability is driven by our \_\_\_\_\_ ability.
- Effective leaders work on their mindset first and their \_\_\_\_\_ second.
- When you move towards \_\_\_\_\_ your world shrinks. When you move towards \_\_\_\_\_ your world expands.

MINDSET





# UNSPOKENRULES.LIVE/RESOURCES

**EFFECTIVE LEADERS WORK ON THEIR MINDSET FIRST AND THEIR SKILLSET SECOND**  
Many aspiring leaders think that they need to work on their skillset first before they work on their mindset.  
In fact, the opposite is true.

**HOW TO GET THE MOST FROM THE UNSPOKEN RULES OF LEADERSHIP**  
Let's do a little experiment.  
Actually, "experiment" is probably too strong a word. Instead, activity that's designed to help you open your mind and your thoughts.  
After all, if you're like most people reading this, you're probably into the trap of solving new problems with old solutions. You approach new challenges by defaulting to the same approach in the past.  
The problem is that you're experiencing the law of diminishing returns. The solutions you're using aren't providing the results you're like a lot of people, you feel like you're in a rut and you can't get out of it.  
That's okay. These things happen.  
The good news is that there's a way out of that rut. It's doing the activity on the next page.

**LEARN!**  
Have you ever wished you were a good manager or leader?  
If you're like a lot of people, you've probably made sure you've done a good job of it.  
But every so often, you might step on a landmine — you might blow a budget, or say something in a meeting that you wish you could take back. It happens to all of us.  
The problem with stepping on landmines is that they take attention away from all of the good stuff you've been doing. They focus the spotlight on something negative rather than focusing it on your accomplishments.  
Wouldn't it be great if someone gave you a roadmap that showed you how to avoid most of the landmines? And wouldn't it be nice if you had a framework to help you do a better job leading others ... and leading yourself?  
I have some good news. The e-book you're reading now is designed to do exactly that. It's a blueprint you can use to be a better manager, team leader, and employee.  
Hopefully, you'll find the lessons in these pages as helpful for your career as I've found them to be for mine. Onward.  
Jamie Turner

**UNPACKING THE FOUR PILLARS**  
The first quadrant we'll discuss is the Mindset. These are the four pillars:

MENTORING	MARKETING
MINDSET	MANAGEMENT

Imaginative: I'm conceptual and see the big picture.

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*How to Lead Yourself and Those Around You*  
by  
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**WE CAN'T PREDICT THE FUTURE...**

**BUT WE CAN  
CREATE IT WITH  
IDENTITY  
STATEMENTS.**

**MINDSET**

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# YOUR IDENTITY STATEMENT EXPLAINS WHO YOU ARE AND WHAT YOU'RE ABOUT



MINDSET



# IDENTITY STATEMENT (TODAY)

“I am an explorer, a teacher, and a source of optimism. I travel the globe learning new things about business and leadership and share those insights with my followers via books, videos, teaching, and speaking. My goal in life is to help others discover a better version of themselves.”



# HOW TO MAKE YOUR IDENTITY STATEMENT A REALITY



**MINDSET**

Source: *Atomic Habits* by James Clear



# RECAP

- Successful leaders work on their mindset first and their skillset second.
- Thoughts lead to actions and actions lead to outcomes.
- Effective leaders work on their first line of code.
- When you move towards comfort, your world shrinks. When you move towards discomfort, your world expands.

MINDSET





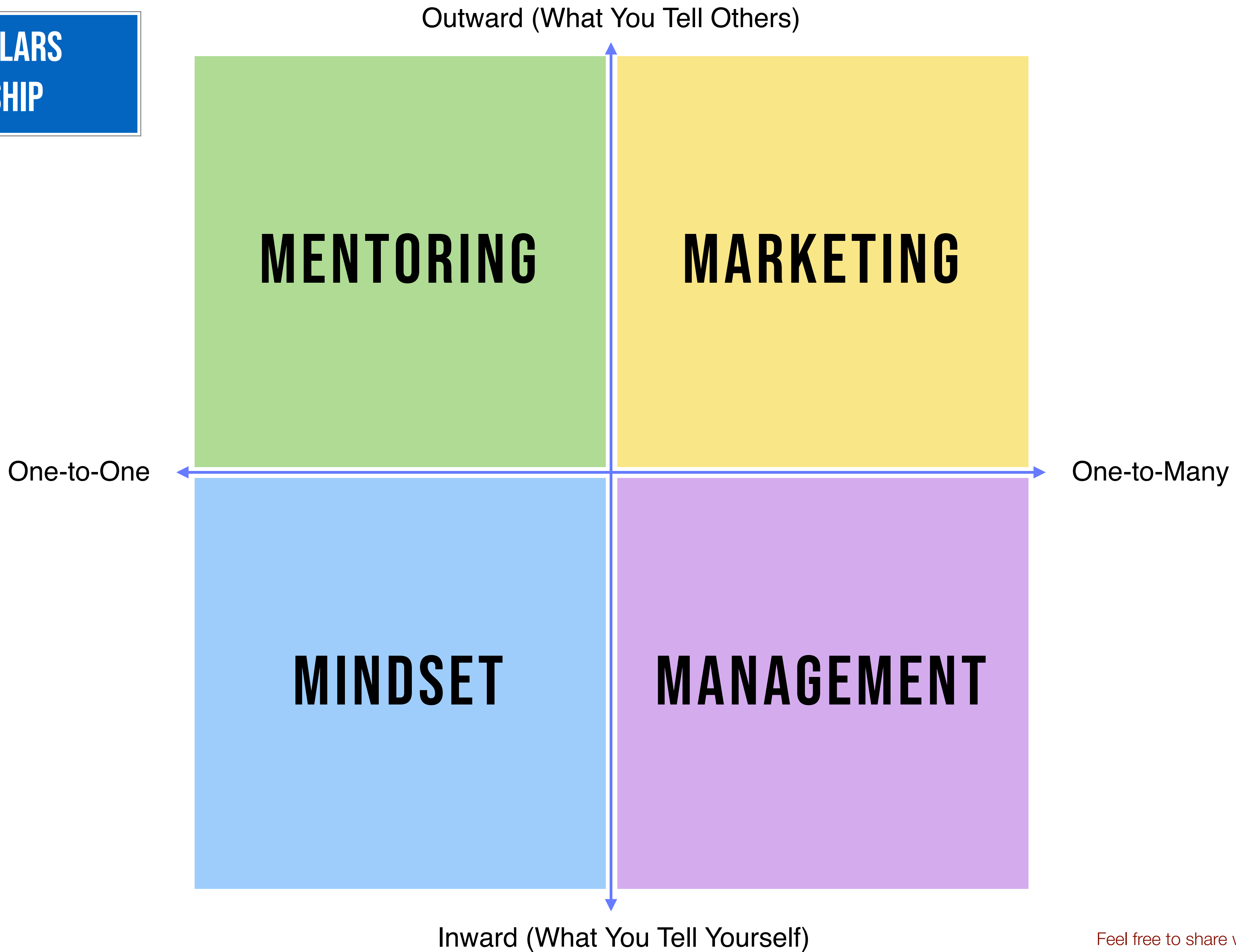
An aerial night view of a city skyline, likely New York City, with numerous skyscrapers illuminated with various colors of lights. The sky is dark with a bright light source in the upper center, casting a glow over the city. The text is overlaid on the image.

# THE UNSPOKEN RULES OF LEADERSHIP

PART II

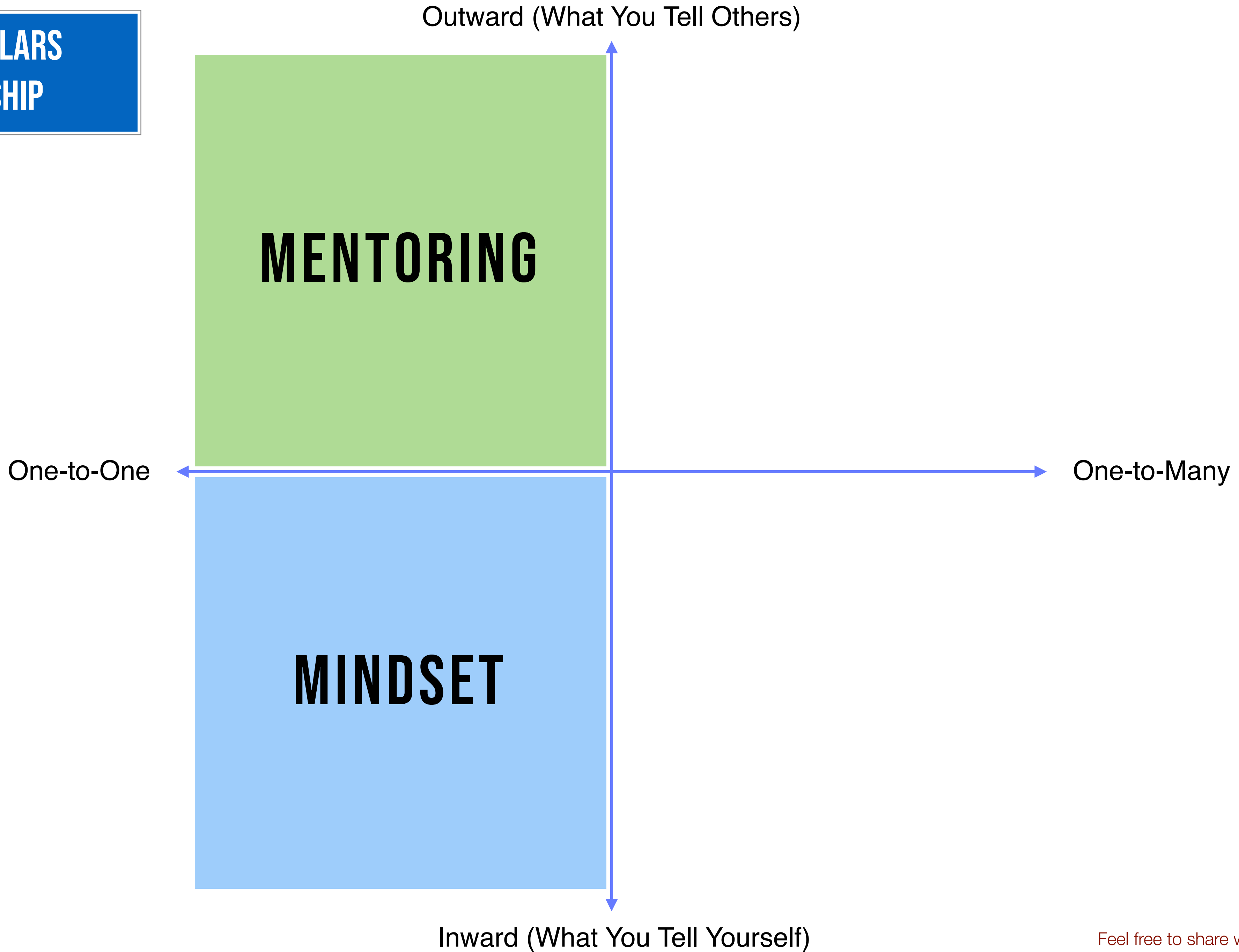


**THE FOUR PILLARS  
OF LEADERSHIP**





**THE FOUR PILLARS  
OF LEADERSHIP**





# IMPROVING YOUR MENTAL FLEXIBILITY



MENTORING



# GET INSIDE THE MIND OF YOUR MENTEE



MENTORING



# ACTIVE LISTENING

- Try to identify where the other person is coming from.
- Listen to the data behind what they're saying.
- Re-state their concerns back to them.



# EMPHASIS IS A FORM OF COMMUNICATION

I didn't say he borrowed my book.  
I **didn't** say he borrowed my book.  
I didn't **say** he borrowed my book.  
I didn't say **he** borrowed my book.  
I didn't say he **borrowed** my book.  
I didn't say he borrowed **my** book.  
I didn't say he borrowed my **book**.



# VOLUME VS. TONE VS. PITCH VS. TEMPO

- Volume: The equivalent of loudness.
- Tone: The quality of the sound of someone's voice.
- Pitch: The frequency of sound.
- Tempo: How quickly you say what you're saying.



# THE TRUTH ABOUT TONE

When communicating with a mentee, remember that more than half of your communication comes from your tone, posture, and energy. Less than half of your communication is verbal.

MENTORING

(Source: *Communication Factors* by Perterson, Russ, and Karschnik)



**THE ENERGY YOU PROJECT IS  
THE ENERGY THE MENTEE FEELS**

**MENTORING**



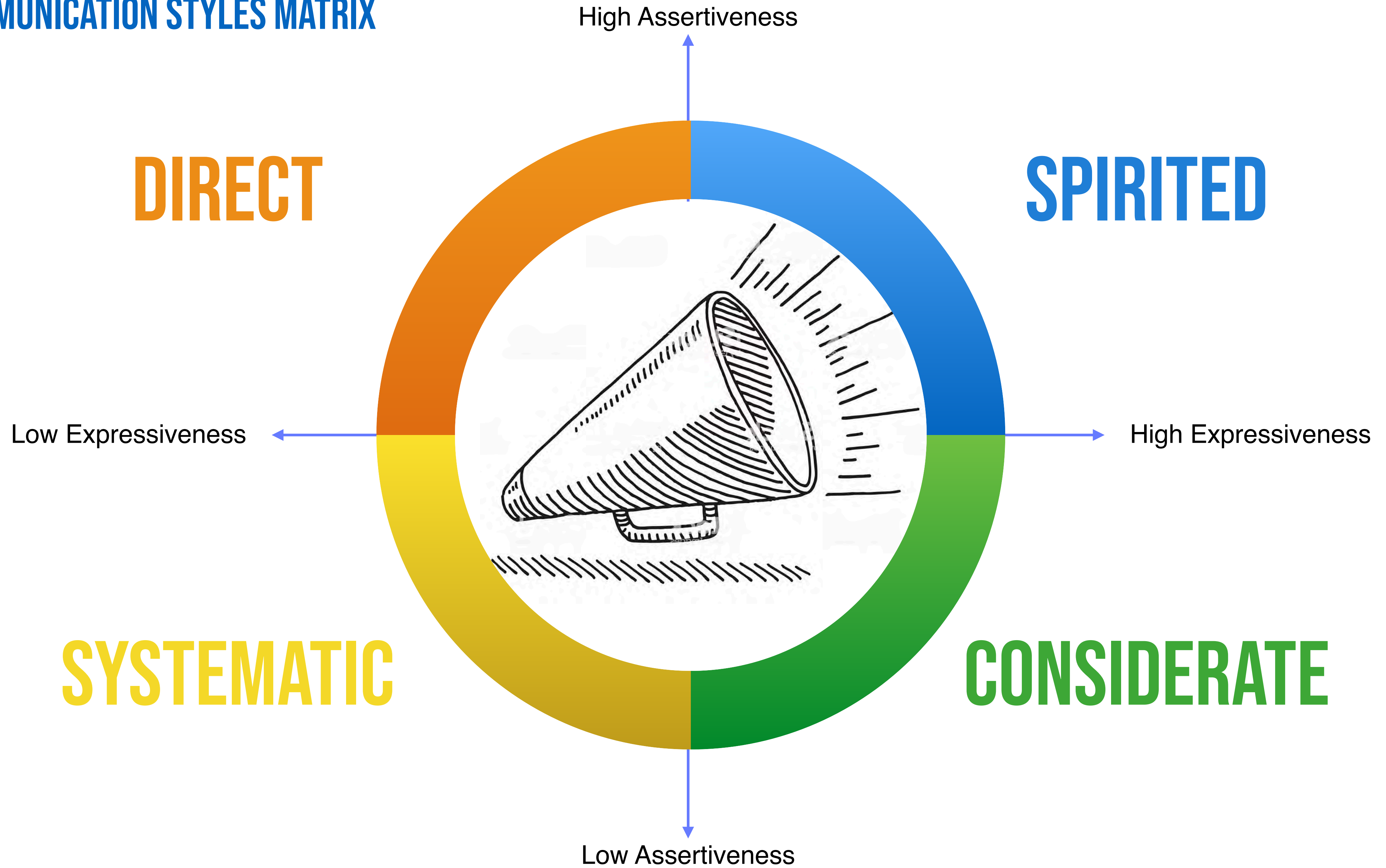


# THE POWER OF PITCH

- People will pick up on the pitch of your voice and react to it.
- A high pitch is often interpreted as anxious or upset.
- A low pitch sounds more serious and authoritative.
- Speaker Tip: The variation of the pitch in your voice keeps the other party interested.



# THE COMMUNICATION STYLES MATRIX





**USING THE COMMUNICATIONS MATRIX,  
THINK OF THE STYLE YOU USE AND TYPE IT  
INTO THE CHAT FEATURE.**



**NOW, THINK OF SOMEONE YOU  
COMMUNICATE WITH FREQUENTLY. WHAT  
STYLE DO THEY USE?**



# YOU: DIRECT STYLE

- Allow time for chatting at the beginning of a meeting.
- Recognize that others may feel the need to express their emotions about topics.
- Don't use email for sensitive or complicated topics.
- Allow time in your schedule for questions or feedback.
- Try to set other's expectations for meetings beforehand — length of time, topics to be covered, expected results.

MENTORING



Sources: Dr. Eileen Russo; MDT Training; Bookboon.com



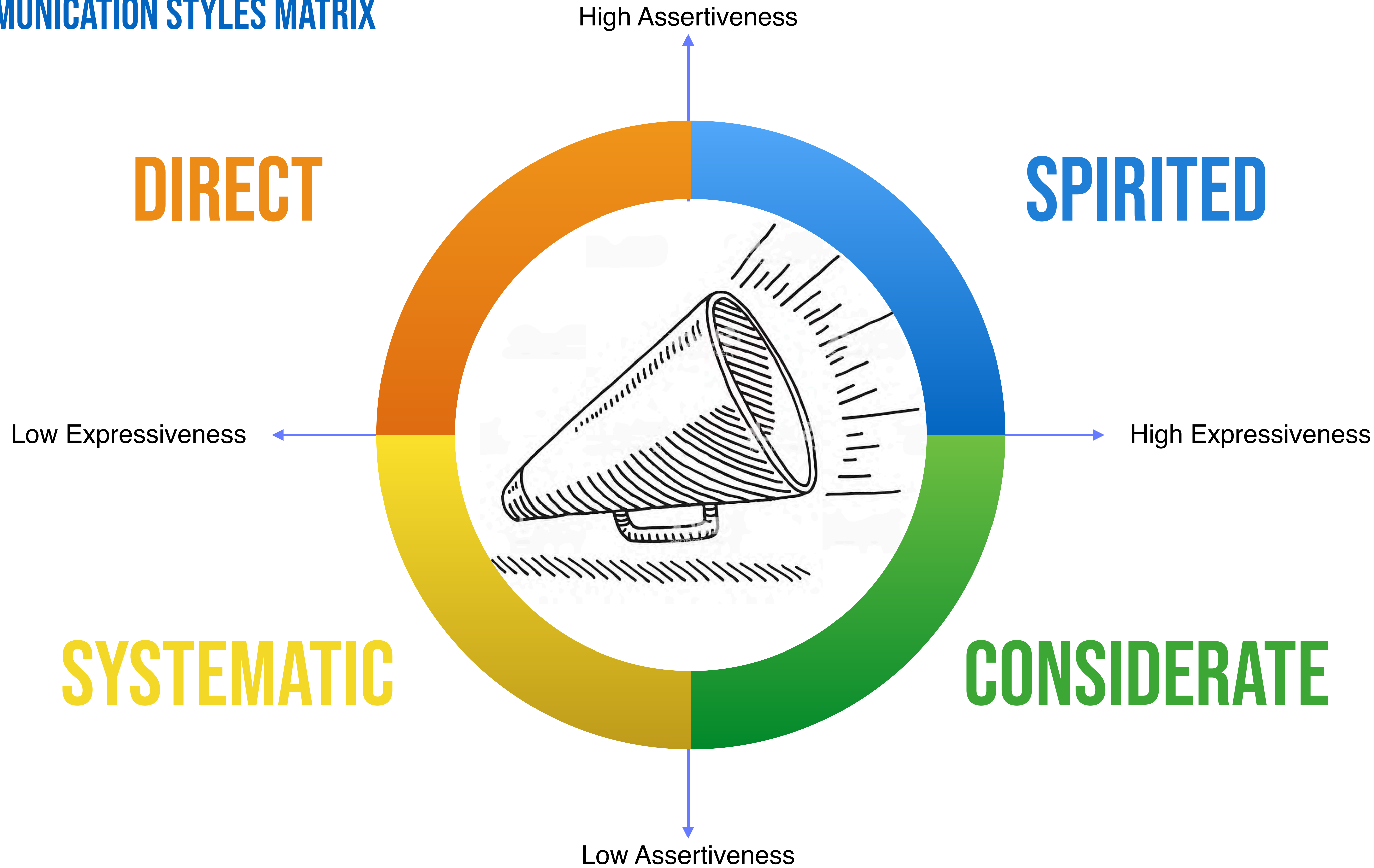


# THEM: DIRECT STYLE

- Get to the point quickly.
- Ask if they have time to talk before jumping in.
- Don't sugar coat things — speak plainly.
- Use short, direct sentences.
- Don't take their style personally.



# THE COMMUNICATION STYLES MATRIX





# YOU: SPIRITED

- Try to limit your sharing of personal anecdotes that are off-topic.
- Respect agreed-upon agendas and time limits when in meetings.
- Be certain requests you make are clear and that you convey the reason for asking.
- Communicate your appreciation for others' work and input.

MENTORING



Sources: Dr. Eileen Russo; MDT Training; Bookboon.com



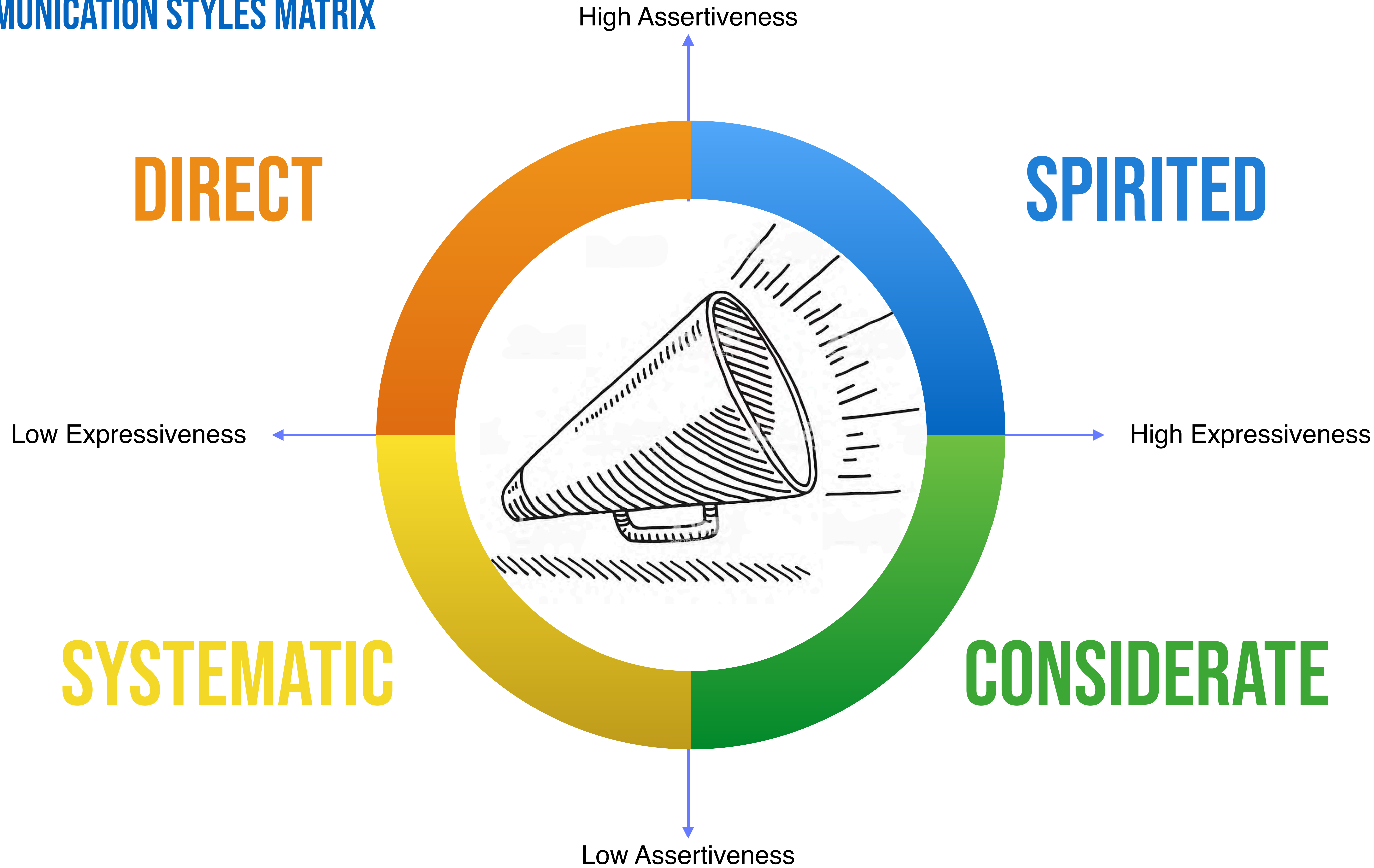


## THEM: SPIRITED

- Challenge them to break down their “big ideas” into specific outcomes and steps.
- Use an agenda with time limits listed for each topic.
- Praise them in front of other people.
- Understand that they may exaggerate.
- Reaffirm what they have agreed to do.



# THE COMMUNICATION STYLES MATRIX





# YOU: CONSIDERATE

- Recognize that other people's opinions about a topic are separate from their opinions about you.
- Realize that not everyone is comfortable discussing personal topics at work.
- Respect your own opinion as you respect others' opinions.
- You don't have to be friends with everyone, but you should treat others and be treated professionally.

MENTORING



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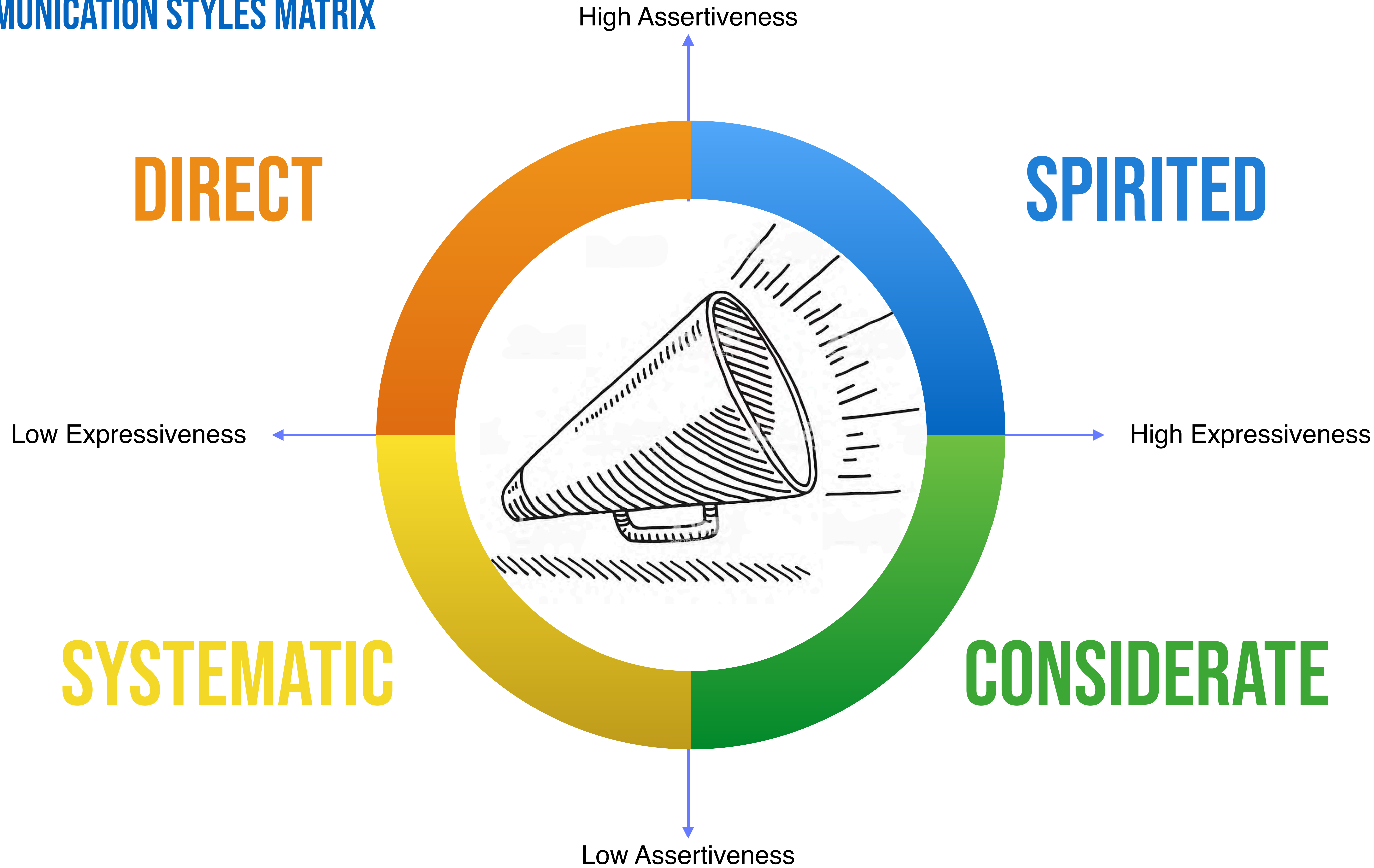


# THEM: CONSIDERATE

- Express a sincere interest in their feelings, thoughts, and personal life.
- When possible, reassure them that your opinions are not personal.
- Encourage them to ask questions and share their opinions.
- Let them know that you appreciate their help.
- Resolve any conflicts quickly.



# THE COMMUNICATION STYLES MATRIX





# YOU: SYSTEMATIC

- Understand that not everyone follows a linear thought process.
- If you want to build rapport, ask others questions about themselves.
- Make sure you understand the scope of a project so that you don't waste time collecting information that isn't going to be needed.
- Play to your strengths: organizational skills and follow-through.

MENTORING







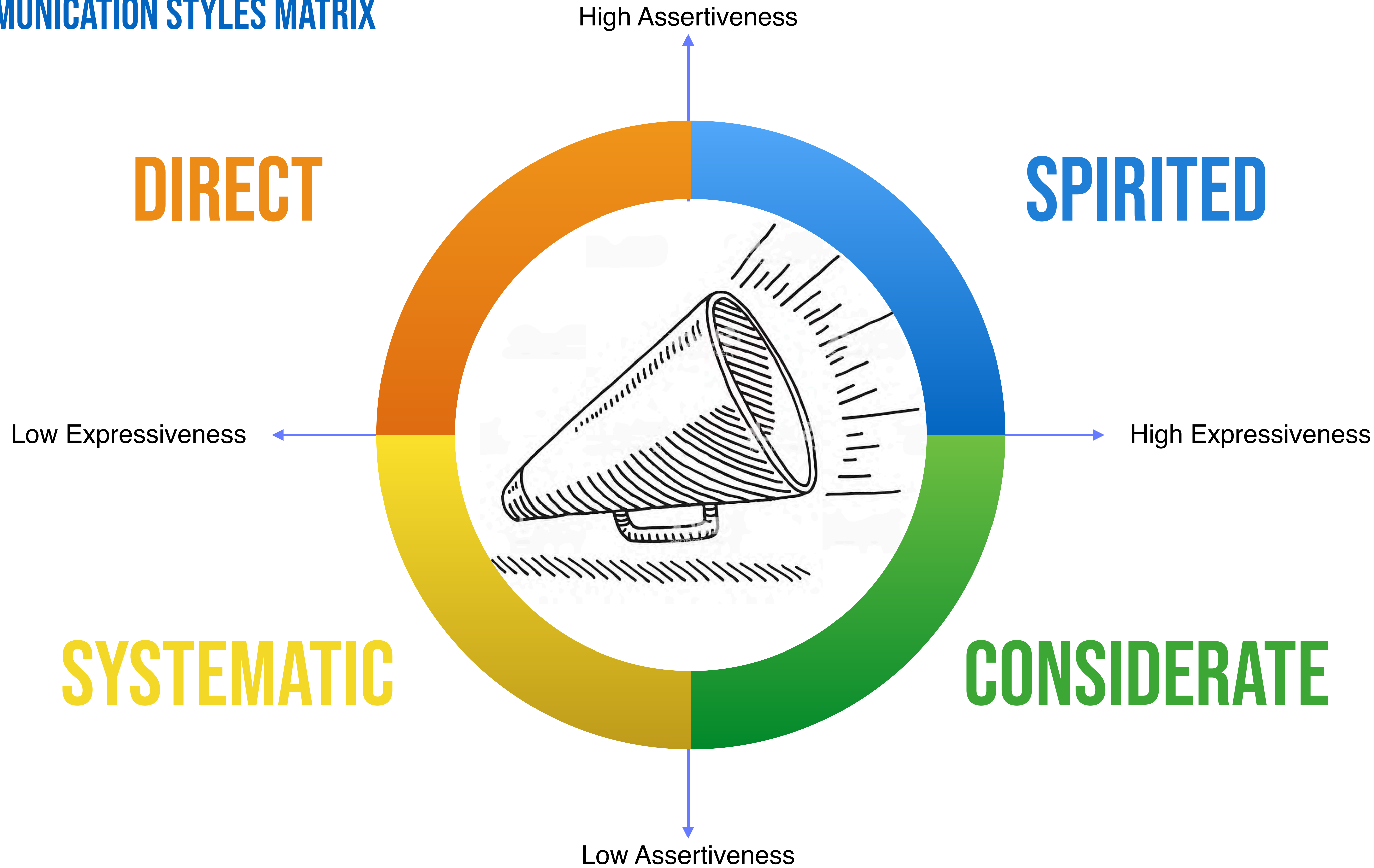
# THEM: SYSTEMATIC

- Be organized, on time, and on topic.
- Focus on the facts rather than on your opinions.
- Speak with precision and accuracy rather than with generalizations.
- Provide logical reasons for your actions and what you ask of them.
- Allow them time for research and analysis before decision-making.

MENTORING



# THE COMMUNICATION STYLES MATRIX





# UNSPOKENRULES.LIVE/RESOURCES

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Many aspiring leaders think that they need to work on their skillset first before they work on their mindset.  
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MENTORING	MARKETING
MINDSET	MANAGEMENT

Outward (What You Tell Others)  
One-to-Many  
Inward (What You Tell Yourself)

Imaginative: I'm conceptual and see the big picture.  
Detail-oriented.

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# SALLY AND ERIC AT THE HEALTH CLUB

MENTORING



# SALLY AND ERIC AT THE HEALTH CLUB

**Sally:** Hi Eric. You're here for your 10:30 appointment, yes?

**Eric:** Yup.

**Sally:** The weather is beautiful today, isn't it?

**Eric:** Yeah, I love mornings like this.

**Sally:** What brings you in today?

**Eric:** Well, I think it's time I get in shape.

**Sally:** (Nodding) Yes, and you've come to the right place.

**Eric:** Well ... that's what I'm trying to figure out. I've got some other options to look at still.

**Sally:** But you're here! Clearly, there's a good reason for that.

**Eric:** You're the closest gym to my house.

**Sally:** Yes, and we have five hundred other locations worldwide, too. Obviously, a gym membership doesn't do you any good if you don't ever go, right?

**Eric:** Yeah, I've gone down that road before.

**Sally:** But somehow I get the feeling this time is totally different for you. Tell you what, let me give you a tour, and then we'll come back here and I'll show you some numbers.



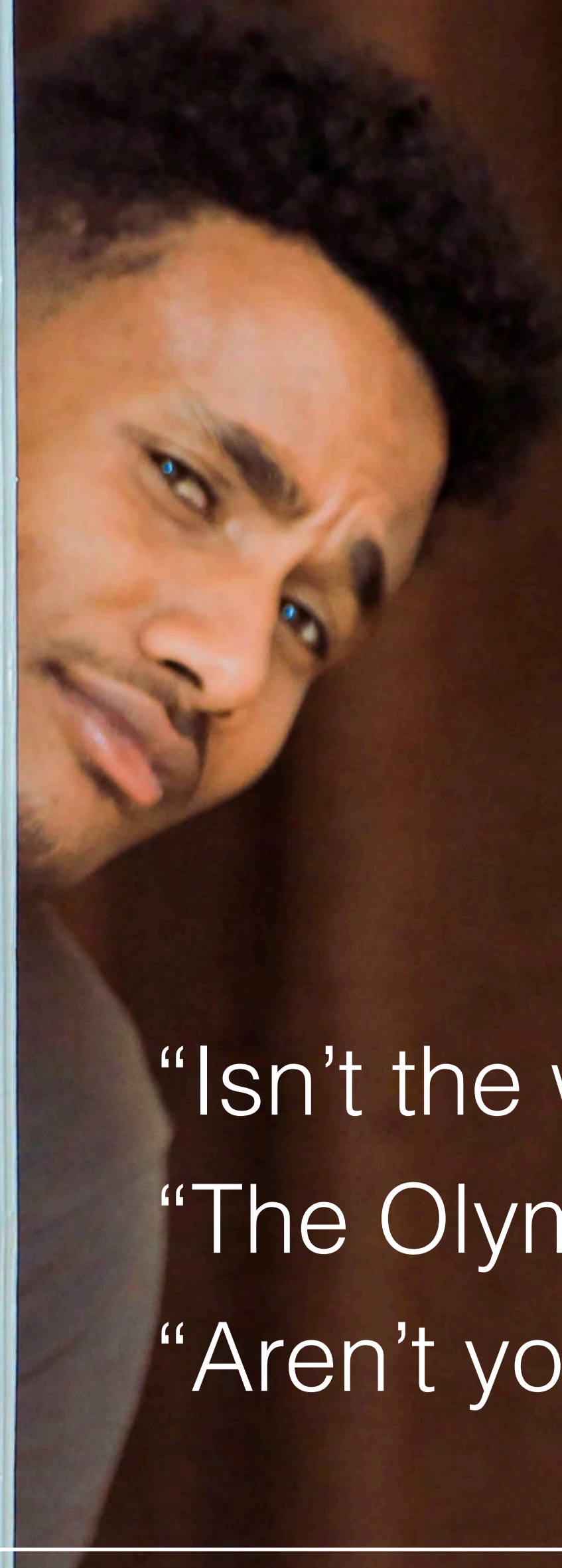
# FINDING THE FIRST “YES.”

MENTORING





# USE TAG QUESTIONS



“Isn’t the weather great today?”

“The Olympics has been fun, right?”

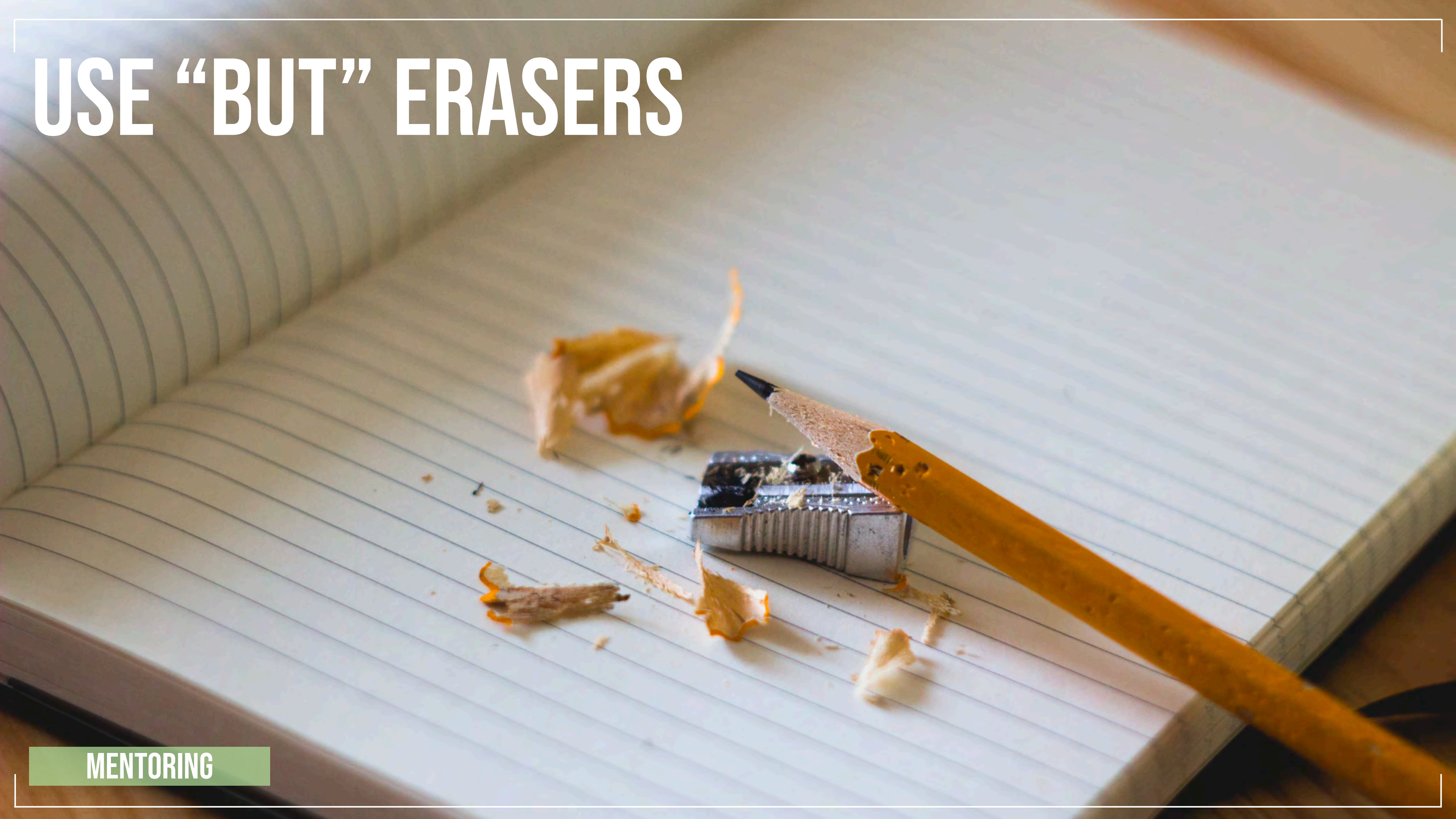
“Aren’t you glad it’s Friday?”

MENTORING



# USE “BUT” ERASERS

MENTORING





# THE POWER OF THE WORD “BECAUSE.”

MENTORING





# THE POWER OF THE WORD “BECAUSE.”

When researcher said “May I use the copier?” 60% said yes.

When researcher said “because I’m in a rush” 94% said yes.

Amazingly, when researcher only said “because...” 93% still said yes.



# “BECAUSE” AT A GLANCE

- “Because” is magical because it satisfies the brain’s need for a link between cause and effect.
- Leaders — Make sure your team members understand the organization’s “because” in addition to their own “because.”
- Salespeople — People don’t buy what you do, they buy why you do it.

MENTORING





# CERTAIN WORDS ENDING IN -LY HAVE BUILD-IN AGREEMENT

To get subconscious agreement with someone, *carefully* start sentences with “clearly,” or “naturally.”



MENTORING



# “AND” LINKING

- “And” links two ideas together as one.
- Taking a positive, agreeable statement, and linking it to a less agreeable statement in order to minimize the impact of the less agreeable statement.





# OTHER TECHNIQUES

- **Backtracking:** Using what people have said as a way to get a little yes. “You said you’ve gone down that path before?”
- **Nodding:** If you are nodding your own head while delivering a statement, the person you’re speaking to is much more likely to nod themselves.
- **Barnum Statements:** A generalization that is true for everyone. “At times, you are withdrawn and quiet, while at other times you are outgoing and personable.”
- **Mirroring:** Taking on the posture, energy, and vocal tendencies of the person you’re communicating with.

MENTORING



Source: “Magic Words” by my friend Tim David



# SALLY AND ERIC AT THE HEALTH CLUB

**Sally:** Hi Eric. You're here for your 10:30 appointment, yes? (Finding the first yes.)

**Eric:** Yup.

**Sally:** The weather is beautiful today, isn't it? (Using a tag question.)

**Eric:** Yeah, I love mornings like this. (Sally smiles, nods, and mirrors Eric's behavior.)

**Sally:** What brings you in today?

**Eric:** Well, I think it's time I get in shape.

**Sally:** (Nodding) Yes, and you've come to the right place. (Nodding. "And" linking.)

**Eric:** Well ... that's what I'm trying to figure out. I've got some other options to look at still.

**Sally:** But you're here! Clearly, there's a good reason for that. ("But" eraser. Plus an -ly word.)

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**Eric:** Yeah, I've gone down that road before. (A negative thought. Time for a But eraser.)

**Sally:** But somehow I get the feeling this time is totally different for you. Tell you what, let me give you a tour, and then we'll come back here and I'll show you some numbers.



# USING “WHY” TO ALLOW PEOPLE TO FILL IN THEIR OWN “BECAUSE.”

Why do you think it's important to attend leadership development meetings?

MENTORING



**WHAT IS ONE OF THE BEST WAYS TO CONNECT  
WITH SOMEONE?**

**ASK FOR HELP.**

**MENTORING**



# USE NOUNS RATHER THAN VERBS TO HELP YOUR MENTEE VISUALIZE AN OUTCOME.

“How important is it for you to be a voter?” was 11% more effective than “How important is it for you to vote?”

Another example: “He’s a liar” is much more damning than “He lies.”



A hand is holding a yellow sticky note. The note has handwritten text in blue ink. The background is a blurred crowd of people.

A handwritten  
yellow stickie  
can double  
the effectiveness  
of your  
communication

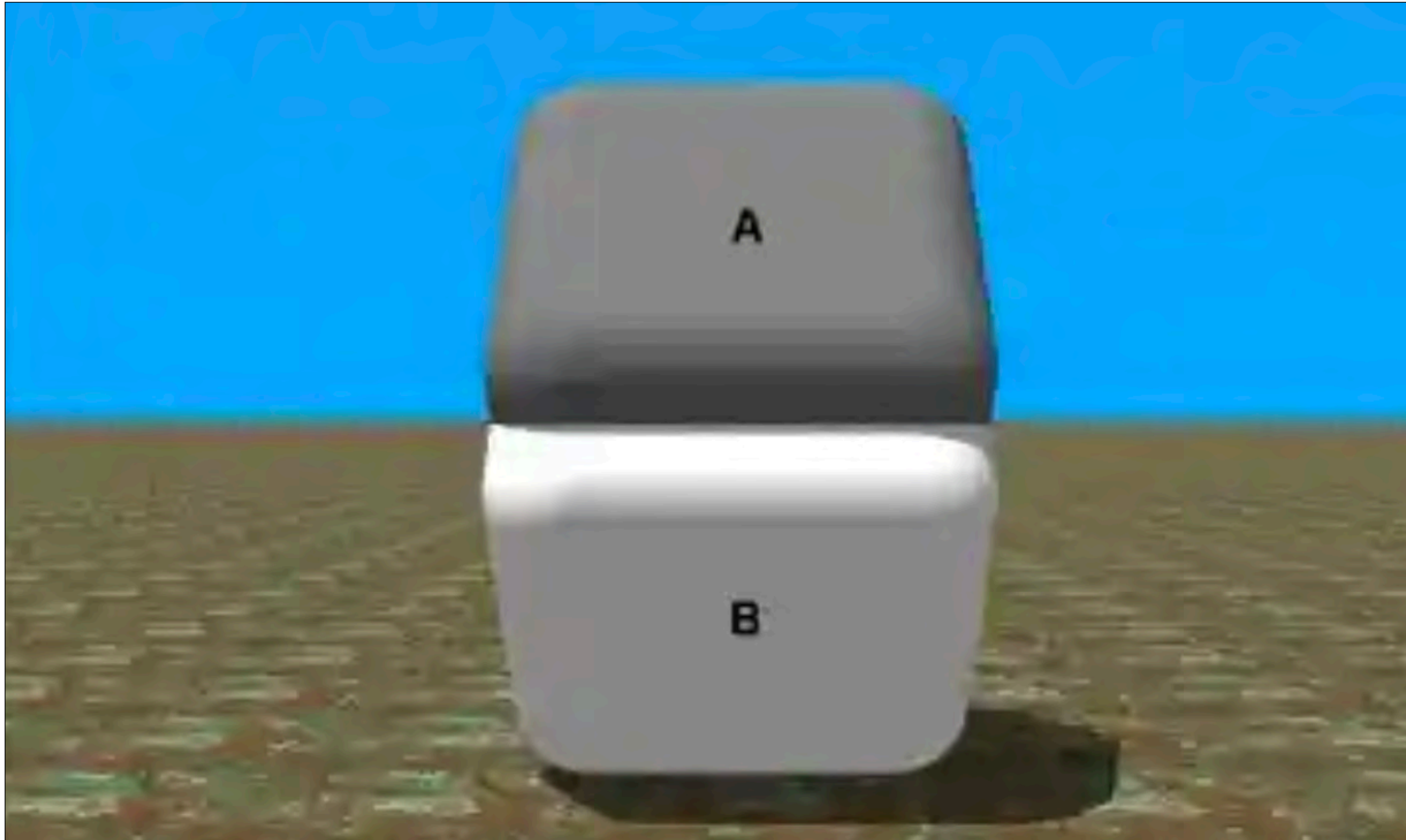
**34% FILLED OUT SURVEY WITHOUT A  
STICKIE NOTE.**

**43% FILLED IT OUT WITH A BLANK  
STICKIE NOTE.**

**69% FILLED IT OUT WITH A  
HANDWRITTEN STICKIE NOTE.**

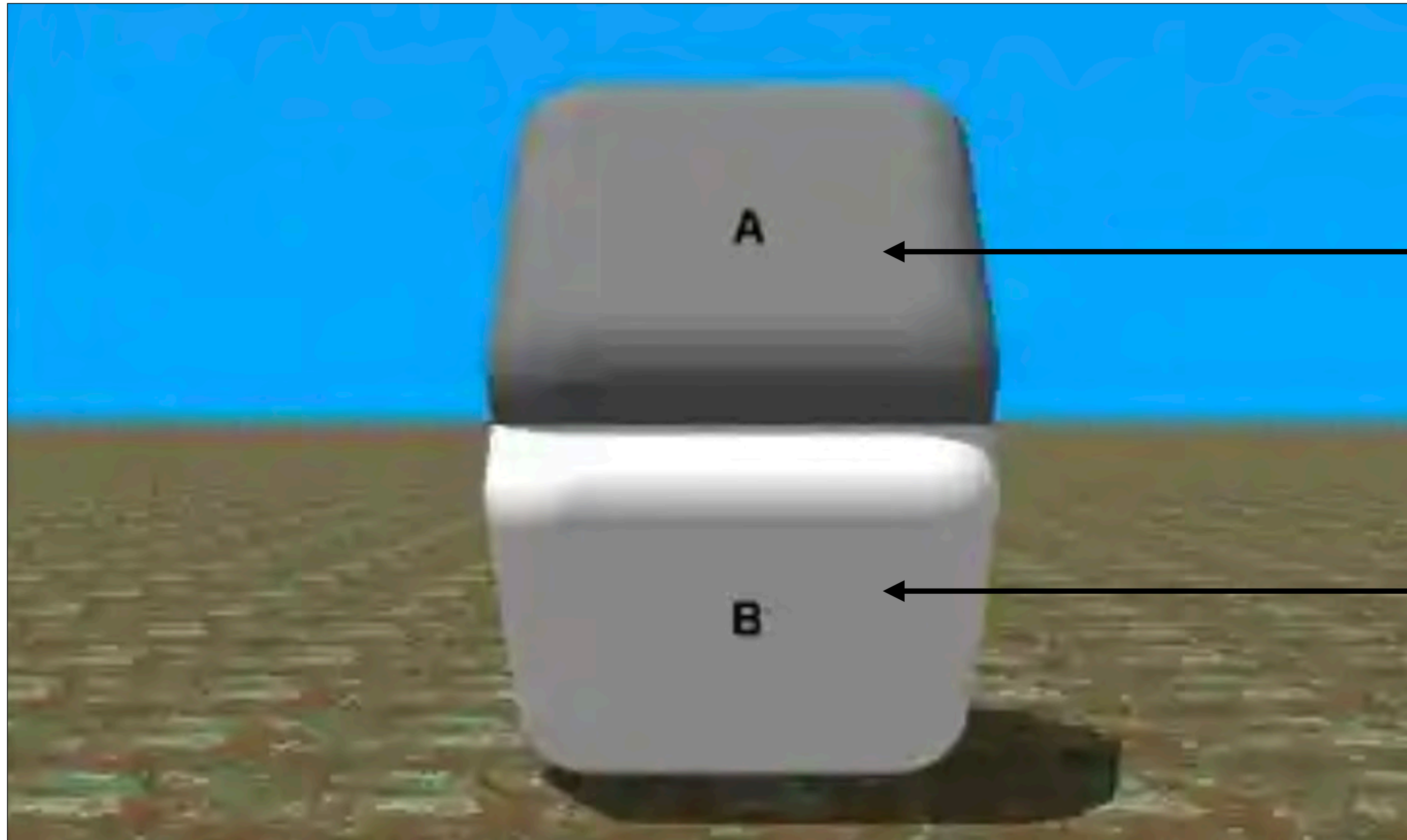


# WHAT SURROUNDS US INFLUENCES OUR PERCEPTION





# WHAT SURROUNDS US INFLUENCES OUR PERCEPTION





**WHAT TECHNIQUES HAVE YOU USED  
EFFECTIVELY WHEN MENTORING (OR  
BEING MENTORED)?**



A person wearing a red and blue plaid shirt is gesturing with their hands in a meeting setting. The background is blurred, showing other people and a laptop on a desk.

# LEADING A MEETING

1. Be clear about what kind of meeting it is — brainstorming, planning, or setting the course.
2. Over-prepare, then relax. (This includes rehearsing out loud.)
3. Every so often, pause and do a quick re-cap. Get consensus at that time.
4. Provide clear action steps at the end.



# QUIZ TIME!

- In order to get inside the mind of your mentee, you have to think \_\_\_\_\_.
- The four kinds of communication styles are direct, spirited, systematic, and \_\_\_\_\_.
- One of the best ways to connect with someone is to ask for \_\_\_\_\_.







# WHAT IS A MENTOR'S SECRET WEAPON? SELF-AWARENESS



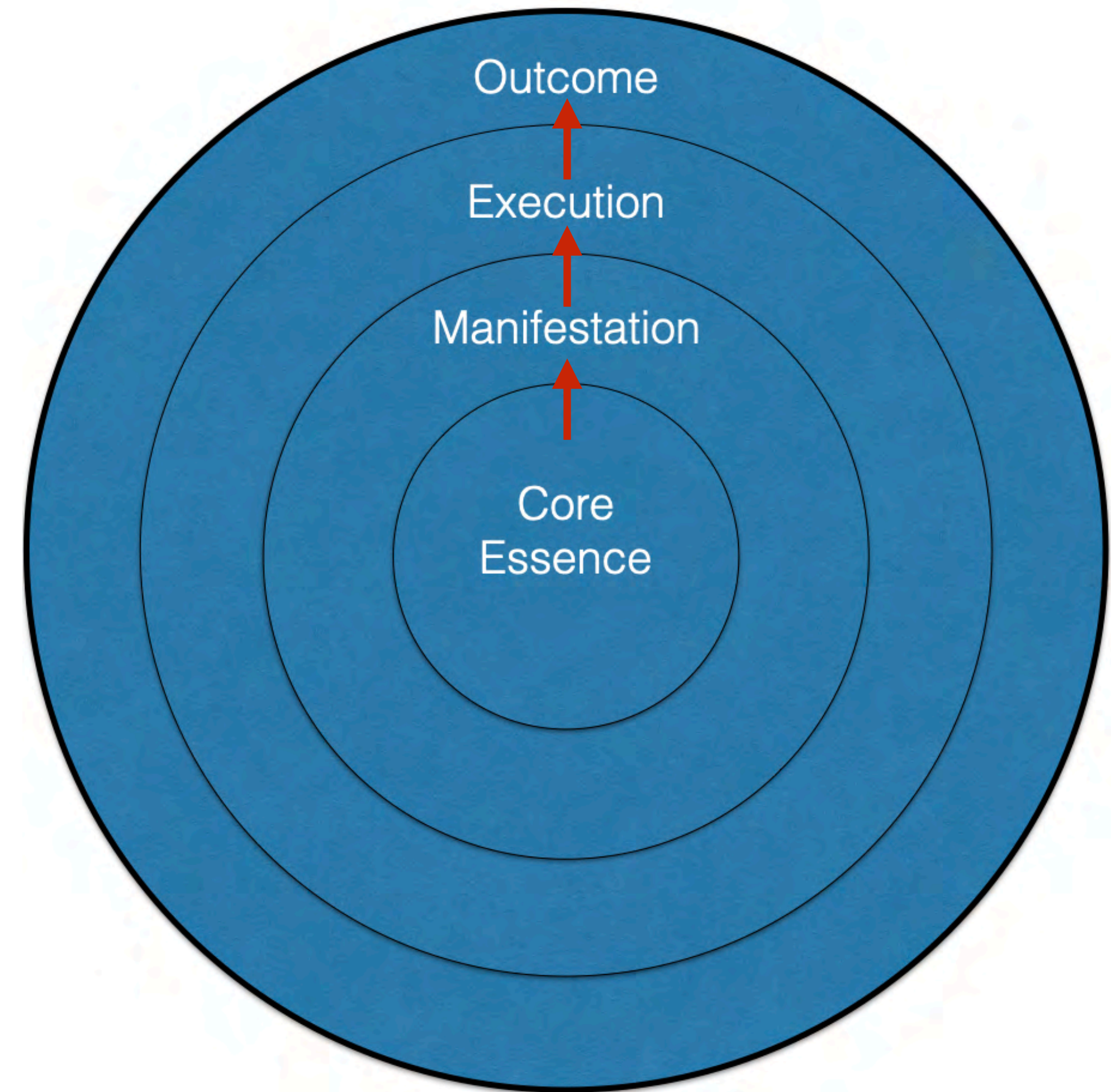
# WHAT IS YOUR CORE ESSENCE?

A core essence is the inner driver you have as a human being. It's your essential self.

Manifestation is the larger, strategic trajectory your life takes.

Execution is the career choice you could make in order to satisfy your core essence and manifestation.

Outcome is how your life will change once you've put a spotlight on your core essence, your manifestation, and your execution.





# CORE ESSENCE EXERCISE

1) Start by selecting one of these.

2) Then, select one of these.

3) And then select one of these.

4) You'll finish by selecting one of these.

CORE ESSENCE (What are you all about?)	MANIFESTATION (What is the strategic direction your life could take based on your core essence?)	EXECUTION (What career can you select that supports your core essence and manifestation?)	OUTCOME (What is the outcome of the answers you've provided?)
Helping Others	Writing	Sales	Lifting Others Up
Connecting with Nature	Teaching	Marketing & Promotions	Making the World Better
Mindfulness	Solving Problems	Management	Inspiring Others
Spirituality	Counseling Others	Architecture & Engineering	Helping Those in Need
Understanding the World	Using Your Body	Sports	Making Money
Adventure	Working with People	Arts, Design	Taking Care of Yourself
Wisdom	Serving Others	Entertainment	Helping Someone You Love
Connecting with People	Analyzing Problems	Media & Communications	Sharing Your Wisdom
Physical Movement	Creating Things	Science & Technology	Mentoring
Creativity	Building Something	Banking & Finance	Creating a Legacy
Self-Expression	Research & Understanding	Public Service	Building a Company
Control & Stability	Design or Aesthetics	Education	Leading Teams
Growth	Being a Role Model	Attorney/Politician	Self-Satisfaction
Predictability	Serving Others	Healthcare	Sharing Joy
Stimulation	Mentoring Others	Professional Services	Protecting the Environment
Wellness	Inner Reflection	Law Enforcement	Spreading Love
Health	Leading Others	Administrative	Ego Gratification
Change	Creating Content	Hospitality & Tourism	Self-Improvement
Other	Other	Other	Other

Start

1) Start by selecting one of these.

2) Then, select one of these.

3) And then select one of these.

4) And finish by selecting one of these.

CORE ESSENCE (What are you all about?)	MANIFESTATION (What is the strategic direction your life could take based on your core essence?)	EXECUTION (What career can you select that supports your core essence and manifestation?)	OUTCOME (What is the outcome of the answers you've provided?)
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Mindfulness	Solving Problems	Management	Inspiring Others
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Wellness	Inner Reflection	Law Enforcement	Spreading Love
Health	Leading Others	Administrative	Ego Gratification
Change	Creating Content	Hospitality & Tourism	Self-Improvement
Other	Other	Other	Other

Finish



**EMAIL ME AT  
JAMIE@JAMIETURNER.LIVE**





# RECAP

- To mentor properly, you should get inside your mentee's mind and think backwards from there.
- You can improve your communication skills by using volume, tone, pitch, and tempo.
- The four styles of communication are direct, spirited, considerate, and systematic.
- Great communicators 1) find the first yes, 2) use tag questions, and 3) use "but" erasers.







# THE UNSPOKEN RULES OF LEADERSHIP

PART III



**THE FOUR PILLARS  
OF LEADERSHIP**

**Outward (What You Tell Others)**

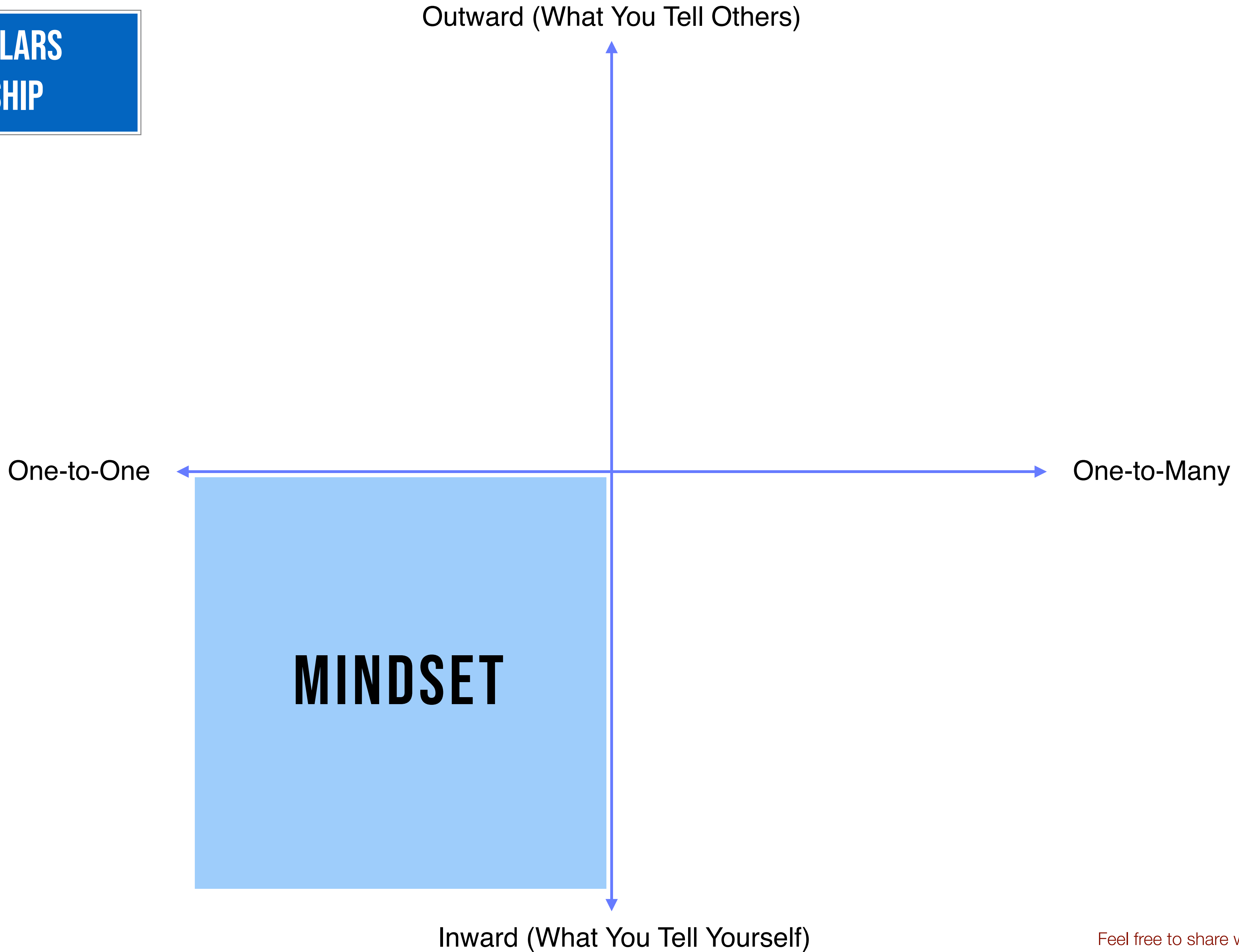
**One-to-One**

**One-to-Many**

**Inward (What You Tell Yourself)**

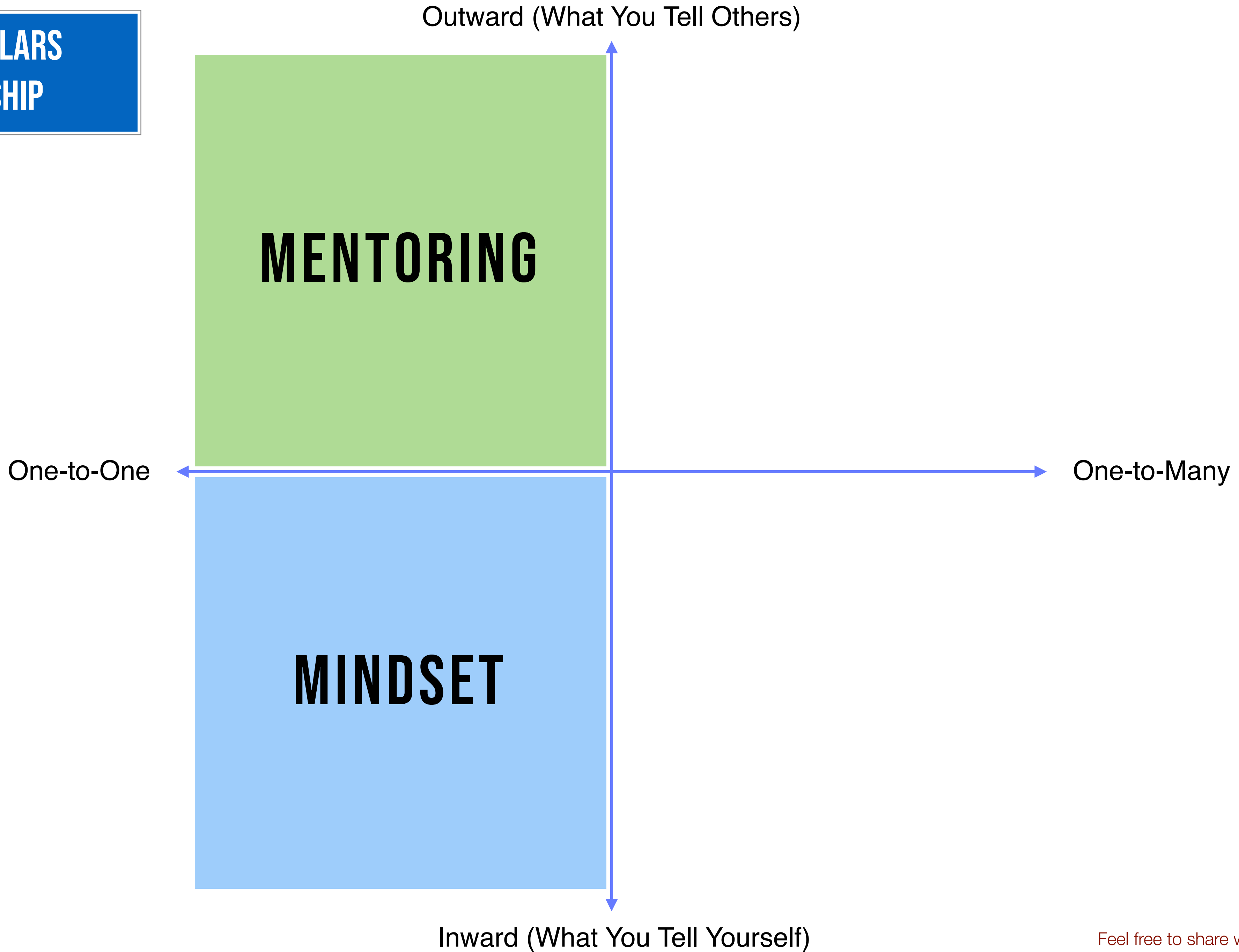


**THE FOUR PILLARS  
OF LEADERSHIP**



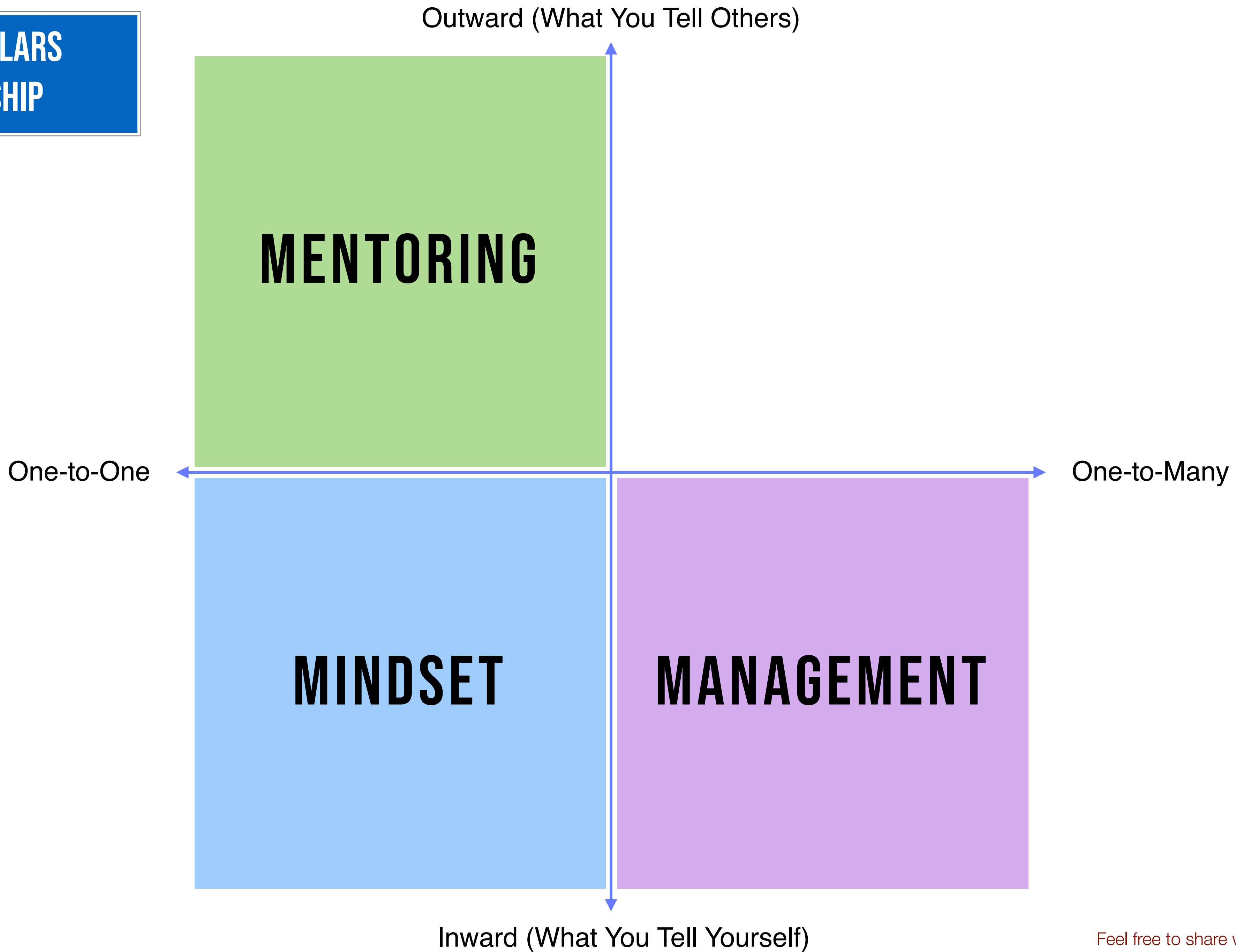


**THE FOUR PILLARS  
OF LEADERSHIP**



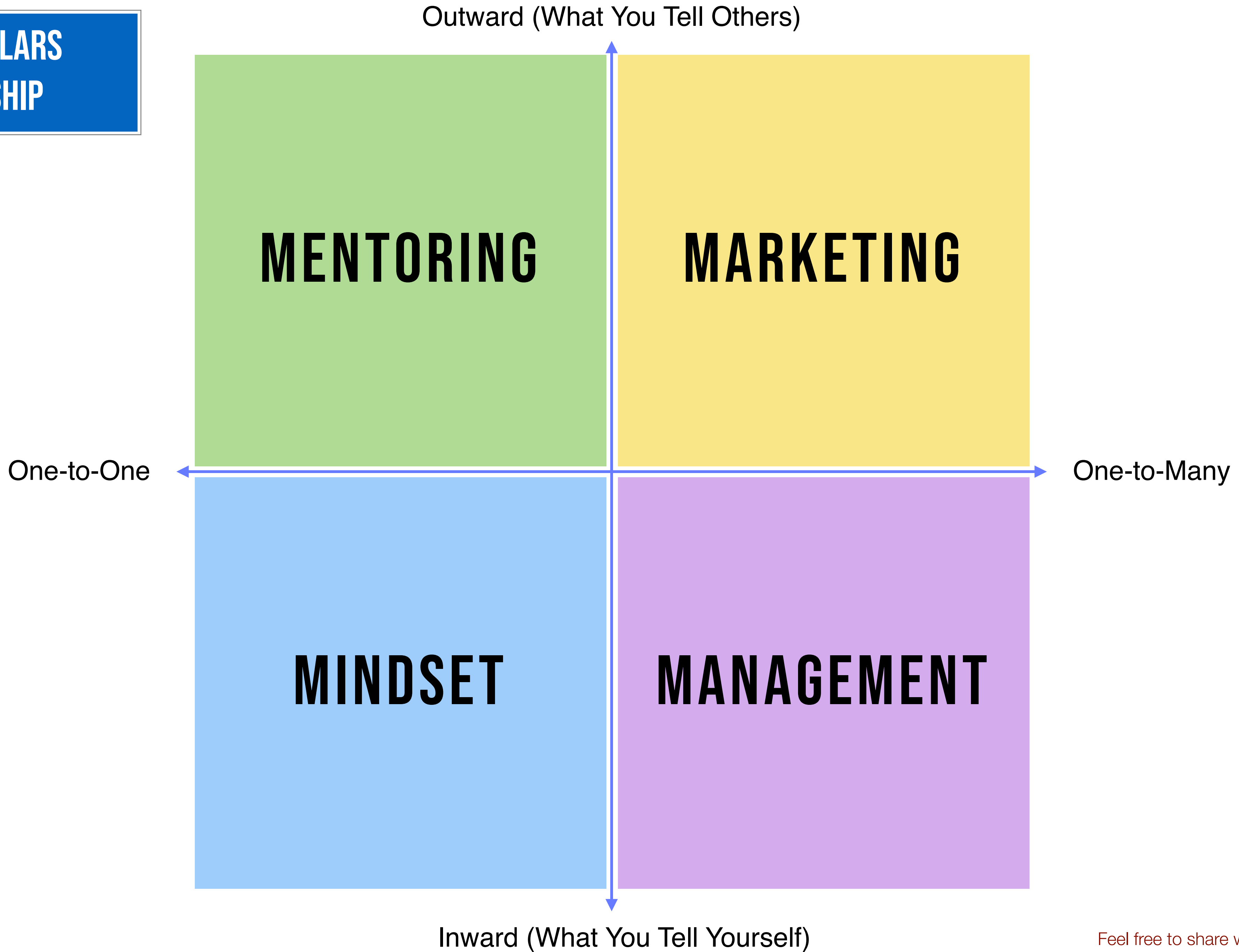


**THE FOUR PILLARS  
OF LEADERSHIP**





**THE FOUR PILLARS  
OF LEADERSHIP**





# IMPROVING YOUR MENTAL FLEXIBILITY





# IMPROVING YOUR MENTAL FLEXIBILITY



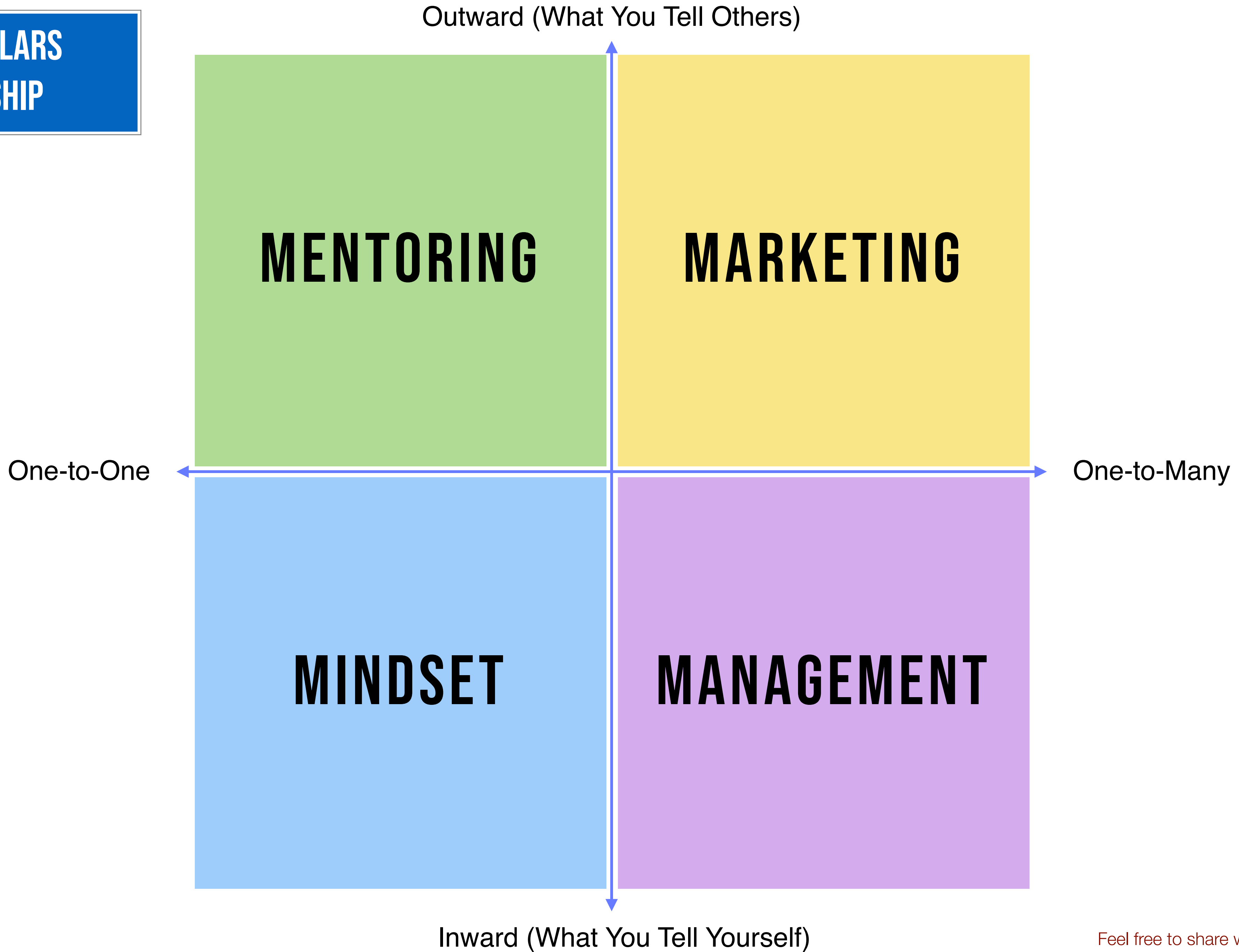


# KENNY AND THE FARMER





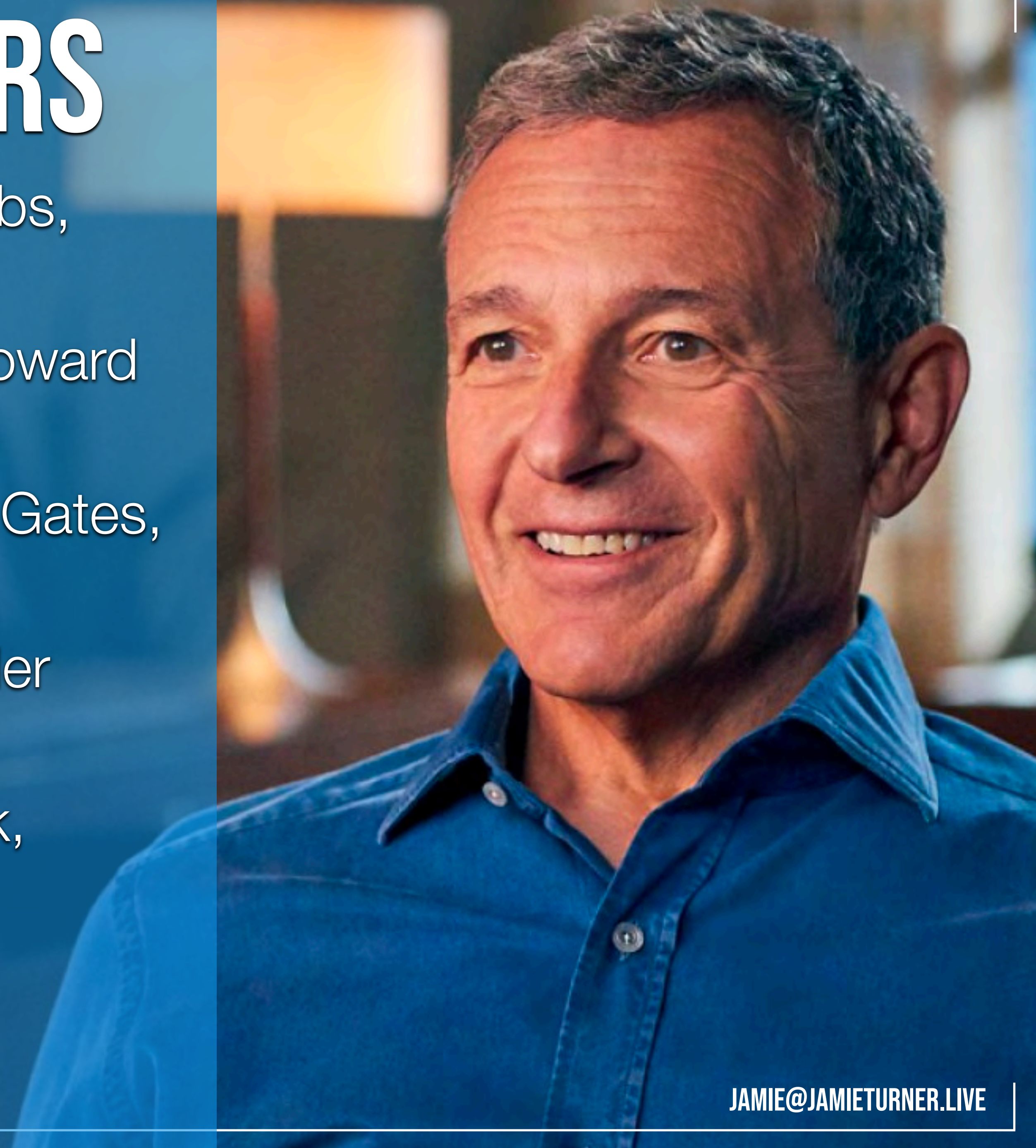
**THE FOUR PILLARS  
OF LEADERSHIP**





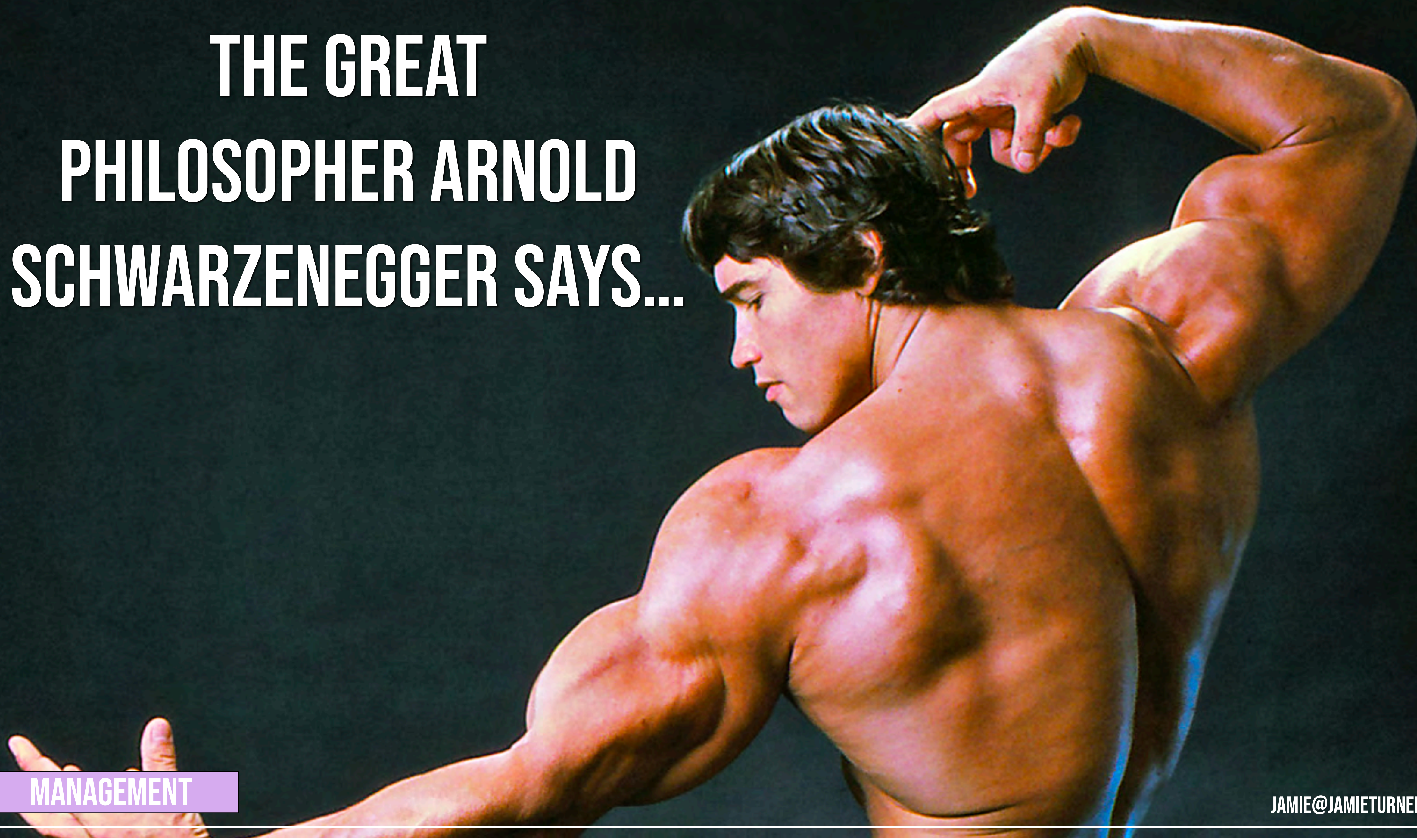
# FIVE KINDS OF LEADERS

- 1) People who are **Visionaries** (Steve Jobs, Indra Nooyi, Jeff Bezos)
- 2) People who are **Builders** (Bob Iger, Howard Schultz, Ginni Rometty)
- 3) People who are **Empathetic** (Melinda Gates, Sheryl Sandberg, Oprah Winfrey)
- 4) People who are **Disruptors** (Ruth Bader Ginsburg, Elon Musk, Bill Gates)
- 5) People who are **Sequential** (Tim Cook, Marillyn Hewson, Robert Smith)





# THE GREAT PHILOSOPHER ARNOLD SCHWARZENEGGER SAYS...



MANAGEMENT

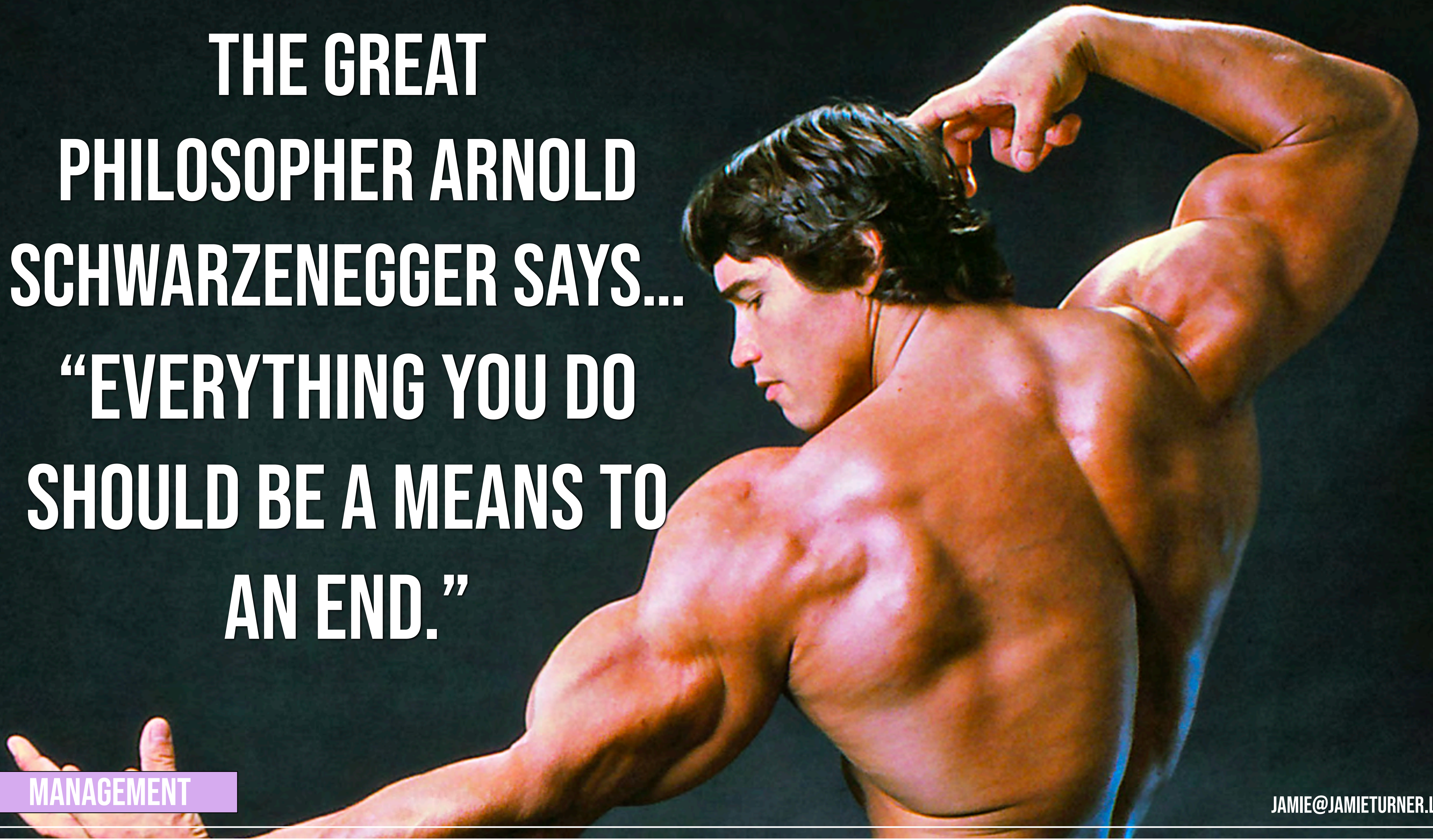
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**THE GREAT  
PHILOSOPHER ARNOLD  
SCHWARZENEGGER SAYS...  
“EVERYTHING YOU DO  
SHOULD BE A MEANS TO  
AN END.”**

**MANAGEMENT**

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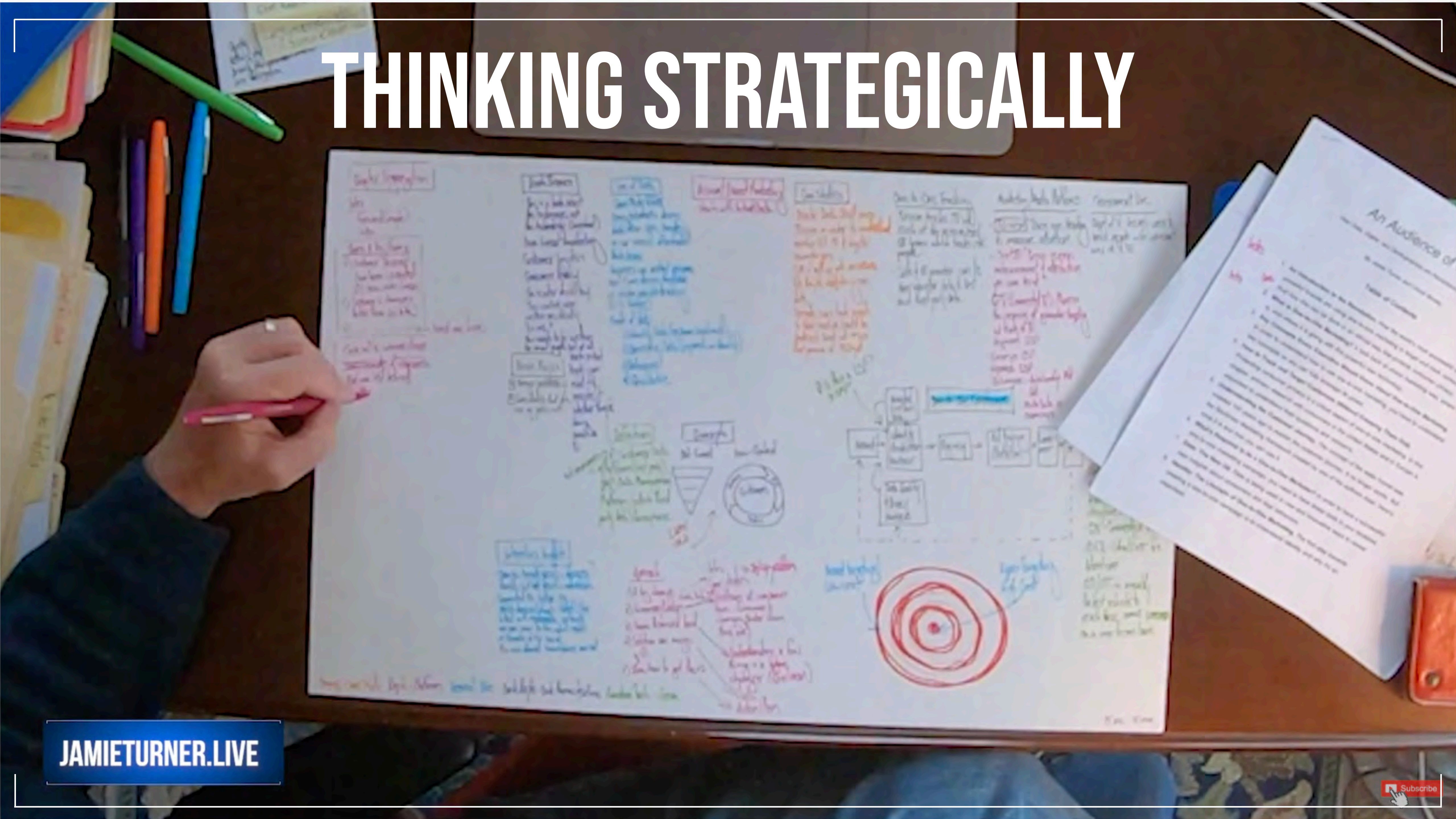
**UNDER 40 YOU GET PAID FOR WHAT YOU DO.  
OVER 40 YOU GET PAID FOR WHAT YOU KNOW.**

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# THINKING STRATEGICALLY





# THINKING STRATEGICALLY





# WE ARE THE SUM OF OUR SMALL DAILY ACTIONS



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A close-up photograph of a snail moving slowly across a dark, textured wooden surface. The snail's shell is a mix of brown and tan colors with distinct spiral patterns. Its body is a pale, textured greyish-brown. Two long eye stalks are extended forward. The background is dark and out of focus.

**A GOOD MANAGER  
DOESN'T  
CONFUSE ACTION  
WITH PROGRESS.**



**SOME LEADERS THINK  
THAT IF YOU TAKE  
SOMETHING SIMPLE AND  
MAKE IT COMPLEX, YOU'RE  
SMART.**



**THE TRUTH IS, A GOOD  
LEADER TAKES COMPLEX  
THINGS AND MAKE THEM  
SIMPLE.**



# KEVIN HART ON MANAGEMENT AND FORMULA 1



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A GOOD LEADER ISN'T THINKING ABOUT THIS TURN IN THE ROAD.



THEY'RE THINKING ABOUT THE NEXT TURN.





**TO BE A SUCCESSFUL LEADER...**

**DON'T COMPLAIN.  
DON'T EXPLAIN.**

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A GOOD LEADER  
PRACTICES  
RADICAL HONESTY.  
NOT RADICAL  
TRANSPARENCY.

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A hiker with a large backpack is seen from behind, walking along a narrow, rocky mountain ridge. The hiker is wearing a red jacket and a teal backpack. The ridge is covered in patches of snow and leads towards a mountain peak. The background shows a vast, blue, misty landscape with a valley below.

**YOUR TEAM MEMBERS WANT TO BE TOLD WHICH  
MOUNTAIN TO CLIMB, NOT HOW TO CLIMB IT.**

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# THE #1 SECRET FOR RUNNING A MEETING

Know the outcome before the meeting starts.





**WHEN ASKING FOR RECOMMENDATIONS, A GOOD LEADER STARTS WITH THE YOUNGEST PERSON FIRST.**





A photograph of a post office interior. The background shows rows of mailboxes and signs for 'MAIL' and 'PACKAGES'. A person is visible in the background, and a cardboard box is on a counter in the foreground. The text is overlaid in large, white, bold letters.

**EFFECTIVE MANAGERS TAKE EVERY OPPORTUNITY SERIOUSLY. IF YOUR JOB IS TO SORT THE MAIL, BE THE BEST MAIL SORTER IN THE UNIVERSE.**





**GOOD LEADERS DON'T GET DISTRACTED  
BY SIDEWAYS ENERGY.**

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# THE #1 MISTAKE PEOPLE MAKE WITH EMAIL.

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# UNSPOKENRULES.LIVE/RESOURCES

**EFFECTIVE LEADERS WORK ON THEIR MINDSET FIRST AND THEIR SKILLSET SECOND**  
Many aspiring leaders think that they need to work on their skillset first before they work on their mindset.  
In fact, the opposite is true.

**UNPACKING THE FOUR PILLARS**  
The first quadrant we'll discuss is the Mindset. These are horizontal.

**MENTORING** **MARKETING**  
**MINDSET** **MANAGEMENT**

**HOW TO GET THE MOST FROM THE UNSPOKEN RULES OF LEADERSHIP**  
Let's do a little experiment.  
Actually, "experiment" is probably too strong a word. Instead, activity that's designed to help you open your mind and thoughts.  
After all, if you're like most people reading this, you're probably into the trap of solving new problems with old solutions. You approach new challenges by defaulting to the same approach in the past.  
The problem is that you're experiencing the law of diminishing returns. The solutions you're using aren't providing the results you're like a lot of people, you feel like you're in a rut to get out of.  
That's okay. These things happen.  
The good news is that there's a way out of that rut. It's doing the activity on the next page.

**LEARN!**  
Have you ever wished you were a good manager or leader?  
If you're like a lot of people, you've probably made sure you were a good manager or leader.  
But every so often, you might step on a landmine — you might blow a budget, or say something in a meeting that you wish you could take back. It happens to all of us.  
The problem with stepping on landmines is that they take attention away from all of the good stuff you've been doing. They focus the spotlight on something negative rather than focusing it on your accomplishments.  
Wouldn't it be great if someone gave you a roadmap that showed you how to avoid most of the landmines? And wouldn't it be nice if you had a framework to help you do a better job leading others ... and leading yourself?  
I have some good news. The e-book you're reading now is designed to do exactly that. It's a blueprint you can use to be a better manager, team leader, and employee.  
Hopefully, you'll find the lessons in these pages as helpful for your career as I've found them to be for mine. Onward.  
Jamie Turner

**THE UNSPOKEN RULES OF LEADERSHIP™**  
*How to Lead Yourself and Those Around You*  
by  
Jamie Turner  
Author | Professor | Speaker  
Jamie@JamieTurner.Live  
© 2021 Jamie Turner

**Imaginative: I'm conceptual and see the big picture**





# QUIZ TIME!

- The great philosopher Arnold Schwarzenegger says, “Everything you do should be a means to \_\_\_\_\_.”
- A good leader takes complex things and \_\_\_\_\_.
- A good leader doesn’t confuse action with \_\_\_\_\_.
- A good leader isn’t thinking about this turn in the road. They’re thinking about \_\_\_\_\_.

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**AN EFFECTIVE LEADER TURNS A YES/NO  
QUESTION INTO AN EITHER/OR ANSWER.**



A close-up photograph of a woman with dark hair and glasses, looking directly at the camera. She is wearing a string of warm white lights around her head and neck. The background is dark, making the lights and her face stand out.

**GOOD LEADERS USE  
MINDMAPPING TO  
UNDERSTAND THEIR  
TEAMMATES BETTER.**

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# MINDMAPPING

## **Analytical Quadrant**

Collects data, analyzes facts, embraces logic, likes numbers

## **Imaginative Quadrant**

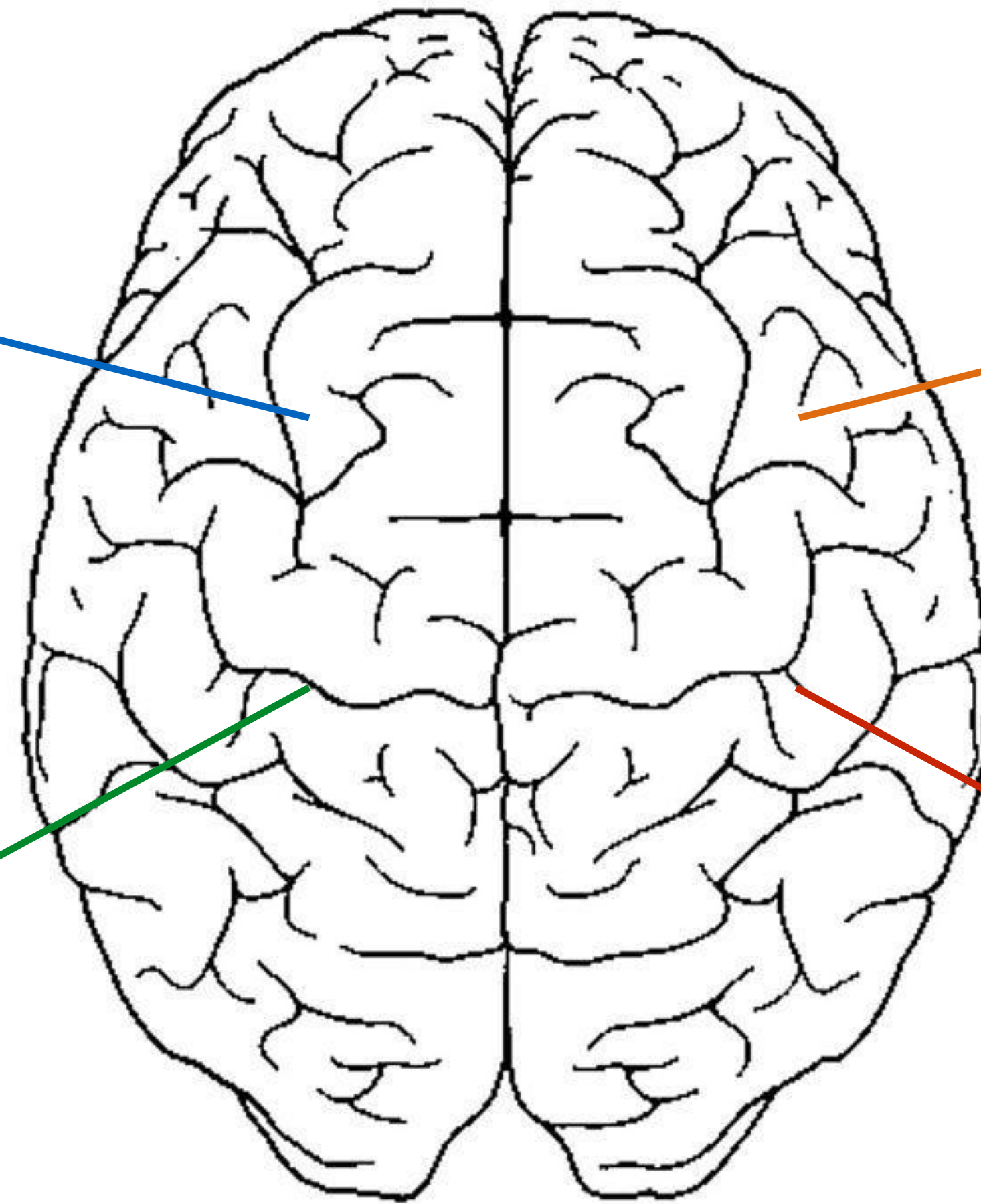
Holistic, intuitive, innovative, conceptual, big picture

## **Sequential Quadrant**

Organized, structured, detail-oriented, process-oriented

## **Interpersonal Quadrant**

Emotional, supportive, feeling, expressive, inclusive





# DO YOU SEE YOURSELF?

**Interpersonal:** I'm helpful & expressive

**Analytical:** I'm logical and data-oriented

**Sequential:** I'm organized and detail-oriented

**Imaginative:** I'm conceptual and see the big picture

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# **MINDMAPPING EXERCISE**



# MINDMAPPING

## Analytical Quadrant

Collects data, analyzes facts, embraces logic, likes numbers

## Imaginative Quadrant

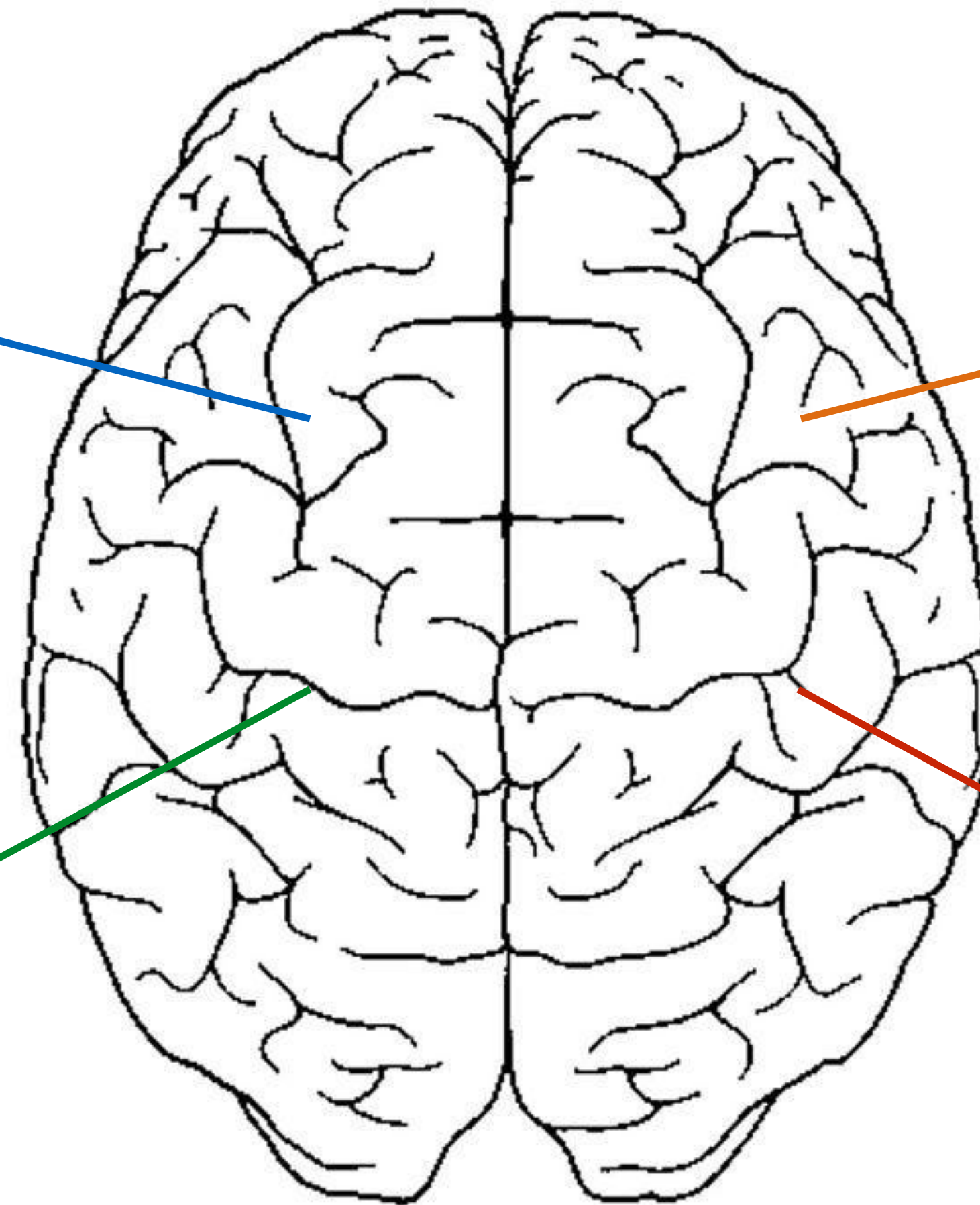
Holistic, intuitive, innovative, conceptual, big picture

## Sequential Quadrant

Organized, structured, detail-oriented, process-oriented

## Interpersonal Quadrant

Emotional, supportive, feeling, expressive, inclusive





# MINDMAPPING AND YOU

We speak in the language of our most preferred quadrant.

We listen with the same set of filters.

When you naturally sync up with someone and can finish their sentences, that's satisfying, but doesn't lead to fresh thinking.

Lennon and McCartney both came at music from different directions.

When you aren't sure of the thinking preferences of someone, communicate in all four quadrants.





# HOW TO COVER YOUR BASES

2) How do we feel about the situation?

1) What are the facts?

4) What are next steps?

3) Does this match our strategic goals and objectives?

MANAGEMENT



# THE LANGUAGE OF THE BRAIN

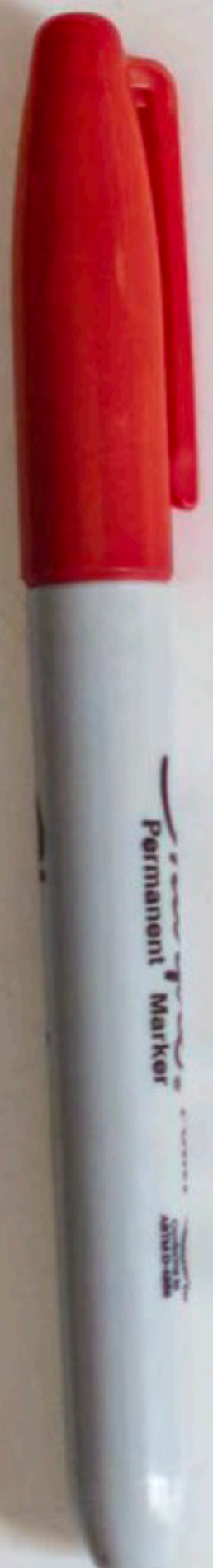
Analytical	Sequential	Interpersonal	Imaginative
Logic	Organized	Feelings	Vision
Analysis	Step-by-step	Teamwork	Strategy
Facts	Planned	Culture	Innovation
Quantitative	Detailed	Partnering	Global
Precision	Safety	Supportive	Creative
Realistic	Process	Sensitive	Synthesizing
Metrics	Schedule	Empathy	Risk-taking
Measures	Timeline	Listening	Imaginative
Data	Risk reduction	Values	Impulsive
Bottom line	Focus	Helping	Creative
Efficiency	Priorities	Mentoring	Brainstorming
Trends	Accountability	Trust	Independent
Goals	Evaluation	Coaching	Holistic
Objectives	Controls	Sharing	Conceptual
Critical	Best Practices	Friendship	Spatial



**LET'S DO SOME MATH**







GREY  
ELEPHANT

and



DENMARK



# THERE ARE ONLY 4 REAL OBJECTIONS TO A SALE

1. **Need:** I don't need what you're selling
2. **Money:** I don't have money for this
3. **Time:** I don't have time for this
4. **Trust:** I don't trust you



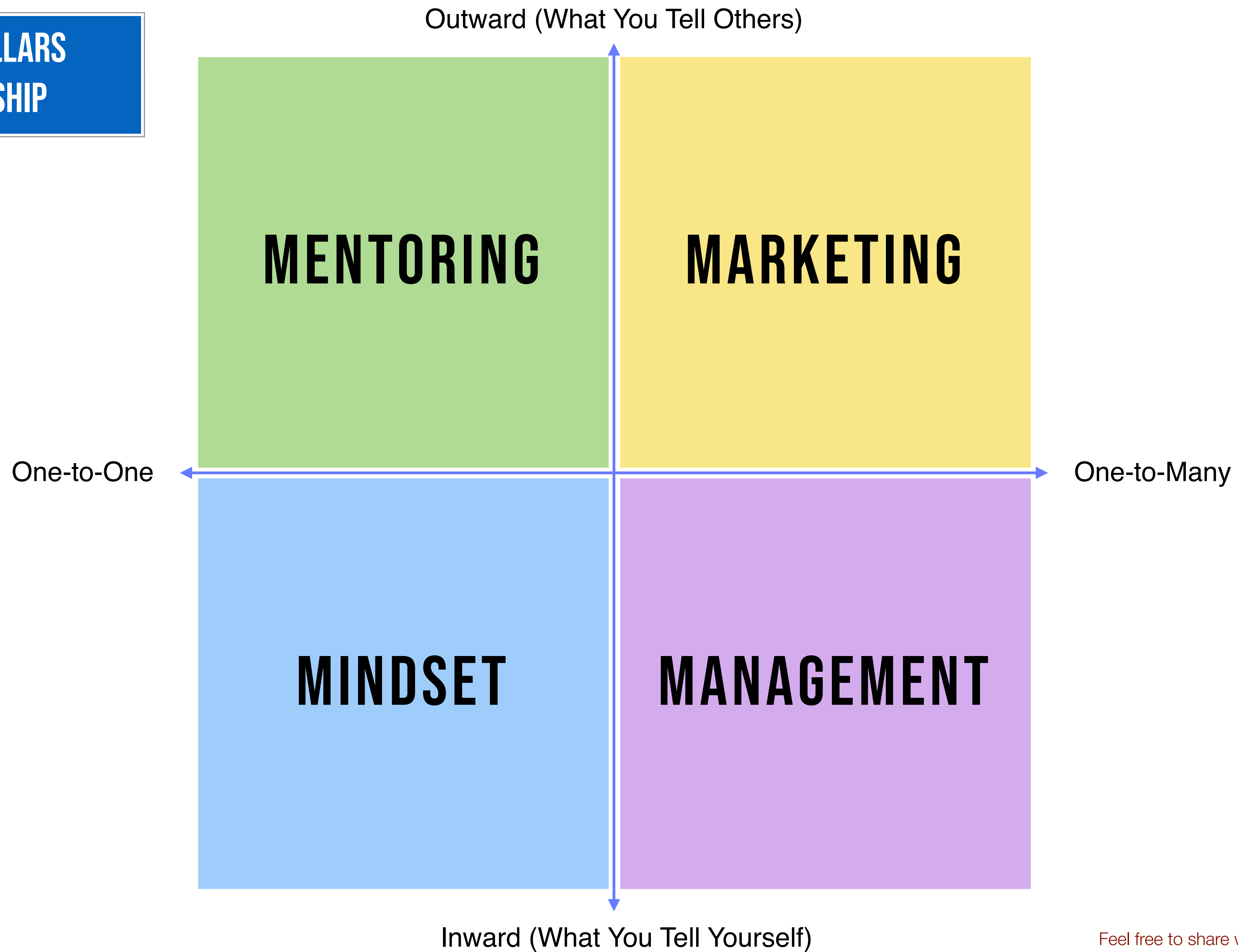
An aerial night view of a city skyline, likely Dubai, featuring a prominent skyscraper on the right and a canal in the foreground. The city lights are illuminated, and the sky is a mix of blue and orange from the sunset or sunrise. The text is overlaid on the image.

# THE UNSPOKEN RULES OF LEADERSHIP

PART IV



**THE FOUR PILLARS  
OF LEADERSHIP**





# IMPROVING YOUR MENTAL FLEXIBILITY



Rearrange the checkers to create 4 columns — black/red/black/red.  
You're only allowed to touch two checkers.

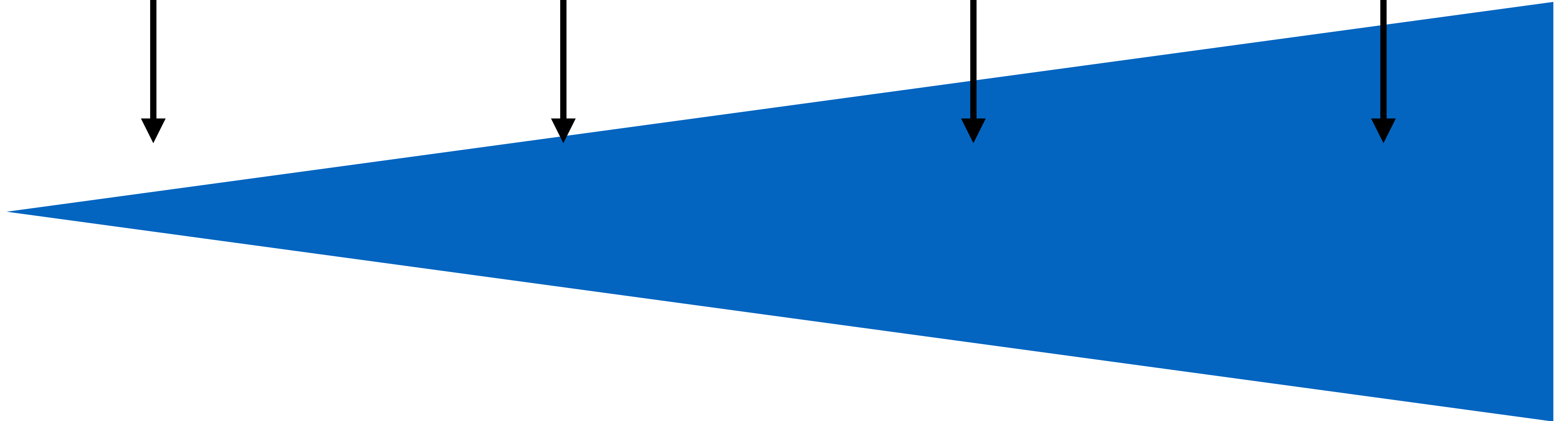
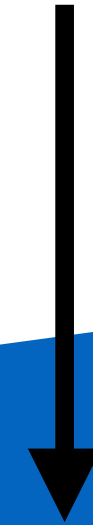
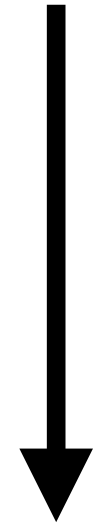


**ONE-ON-ONE MEETINGS**

**ONE-TO-MANY MEETINGS**

**MAKING A SPEECH**

**LEADING A COMPANY**



**MARKETING**



# PERCEPTION IS REALITY: DO YOU SEE WHITE AND GOLD OR BLUE AND BLACK?



MARKETING



# PERCEPTION IS REALITY: PEOPLE PAY 3X MORE FOR A STARBUCKS COFFEE

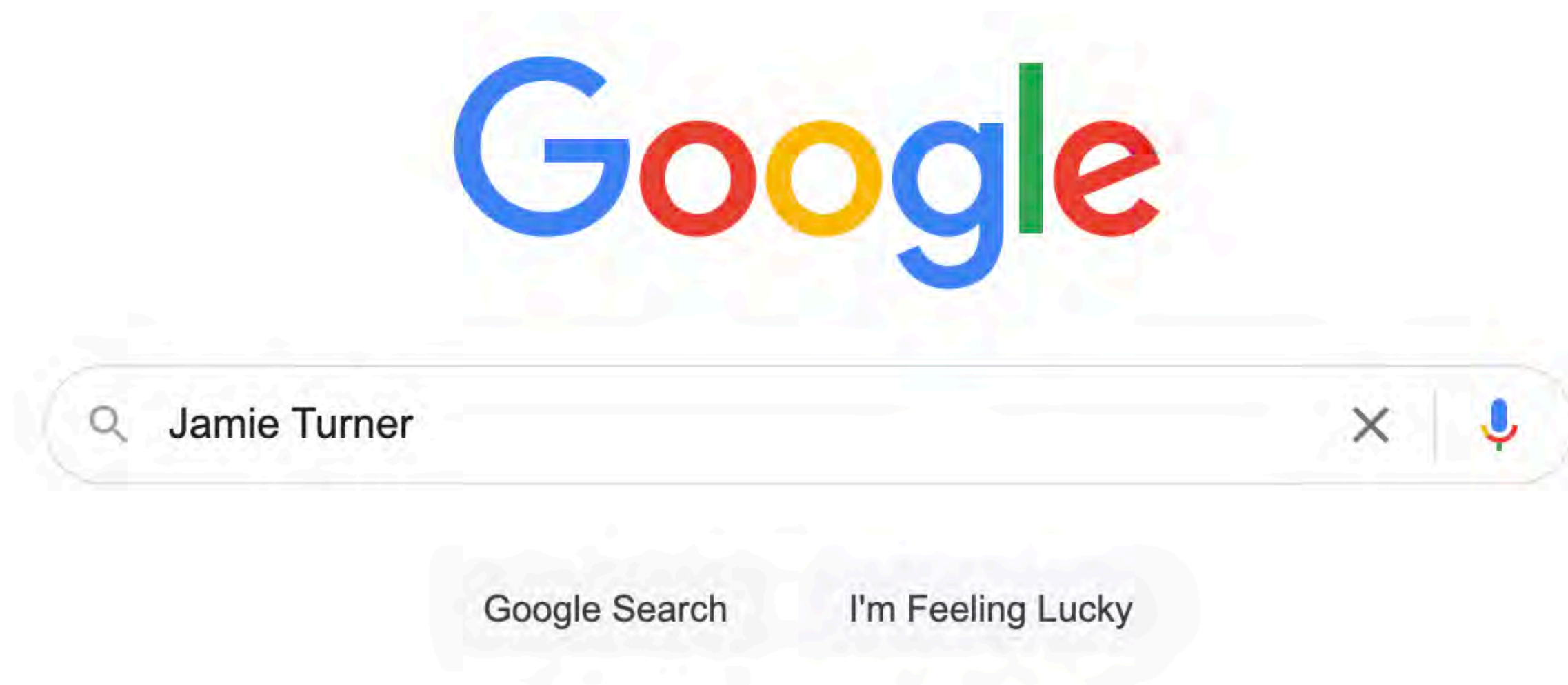


MARKETING

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# 50% OF THE PEOPLE WHO GOOGLE THEMSELVES AREN'T HAPPY WITH THE RESULTS







**“IT TAKES 20 YEARS TO  
BUILD A REPUTATION. BUT  
IT ONLY TAKES 5 MINUTES  
TO DESTROY IT.”**

— WARREN BUFFETT

**MARKETING**

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# A ROADMAP FOR MARKETING YOUR PERSONAL BRAND

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# START WITH THE END IN MIND

## THE DREAM

I am an author, professor & speaker who has helped tens of thousands of people discover a better version of themselves. I am an explorer who travels the globe teaching the tools, tips & techniques that help others lead fulfilling lives. I am 110% focused on helping others. I am not competitive with others as much as I'm inspired by what they accomplish on their own journeys.

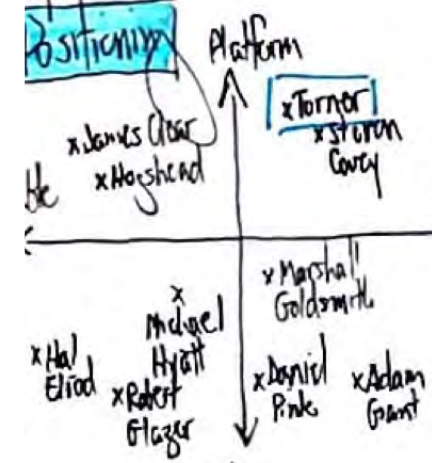


# START WITH THE END IN MIND

**Goal**  
For tens of thousands of people to have discovered a better version of themselves through The Unspoken Rules Platform.

**Objective**  
To be considered one of the world's leading experts on the topic of leadership development.

**Strategy**  
Use the Unspoken Rules Platform as the foundational element for a larger system of tools, techniques & technologies that help people reach their inspiration line.



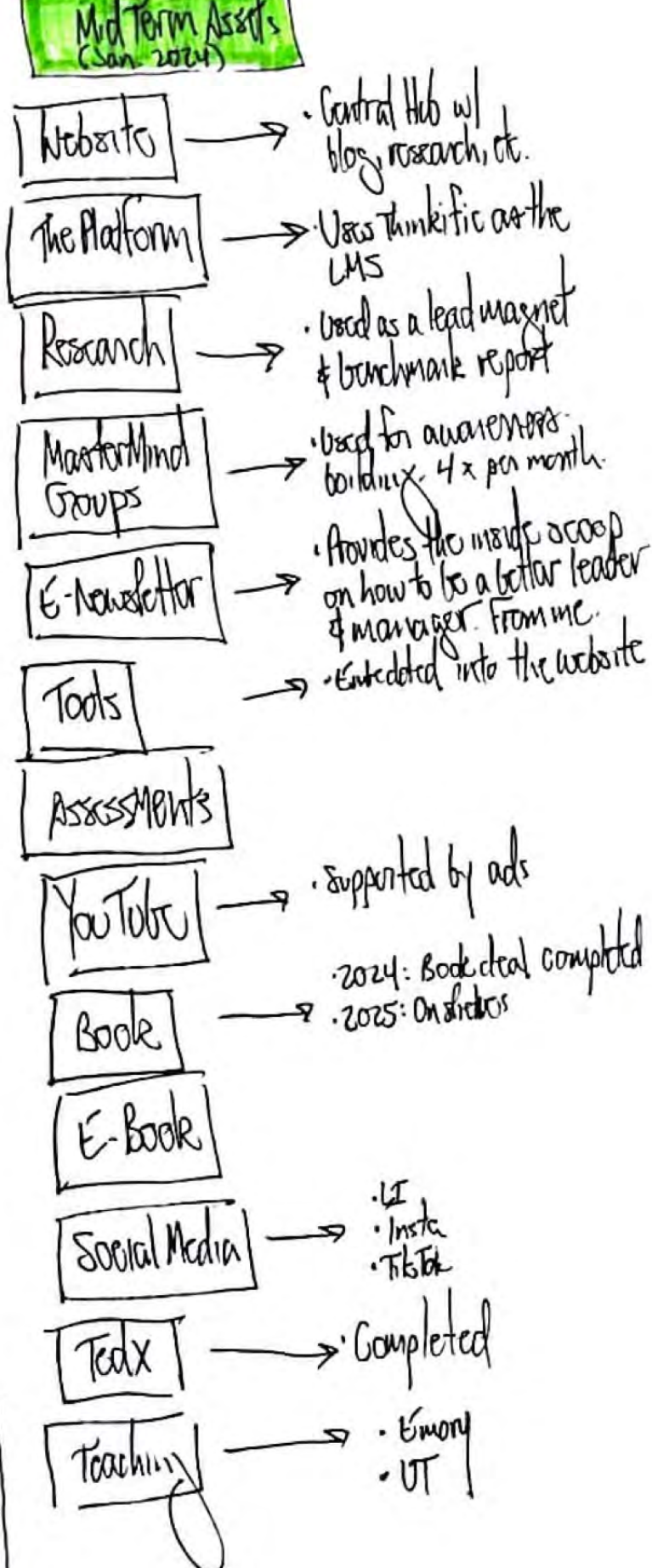
**Grand Purpose**  
To help others reach their fullest potential.

**Personality**  
I am both an academic & a practitioner. We base our Platform on science. We make learning fun. We provide the inside scoop.

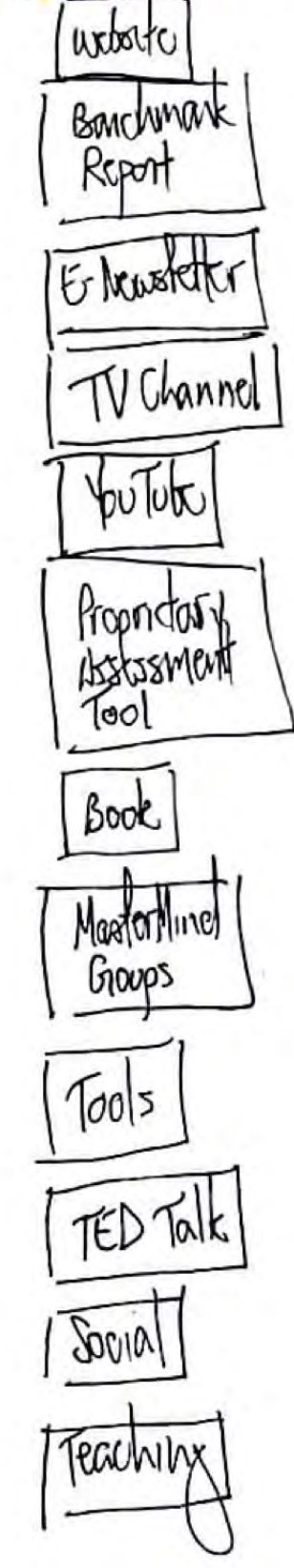
**Sight**  
Some don't care about production values. Some don't care about actionability.



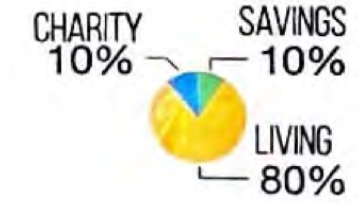
## 10 YEAR PLAN VERSION 3.0



## Long Term Assets (Jan 2026)



## Visualization



## THE DREAM

I am an author, professor, & speaker who has helped tens of thousands of people discover a better version of themselves. I am an explorer who travels the globe teaching the top tips, & techniques that help others lead fulfilling lives. I am laser focused on helping others. I am in complete with others as much as I'm inspired by what they accomplish on their own journeys.





# KNOW YOUR AUDIENCE AS WELL AS YOU KNOW YOURSELF



MARKETING



# UNDERSTAND THE SPECTRUM OF PERSONAL BRANDS







**MODEL  
SOMEONE, BUT  
DON'T LOSE  
YOURSELF**

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# EMBRACE YOUR INNER QUIRKINESS



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**AUTHENTICITY**



**TRANSPARENCY**



# PICK ONE THING



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# KNOW YOURSELF TO GROW YOURSELF



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**“BE SO GOOD  
THEY CAN’T  
IGNORE YOU.”**

— STEVE MARTIN

**MARKETING**

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techniques & technologies that help people reach their aspiration line.

**Positioning**

Platform

**xTurner**  
xSteven Covey

xJames Clear  
xHoghead

Actionable

Academic



xHal Elrod  
xRobert Plager  
xMichael Hyatt

xMarshall Goldsmith

xDaniel Pink  
xAdam Grant

Solo

**Brand Purpose**

We help others reach their fullest potential

**Differentiators**

# STUDY YOUR COMPETITORS





**BE VISUAL**





# HOW TO MAKE A PRESENTATION

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# FIRST, THE GOOD NEWS

- The audience wants you to succeed
- Their level of enthusiasm will match your level of enthusiasm
- If you believe and enjoy what you're saying, they will believe and enjoy what you're saying





# MAKING A PRESENTATION

1. Memorize your first two minutes
2. With crowds under 500, turn it into a discussion, not a presentation
3. Make it as interactive as possible
4. Do not imagine the audience in their underwear. Most people are very ugly unclothed



# ELIMINATING VERBAL GRAFFITI



Recognize when you do it  
Use silence instead

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# GET THE AUDIENCE INVOLVED

A dark stage with a spotlight illuminating several audience members' hands raised in the air. The hands are in various positions, some pointing up, some with fingers spread, and some with palms facing forward. The lighting is dramatic, with the hands appearing bright against the dark background.

MARKETING

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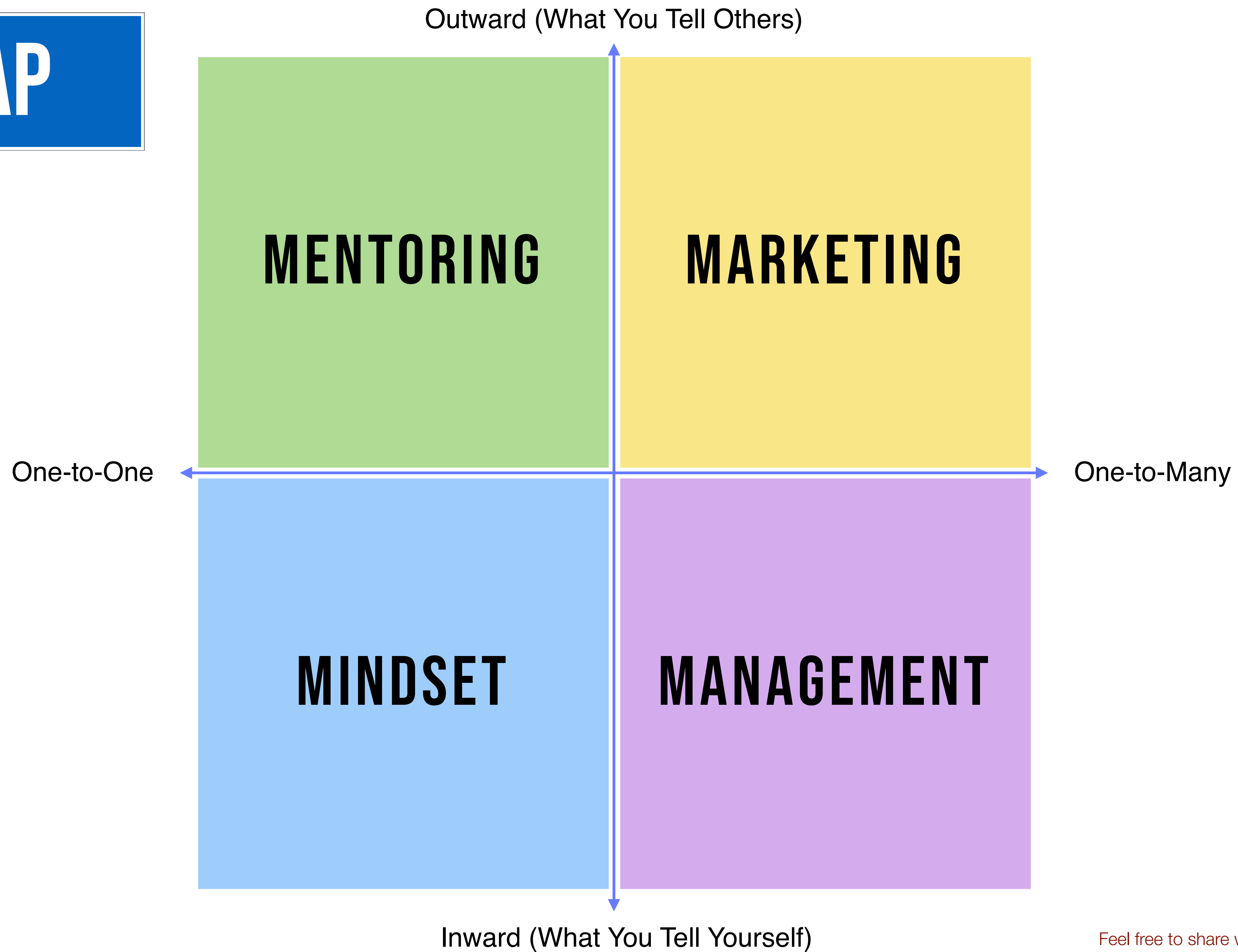


The image features a dark blue background with numerous warm white string lights. Some lights are in sharp focus in the foreground, while others are blurred into bokeh in the background. The word "RECAP" is centered in a bold, white, sans-serif font.

**RECAP**



# RECAP







**ARE YOU ACHIEVING EVERYTHING  
YOU WANT TO IN LIFE?**



A low-angle shot of three business professionals in a modern office building. Two men and one woman are walking up a white staircase with a wooden handrail. The man in the foreground is wearing a brown blazer and dark trousers, carrying a black briefcase. The woman behind him is wearing a blue blazer and dark trousers, with glasses and red lipstick. The man in the background is wearing a dark suit and holding a laptop. Large windows are visible in the background, letting in bright light. The text 'GET THE PROMOTION' is overlaid in large, white, bold letters across the center of the image.

**GET THE PROMOTION**



A professional office setting with two men in suits in the foreground, one older with white hair and one younger with a beard, both looking at each other. In the background, several other business professionals are engaged in conversations. The scene is brightly lit with large windows on the right side. A white text overlay is centered across the image.

**WIN THE NEW CLIENT**





**LEAD TEAMS EFFECTIVELY**



A man and a woman are standing on a grassy hillside, looking out over a valley. The man is on the left, wearing a blue and white striped long-sleeved shirt and blue jeans. The woman is on the right, wearing a pink and blue plaid shirt and light-colored pants. They are both looking towards the right side of the frame. In the background, there are rolling hills, a small house with a brown roof, and a valley with green fields. The sky is clear and blue. The text "IMPROVE RELATIONSHIPS" is overlaid in the center of the image in a large, white, bold, sans-serif font.

**IMPROVE RELATIONSHIPS**



# ONE FINAL POINT







**PAIN'T THAT  
ISN'T APPLIED  
IS OF NO USE  
TO ANYONE**





**LET'S STAY IN TOUCH:**

**JAMIE@JAMIETURNER.LIVE**

**+1-678-313-3472**