Leading At Your Best

Part 1

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THE CAREER RESET

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Why Good Leaders Go Bad

A lot of people in leadership positions have had very little leadership training. Some none at all.

A lot of people just drift into leadership positions and they can be naturally good at certain aspects of it. Or sometimes what happens is they are so exceptionally good in a specific area, that this compensates for their lack of leadership skills in other areas.

In the video, I talked about Steve Jobs as an example of this.

He was a genius at marketing, product development and innovative design. He was a man with a genius vision.

Unfortunately, he did know how to lead people. He created his vision through a culture of fear and intimidation.

And Apple eventually fired Steve Jobs from his own company largely because of his exceptionally bad leadership skills.

Now some people argue that you would not have been able to create the genius products that Steve Jobs created with traditional leadership skills.

Maybe. Maybe not.

The idea that I'm using that story to illustrate, is that bad leadership skills catch up with all of us. Even if you own the company. Even if you're a genius.

We 've all worked for bad leaders.

But why are they so bad? There is so much talk of leadership, and there are millions of books and free articles to read on how to be a good leader.

Why do people struggle so much?

Leadership is Contagious

Well the main challenge is that the #1 place people learn to be a leader is ONE THE JOB. And they learn their leadership skills from other novice (or even bad) leaders.

It's like our parents.

We don't always know it's happening, but we adopt a lot of the same behaviours as our parents, our friends, our partners. You end up using the same words or tone. You end up sounding alike.

It's like Oprah and Gayle. If you close your eyes and just listen to them, they sound almost identical.

For myself, I still say some of the same things that old bosses or colleagues have said to me over the years.

LEADERSHIP IS CONTAGIOUS.

It's just like any other behavioural trait. We pick up a lot of it unintentionally. Like osmosis, it just short of seeps in and becomes part of us. Or at least if feels that way.

Your leadership style leaves a mark not only on YOUR personal brand. But also on those you lead.

Many of us don't realize the impact of our leadership styles until years into our careers as people managers.

And by that time we've done damage to our own reputations AND influenced the leadership style, and lives, of hundreds of people.

A lot of my own leadership style, good and bad, came from watching and learning from the leaders around me. And I've had to unlearn a lot of unproductive behaviours over the years.

Based on my experience, I see three situations that perpetuate this ad-hoc, unintentional approach to creating your leadership style.

1. *Get promoted into a leadership position without experience or training.*
2. *No vision for your own leadership style.*
3. *Focus on acting like a leader vs. thinking like a leader*

GETTING PROMOTED INTO LEADERSHIP POSITION WITHOUT EXPERIENCE OR TRAINING.

Usually what happens is that you get promoted into a position where you now have to manage people. And you get promoted into that position because of the great work you did in the previous position.

Congratulations.

But now the leadership goalposts have changed. And no one is mentioning it.

This happens most often when you go from an *executor* to *managing people* for the first time. Or when you move from leading mid-managers to managing senior managers or directors.

So with no training, and no warning, you start making it up as you go. You learn on the job.

You're taking advice from everywhere. You're trying stuff. Some works. Some doesn't. It depends on the kind of leadership benchmarks YOUR boss, or YOUR organization considers important.

And ultimately you start developing and embedding some productive habits and some not-so-productive habits that eventually you'll have to unlearn. Or these not-so-productive habits become a chronic inhibitor of you achieving the goals you want.

NO VISION FOR YOUR LEADERSHIP STYLE

So now you're figuring it out. You're learning as you go. And there's nothing wrong with that. But learning as you go is so much more effective when you *know where you're going*.

It's like getting into a car and just driving with no destination. You will eventually get somewhere, but you have no idea if it's even where you want to be.

That sounds super fun when you're 20 on a road trip. But not an ideal way to manage your career or your leadership style.

So you need to get purposeful about the kind of leader you want to be. *Having a destination for where you want to go helps you stay on track.* It helps you to avoid absorbing the bad behaviour of others, and get really aware of your own behaviours.

Having a destination for where you want to go helps you stay on track.

You will be a better leader, faster, when you have a vision for the kind of leader you want to be.

FOCUS ON ACTING LIKE A LEADER VS. THINKING LIKE ONE

Your company has benchmarks for how to act like a leader. There are millions of books out there for how to act like a leader

In all my years of getting and giving performance reviews, we didn't talk about how leaders think. We only talked about what leaders do.

But if you want to act like a leader, the first step is to start thinking like one.

When you try to change your actions and behaviours without changing your thinking, you don't get sustainable results.

Your actions are constantly fighting against your thinking.

For example, if you *think* you don't like someone, it takes a lot of effort to *act* like you do like them. And you probably can only do it in small bursts.

If you *think* you can't do something, it takes a lot of effort to try and *do it*.

If you're scared of failing or of things going sideways on a project, it takes a lot of effort to trust someone else to handle it.

And this extra effort and focus is not sustainable long term. *Eventually, you will give into your thoughts because it's just easier.* And your brain likes things easy.

Practicing thinking like a leader will get you further faster vs. trying to act like one

So rather than fighting against your thoughts, and sucking up so much energy to get anything done, why not invest the energy in changing your thoughts.

Ask yourself what would a leader *think* vs. what would a leader *do*.

It's so much easier to DO when you first get intentional about how you want to THINK. And we will have a lot of thought suggestions throughout this program.

Thinking Like A Leader

Being a great leader is about mental strength

There are so many good books and programs and courses on leadership.

And they all have something to teach you. In fact, I would suggest that every aspect of learning to interact and be successful in a working environment could be categorized as some form of leadership.

And if you read enough books and attend enough workshops or seminars, you will hear all kinds of tips and tricks and perspectives on what it takes to be a great leader.

It would be easy to get overwhelmed with identifying the "RIGHT" approach to leaderhip. Well let me start by saying there is no exact, right or wrong approach to leadership.

There is only YOUR approach to leadership.

YOUR approach, that's based on your style, your values and your experience, in combination with the specific situations and circumstances presented to you.

Regardless of HOW you choose to lead, there are two things that you need to be successful.

1. You must be purposeful about the kind of leader you want to be
2. You must be mentally strong.

And by 'mentally strong' I mean, you must be able to be aware of what you're thinking and choose how to think and feel based on how you want to show up in the moment.

THE ADULT BRAIN AND THE BABY BRAIN

When you're being intentional, you're letting your *prefrontal cortex* do the thinking for you. This is where the most evolved part of our brain function occurs. I call this the ADULT BRAIN because it's the most developed part of the brain where we can be logical and intentional about our thoughts and actions.

And then there is something I call the BABY BRAIN.

This is the *cerebellum* which actually means "little brain" in latin.

Being a great leader is about mental strength

This is the brain we used at the beginning of human evolution. This part of the brain controls our motor skills and a lot of our involuntary body functions.

The BABY BRAIN is also focused on survival. It focuses on *seeking pleasure, avoiding pain and conserving energy.*

It's all about survival of the species which made sense in caveman days.

But today we have grocery stores, hospitals and Starbucks. We have opportunities for pleasure everywhere we look, in the form of food, drink, shopping, relationships and let's not forget Netflix!

So what does the Baby Brain do now?

Well in today's world, your baby brain is the voice in your head telling you not to go exercise today because it's too hard and you're too tired.

This is the part of your brain that takes things personally, and tells you you're not good enough.

This is the part of your brain that encourages you to avoid the feelings of anxiety you get from work by binge eating or over-drinking so you can feel temporary pleasure.

And this is the part of your brain that tells you that failure hurts, and wants to protect you from tough situations.

So any time you're letting your baby brain do the thinking for you, you're likely playing small.

You're in protectionist mode.

You're protecting your ego.

You're acting in the best interest of yourself

You're wary of others

You become a very controlling boss

You hold grudges and gossip and complain

None of these behaviours are useful to an effective leader.

Therefore, when you are working specifically on developing a leadership behaviour, it has to start with a purposeful leadership mindset.

The following exercises will help you get some clarity on the big picture of the kind of leader you believe you are today, the kind of leader you believe you can be and the kind of leader you aspire to be.

Take note... it may be that the leader you believe you can be, and the leader you aspire to be aren't exactly the same right now.

The exercises are broken down into daily 15 min segments. However, go at the pace that makes sense for you.

The key is consistency! Commit to showing up for this work at least three times a week in whatever time increments make sense to you.

Plan the time out in your calendar right now, and let's get started.

EXERCISES: Leadership Belief Exercises

This section of exercises is about identifying your overall beliefs about leadership and deciding what you want to believe moving forward.

This exercise section is designed to help you take small consistent steps forward EVERY DAY. It's laid out in mini exercises so you don't get overwhelmed. That's how our brain develops strong habits and gets comfortable with new behaviours.

Each daily exercise is designed to take you about 10-15 minutes. However, I invite you to take as long as feels right for you. If you feel like you can do more, then do more.

Prioritize the time on your calendar at the beginning of the week to remind you of your daily commitment to yourself. And keep it sacred. Your commitment to yourself is the most important commitment to keep.

DAY 1: CURRENT BELIEFS

What do you believe about leadership? Your beliefs are simply your thoughts that you think a lot. So when you think about leadership in general, what thoughts do you have?

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What do you believe about yourself as a leader? Write down all the thoughts and beliefs that come to mind. Consider your abilities and inabilities, chronic roadblocks, influences, feedback, areas of growth or stagnation, how easy or hard things are, and any other thoughts you have about yourself as a leader.

Try not to curate your thoughts. Let it all out!

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DAY 2: ROLE MODELS

Who are your leadership role models? They can be people you know, or don't know.

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Why? What about them makes them role models for you?

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What do you assume were their beliefs about leadership?

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Which of those beliefs do you want to adopt for yourself?

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DAY 3: YOUR WORST LEADERS

Who were the worst leaders you've had the opportunity to work with? Consider any point in your life (e.g. doesn't have to be just your work life).

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Why were they the worst leaders?

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What did you learn from them? It could be leadership characteristics. Or something about yourself. Any kind of learning is applicable.

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Which of those 'learnings' do you still carry with you (if any)?

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Do you want to carry those 'learnings' with you moving forward?

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Pick a specific situation that occurred with one of those leaders. Describe what happened from your perspective.

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Now go back and circle which of the details in your story are facts. Remember that facts are things that could be proven in a court of law and ALL PARTIES could 100% agree on.

So if you are using descriptors, or including assumptions or perspective on something, it's not a fact. Facts include exactly what someone said, exactly what someone did, an event that happened (without any emotional descriptors), e.g.

>> *Boss said "just do what I tell you to do"*
>> *We discussed it*
>> *The meeting happened*
>> *I presented slides*
>> *I went home.*

If you're not sure if something is a fact, come to class or post a question in ASK A COACH.

DAY 4: YOUR BEST LEADERS

Who were the best leaders you've had the opportunity to work with? Consider any point in your life (e.g. doesn't have to be just your work life).

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Why were they the best leaders?

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What did you learn from them? It could be leadership characteristics. Or something about yourself. Any kind of learning is applicable.

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Which of those 'learnings' do you still carry with you (if any)?

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Do you want to carry those 'learnings' with you moving forward?

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Pick a specific situation that occurred with one of those leaders. Describe what happened from your perspective.

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Now go back and circle which of the details in your story are facts. Remember that facts are things that could be proven in a court of law and ALL PARTIES could 100% agree on.

If you're not sure if something is a fact, come to class or post a question in ASK A COACH.

DAY 5: YOUR CURRENT LEADERSHIP STYLE

What leadership competencies are you told you're great at? Do you agree? Why or why not?

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What leadership competencies are you told you're not-so-great at? Do you agree?
Why or why not?

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Pick a specific situation where you were a great leader. Describe it. What was great
about it? What were the leadership behaviours you demonstrated? What were you
thinking that allowed you to demonstrate the behaviour? How did you feel?

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Pick a specific situation where you were a not-so-great leader. Describe it. What was not-so-great about it? What were the leadership behaviours you demonstrated? What were you thinking that drove you to demonstrate the behaviour? How did you feel?

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DAY 6: YOUR LEADERSHIP BELIEFS - PART 2

What do you believe about your ability to become a great(er) leader?

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Why do you think you have the current results in your leadership style?

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What are the results you want to impact the most?

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What are the beliefs (and/or thoughts) that have kept you from getting those results?

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What are the beliefs you aspire to have about your leadership style? Pick anything. Stretch yourself. Pick current ones and aspirational ones. And put an "A" (for Aspire) beside the ones that you don't quite believe yet.

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The 4C's of Leadership

I want to give you my definition of leadership.

But before I do, I want to share a great quote on Leadership, from none other than Steve Jobs... the guy who I don't think was such a great leader.

And the quote is this.

> *Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.*

I actually love this.

It's super succinct and 100% on the mark. It beautifully illustrates the difference between managers and leaders.

Now based on his biography, I'm not sure he often behaved that way. He inspired people with his ideas. No doubt. He was a genius.

Leadership is about getting results by serving others through a courageous mindset, collaborative solutions, open-hearted communication and a consistent character.

But then yelled and berated them until they brought his vision to life.

Allegedly.

So while he did bring his vision to life, he left a lot of trauma in his wake. And I'm not judging him.

To be honest, I've done that myself.

I wish I knew then what I know now.

Leadership is about getting results by inspiring people. It's not about being large and in charge.

The definition of Leadership we'll be working with in this program is;

Leadership is about getting results by serving others through a courageous mindset, collaborative solutions, open-hearted communication and a consistent character.

And inherent in this definition are the 4Cs of leadership that we'll be discussing in this program.

COURAGE. COLLABORATION. COMMUNICATION. CHARACTER

And for each of these 4Cs, we're going to talk about what they mean and the top 2-3 mindset skills that I invite you to develop to drive growth in each of these areas.

In fact overall, we will review *10 core leadership skill sets.*

Are there more skillsets to learn that just these 10? Yes. But I've chosen these 10 skills because they are not only foundational, but in my experience they are the most important ones.

After the overview of each of the 4Cs, you will be invited to define your own leadership style for each category. Once you have defined your ideal leadership framework, you get to decide where you want to start.

Part 2 the workbook will have a 3-4 weeks worth of exercises for each skill set. It's your choice how many skill sets to work through.

You choose which order to do them in.

You choose how long to spend working on them (I recommend everyday for at least a month).

And you choose if you want to optimize your growth by attending the coaching classes available to you.

The important thing is to constrain your learning. I know you want to get better and you want it NOW.

I promise you, if you constrain your focus and practice consistently you'll start being a more focused leader from Day 1.

The 4C's: Courageous Mindset

I think of courage as the enabler of every aspect of leadership. Without courage, everything you do as a leader is a lot harder.

And yes, the practice of developing a courageous mindset is hard work. But the more you practice, the easier it gets, and then everything else gets easier too.

A courageous mindset is the mechanics of your leadership style. Without it, you can make progress, but you're not going to be operating at maximum effectiveness.

You'll be constantly distracted and having to fix things like the less productive behaviours driven by unmanaged stress, worry, anxiety and unintentional baby brain reactions.

So if you do nothing else but work on your courage, you will see a huge shift in your results.

Courage is a willingness to move forward with intention when you're uncomfortable.

Let me start with the *uncomfortable* part for a second. Discomfort can show up in a lot of ways.

It can be when you're scared to try.

Or nervous.

It can be when all of a sudden you feel angry. Or when something is really hard to do. Or when you know you're about to be vulnerable in some way.

It's when you're feeling this discomfort *and then you stop and say, it's ok, I'm willing to move forward and act with intention here.*

> *Courage is the willingness to move forward with intention when you're uncomfortable*

That takes courage.

It takes courage to feel a powerful sense of discomfort and decide to find a way forward anyways. And there many areas we could focus on that require a courageous mindset. But we are going to start with these three;

1. The skill of Self-Appreciation
2. The skill of Emotional Adulting
3. And the skill of failing confidently

SELF-APPRECIATION:

Let's start with self-appreciation. A lack of self-appreciation creates all sorts of messy stuff that gets in your way.

When you don't believe in yourself and your ability to be successful, you're always focused on what's missing in your performance and where you can improve vs. what you do well.

You don't push yourself outside your comfort zone.

No matter how successful you get, you have imposter syndrome, like you're not smart enough or good enough to do what you're doing.

You don't want to appear weak or vulnerable or take risks

Maybe you stay in toxic situations that don't serve you for too long because you're afraid to change, or that you're not good enough for anything else..

> ## *Self-appreciation is knowing and believing that you are enough. Always.*

Maybe you create toxic situations with gossip, or complaining or unhealthy competitiveness.

There are lots of examples of where self-appreciation gets in your way of being a great leader.

Many people have a belief system that it's OK to not believe in yourself. That appreciating all the wonderful things about you, and being confident in who you are is somehow arrogant or bad mannered.

Self-appreciation is about knowing and believing that you are enough. Because you always are.

That thought is *always available* to you.

You choose how you want to think about yourself.

Make sense? But why is self appreciation under COURAGE?

Because it's one of the hardest things to face.

If it was easy to be self-appreciative, then everyone would be confident.

It takes a huge amount of courage to say *hey - I'm going to start believing in me*.

It takes courage to hear other people's thoughts and not take them personally.

It takes courage to turn your biggest critic (yourself) into your biggest fan, and maintain that.

And you can make the decision right now. You can decide I'm going to be my biggest fan. That thought is available to you.

When you start working on your self-appreciation, the first step will be writing down things everyday that you appreciate about yourself. You want to find and document evidence that you're worth your own appreciation.

That's the practice. The courage comes with sticking to the practice.

People often can't even get through a week of this. Your mind fights back. Tells you this is weird and awkward. Your baby brain doesn't want you to appreciate yourself because you might do things that risk 'pain' or 'safety'. It's going to give you all these unproductive thoughts (and excuses) to keep you on your guard.

Your brain will give you resistance.

Are you prepared to push through?

Because that's where the courage comes in. The courage starts by recognizing when your baby brain is doing that, and then deciding to keep pushing through the resistance and discomfort.

EXERCISES: Define Your Framework for Self-Appreciation:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill-set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when I present, when I deal with authority, when I think of something as bad news, when I'm working on something new, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of self-appreciation *is knowing and believing that you are enough.* Define it for yourself. What do you want *your* intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

- » *how you talk to yourself,*
- » *how and how often you appreciate yourself,*
- » *what you do when someone criticizes you or gives you feedback,*
- » *what (if anything) do you take personally?*
- » *Describe how you would show up in certain sitautions,*
- » *what else?*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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EMOTIONAL ADULTING:

The second skill set is emotional adulting. And this might be a new phraseology for you. But this is the practice of focusing on controlling yourself, your thoughts and your response to how other people behave.

Emotional Adulting is you taking 100% accountability for how you show up.

You do that by using your prefrontal cortex, or your adult brain, to choose the thoughts that ultimately drive your results.

It's about not being reactive, but rather intentional with your thoughts, feelings and actions.

Now if you've already done the recommended module on the Self-Reset Model, and you've been practicing thought downloads and models of your own, then you are on your way. This is how you start my friends.

Emotional Adulting is practicing controlling yourself, your thoughts, your emotions and your responses to how other people behave. It's you taking 100% accountability for how you show up.

It's a process of doing thought downloads and models for situations where you want different results.

It's understanding that your thoughts drive your feelings. And your feelings drive your actions and your actions create your results.

So if you haven't done the module on the self-reset model, I highly encourage you to go back and do that. There will be a synopsis in the workbook with exercises for you to follow. But if you really want a deep dive, it's ready and waiting there for you.

And this takes a lot of courage.

Most people don't want to do this work because it requires facing their thoughts head on. It comes from being honest and vulnerable with OURSELVES and taking accountability for the results in our life.

So many people can't face that. They don't want to dig into their heads because they are scared of what they find in there

They don't want to take accountability for their results because that means they can't blame others anymore.

They don't want to write down their thoughts because all of a sudden - shit gets real when you do that.

Are you ready for shit to get real?

It takes courage and practice. But the good news is that it works every time.

It feels like magic because all of a sudden all this weight is lifted off you and you can focus on;

» *Making stronger decisions*
» *Staying more focused on the goals and the people*
» *Being more patient and nurturing*
» *Being more collaborative*

You're less weighted down with your own BS.

Now your own BS is still going to pop up all the time. It doesn't just go away.

BUT you are more capable of dealing with it quickly and effectively and staying focused on the things you need to stay focused on.

EXERCISES: Define Your Framework for Emotional Adulting:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill-set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when someone gives me feedback, when my boss doesn't acknowledge me, when my report doesn't do the work they've been assigned, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of emotional adulting *is you taking 100% accountability for how you show up*. Now define it for yourself. What do **you** want **your** intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

- » *do you blame others for your thoughts, feelings or actions?*
- » *do you beat yourself up for having a bad day?*
- » *do you practice thought downloads and doing self-reset models?*
- » *are you taking accountability for your behaviours or blaming others?*
- » *how do you think about what others say?*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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LEARNING TO FAIL CONFIDENTLY:

And the third mindset skill in courage is slightly more traditional, and that is learning to fail confidently.

Great leaders don't worry about failure. They manage it.

Here's how great leaders think about failure...

Every failure has something to teach them and their team.

Nothing fails 100%. There are lots of wins along the way. But people who fear failure will focus on 'what went wrong' vs. 'what worked'.

Failure is not personal. It's a process error. Failure means something went wrong. It doesn't mean something is wrong with you or with anyone on your team.

Failing confidently is a process error and is part of growth. It simply means something is wrong in the process, not that something is wrong with you.

There is nothing wrong with failure. Every successful person and project sits on top of a giant pile of supposed failures.

Great leaders get their team to focus on solutions and how to move forward, not pointing fingers and placing blame.

Leaders who want to place blame lack self-appreciation and self-confidence. They are trying to deflect away from themselves and place the problem on someone else's shoulders.

Great leaders manage failure by doing their homework ahead of time, by revisiting progress and goals as things move along, and helping their team to the same.

The goal of this process is not to avoid failure. But to keep the learning process continuous.

How do you do that?

Keep an open dialogue. Make sure people understand failure is part of the process of being successful and they need not be afraid of sharing what's going on. You can even create an environment where building on ideas and constructive support is rewarded, and criticism and blame are shut down …. Gently, but still shut down.

Create a community of support vs. judgment. Get the team together to help leverage the current failure to a new solution.

Focus forward. Don't spend any time trying to find blame. Understand enough about what happened to take learning and then focus on what to do next.

Change the energy in the word failure.

You get to decide what you make failure mean.

It doesn't have to mean something bad. It could just be an indicator on the road to the goal.

Failure doesn't have to hurt.

Now sometimes it might feel like you want to feel sad about a result. Or disappointed that you didn't reach a goal or objective. Is it wrong to feel that way?

Not at all.

But it doesn't have to mean something personal. It doesn't have to mean something is wrong with you or anyone on your team.

There is more work you can do on failure in Essentials One. But first, it's important to define your ideal leadership style for this skill set.

EXERCISES: Define Your Framework for Failing Confidently:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill-set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when I don't perform the way I hoped, when I let people down, when I don't achieve a target, when I sell something, when I present information, when I talk to my boss, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of failing confidently *is accepting that failure is a process error and is part of growth.* Now define it for yourself. What do **you** want **your** intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

» *how to you handle 'fires'?*

» *how do you deal with 'mistakes'?*

» *how do people feel coming to you with 'a failure'?*

» *how do you talk to yourself when you 'fail'?*

» *what is the culture of failure on your team? How do they support each other?*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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The 4C's: Open-Hearted Communication

Communication is the most multifaceted leadership quality because it goes well beyond the words that come out of your mouth.

If you are interacting with people in any way, you are communicating. And that could be how you listen, the words you choose, the tone you use, how your body language communicates and sometimes when you don't communicate at all.

Saying nothing communicates.

And then there's digital communications around email and texting which can be efficient, but also invites misinterpretation.

So HOW and WHEN we choose to communicate is a big part of being a leader. And in combination with the other three Cs, your ability to communicate effectively gets stronger and stronger.

In the main definition of leadership, I offered you the idea that leadership communication is *open-hearted*.

> *Open-hearted communication means you are exposed as well as compassionate. It is listening and talking with the intent of helping others.*

And if you think of the term open-hearted - it means exposed (open) and compassionate (hearted) in your approach to communication.

And with that in mind, the definition of **open-hearted communication is listening and talking with the intent to help others.**

Think about it.

If every time you opened your mouth or put pen to paper or decided to listen to what someone was saying your intent was to help them in any way they needed help, how would you show up differently?

If when you're communicating as a leader, your intent every time was to help people in any way they needed help, how would you show up differently?

The other thing I wanted to highlight in this definition of leadership communication is that I purposefully put listening before talking. So often we talk more than we listen, but when we put listening first, our talking becomes so much more effective.

Consider listening twice as much as you talk.

Now the three open-hearted communication skills we'll focus on in this lesson are;

1. **The skill of encouraging people to think**
2. **The skill of listening for potential**
3. **The skill of giving and getting effective feedback**

Now as I said, there are many more communication skills than just these. You could write a 300 page book just on communicating like a leader.

So I've constrained us to these three things because no matter what level you are, these are the things that I see people struggling with the most.

We often move too fast, and we're so focused on results that we forget about the people. We listen on the surface vs. really listening for understanding and potential. We give people direction vs. taking the time to teach them to think for themselves. And sometimes we offer random, drive-by criticism and call that feedback.

So we're going to start with these three skills because they are still focused on getting the results, but investing the time to do it THROUGH people.

ENCOURAGING PEOPLE TO THINK:

Let's say someone comes to you with a problem. Let's keep it fairly generic. Maybe the problem is a product or service isn't performing as expected. Or maybe there's a performance issue with a member of the staff.

And someone on your team comes to you and says, you know what, this product we launched isn't delivering the sales lift we were hoping for.

Your job as a leader is not to tell people what to do, NOR leave them out on their own, but rather to help them figure it out.

Now the instinct of most leaders is to go one of two ways. The first way is to tell the team member how to solve the problem. And the second is to ask the team member what they want to do about it.

And both of those are ACTUALLY not ideal.

When you tell someone how to solve the problem, they may do it, but they are not usually inspired or motivated to do it. They're doing it because you told them to.

And they may not even agree with the solution but for a multitude of reasons, did not share their opinion.

So you might get a short term result with that approach, but you're not creating a nurturing connection with your report. Nor is your report learning anything.

The second way sounds more nurturing because you're saying *'what do YOU think you should do?'* You're asking the person to THINK. So it's slightly better, but still not overly effective.

I used to do it all the time. I'd say *don't come to me with a problem unless you have a solution.* And then two things would happen.

First, I was leaving my report to figure out the problem on their own. I wasn't offering them the opportunity to come work out a solution. And because of that, the second thing that eventually started happening was they stopped coming to me with problems.

And I know that sounds like a good thing. But it wasn't.

The problems were still happening, but my reports didn't see any value in coming to talk to me about them because all I would say is 'what do you want to do about it'.

> *When someone comes to you with a problem, a leader's role is to FOCUS ON THEM. Not on the problem*

None of those scenarios are helpful long-term.

Your job as a leader is not to tell people what to do, NOR leave them out on their own, but rather to help them figure it out.

When someone comes to you with a problem, your role is to FOCUS ON THEM. Not on the problem.

You want to focus on helping THEM figure out THEIR solution.

And you might be like ' whaaaa?' Don't focus on the problem?

No. Don't.

Because when you focus on the problem, you stop focusing on the person. And your job is to focus on the person.

Let the PERSON focus on solving the problem.

So that's the first thing you need to think about. You need to practice shifting your focus from the problem to the person.

And when you do that you get curious.

Let's think about the self-reset model for a second. If your thought is *"I want to help this person figure out a solution to this problem"*, the feeling that's often generated from that is CURIOSITY.

And when you feel curious, the action is often to ask them questions.

So what questions do you ask them?

Well, if your intention is to help them figure out a solution to the problem, ask them questions to do that. Help them get focused.

> » *What help do you need thinking this through?*
>
> » *Do you just need a sounding board, or are you really stuck?*
>
> » *Which part of the project do you want to discuss?*
>
> » *Do you want to think this through with me right now?*
>
> » *What's the best way to do that? Get their perspective on how they want to use you because that's going to keep them in the driver's seat and get them focused.*
>
> » *What are you trying to achieve?*
>
> » *What's getting in your way?*
>
> » *What do you want to do next?*
>
> » *What are the possible outcomes if you do that? How will you handle those outcomes?*
>
> » *Who do you need to help you?*
>
> » *How will you engage them?*

Asking these questions allows them to learn critical thinking skills in a safe space.

And if you don't have time to do all of this in that moment, then schedule the time later in the day. If it's urgent, then reprioritize and be there for your people.

The *resistance* you're going to feel is that you don't have time to do this.

You need to push through that resistance and make the time. *This is the heart of your job as a leader.* And the more you do this, the easier and quicker it's going to get.

Now sometimes, you will have information that the person could use to inform a decision. In which case you need to share this information, but I invite you to ask permission to share it with them.

I know that sounds odd. But it leaves them in control of the situation.

When you come in with something they don't know, it can feel like you are taking away their control (even though you're not).

So find a way to ask permission that feels natural to you.

"I think I have some information that might help. Would you like to hear it?"

Do your best to maintain YOUR focus on the individual, and THEIR focus on thinking through and owning the problem.

This is your job as a leader - I can't say this enough.

Leadership is about getting results by serving others.

I invite you to flip your intention as a leader from *tell to teach.*

Sometimes you may have to make a call, and give them some specific advice. But ideally that's the exception and not the rule. The rule is you working with the person to create their own solution.

And this approach might require you to rethink how you plan your calendar. Is your calendar centered around DOING STUFF on your to do list? How much time are you dedicating to be there for your team?

EXERCISES: Define Your Framework for Encouraging People to Think:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill-set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when we have team meetings, when someone comes to me with a problem, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of encouraging people to think *is focusing on them and helping them find the solution.* Define it for yourself. What do you want your intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

» *how you talk to yourself,*

» *how and how often you appreciate yourself,*

» *what you do when someone criticizes you or gives you feedback,*

» *what (if anything) do you take personally?*

» *Describe how you would show up in certain sitautions,*

» *what else?*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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LISTENING FOR POTENTIAL:

Listening for Potential is about BELIEVING in the potential of others as you are listening to them. You are looking for the strengths and passion in the other person. You listen to them like you are 100% sure they have all the answers inside them.

Have you ever listened to anyone that way?

I'm not sure I ever did in my corporate career. As a coach, it's my job to do that now. But as a "corporate person", if I ever did this, I never thought about it this way.

But as a coach, I see what a difference it makes when the person you're talking to knows that you believe they have all the answers inside them.

The way most people listen is simply to understand, or they're looking for ways to benefit themselves, or for a chance to seem funny, or how to sound important.

Listening for potential is listening for the potential that you know is inside everyone, even before they know it themselves. Everyone has potential if you believe they do.

And this skill of listening for potential works hand in hand with helping people think. When you believe someone has the answers, even before they believe it, it makes it easier for you to help them to think through the situation they need to resolve.

Think about that in contrast to how we normally listen. We listen to find the solution to the problem. Or we listen to find evidence of what we already think about them. Or we listen to find ways to amplify our own value.

Next time you're talking to someone, listen for their strengths and what potential they have for growth - not just how they are presenting right now.

You will help people faster, and will become a valued and trusted resource simply by believing that there is potential in everyone... and I mean EVERY ONE... and listening for it.

EXERCISES: Define Your Framework for Listening for Potential:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill-set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when I have 1-1's with my team, when I talk to my boss, when I listen to discussion in meetings, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of listening for potential *is listening for the potential you know is inside everyone.* Define what it means for you. What do you want your intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

> » *how do you treat people equally?*
>
> » *how do you handle it when someone's potential is not what you thought it might be? Or what you want it to be?*
>
> » *how do you stay on course when people can't see their potential? Or when other people can't see their potential?*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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GIVING AND GETTING FEEDBACK:

The reason I prioritized this is because feedback is something we do every day.

Feedback has a big impact on performance. The feedback you receive, the feedback you give others and the feedback you give yourself.

I don't remember ever being trained to give feedback or to receive it. I got a lot of feedback on how I gave feedback, but it was what not to do.

Learning to effectively give feedback is critically important. We do it every day. We are always discussing how the team did, or someone on the team did, or what your boss said to you, or what you said to someone else, or what you say to yourself.

Decide WHY you are giving the feedback. If your intention was to help someone recognize the potential inside them, how would you show up?

If you want to *transform your performance,* you must learn the art of getting the feedback you need, deciding what you make the feedback of others mean to you and monitoring the feedback you give yourself

And as a leader, if you want to t*ransform the performance of others*, you must learn to see and focus on their potential - point it out to them, and help them reflect on where they want to grow.

The very first thing you need to decide when you're GIVING feedback is WHY you're giving it.

It always comes back to identifying your intention for doing something. What is the thought we want to focus on?

We often *SAY* it's to help the other person, but what we're really thinking is we need them to get their sh*t together cause it's causing problems. And so we give the feedback in a way where we sound frustrated because that's how we feel. We may focus on the right words, but the frustration is oozing out of us anyways.

And we talk to ourselves that way too.

However if your intention was to truly help someone realize the potential inside them, how would you show up? What feeling would that thought create for you?

Patience? Compassion?

The very first thing you need to do when giving someone feedback is check yourself and your intention.

EXERCISES: Define Your Framework for Giving and Getting Feedback:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. after a 'failure', when I see someone do something great, when I do something great, when I'm commuting home and ruminating, etc

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of giving and getting feedback *is transforming your performance and the performance of others by helping them see their potential.* What do you want your intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

» *how you talk to yourself,*

» *how and how often you appreciate yourself,*

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» *Describe how you would show up in certain sitautions,*

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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The 4C's: Leading Collaborative Solutions

Collaboration is largely about welcoming diverse ideas and opinions so that we can craft the strongest, most thoughtful, most powerful solutions.

Sounds ideal.

But I've found that collaboration - true collaboration - is one of the hardest things to do in a corporate environment depending on the leader and the culture of the organization.

And the reason is collaboration can get a bit tricky.

Some organizations view it in a way where it's more like an engagement checklist, where you HAVE TO share your idea with everyone at all levels of the organization and get the buy off, and incorporate the new ideas all the way along.

And you will get some good ideas for sure, but the trade off is tons of bureaucracy, super-long lead times and the potential to water down innovative ideas.

And sometimes that kind of collaboration can turn into sell-mode vs. true collaboration. People can start to sell their ideas at all these different levels rather than looking for insights or collaboration.

> *Leading collaborative solutions means creating the environment to openly work together towards a common goal with no personal agenda.*

So at its core - what is true collaboration? How do you effectively collaborate and lead the process of collaboration with your team.

The intention I want to offer you is that **LEADING COLLABORATIVE SOLUTIONS MEANS creating the environment to openly work together towards a common goal with no personal agenda**

And there's a lot packed into that sentence.

You're being open. You're working with others. There is a common understanding of a common goal. And you remove your personal agenda from the mix, and encourage others to do the same... and by personal agenda that can include things like any biases you have towards people (including yourself), towards ideas, or how certain decisions or solutions will impact you personally.

The most important ingredient to creating collaborative solutions is strong leadership. This is about leading by example. Being the change.

And that can be how you lead your team, or how you lead the process of collaboration.

It doesn't matter if you can't change your entire corporate culture and hierarchical approach to what your company considers collaboration. You can still lead your team within that scope.

The two mindset skills we'll focus on for leading collaborative solutions are;

1. **The skill of creating a sense of belonging and safety**
2. **The skill of letting go of control**

CREATING BELONGING AND SAFETY:

Belonging and Safety are two basic human needs.

It's tribal.

So much of what we are motivated to do in life is grounded on the need for a sense of belonging and feeling safe.

We want to be a valued part of the tribe. And we don't want to be thrown out of the tribe.

So to create a truly collaborative environment (or tribe), your job as a leader is to nurture this sense of belonging and safety.

And what does that look like?

Well it's really simple.

When you have a collaborative culture, everyone feels their ideas are valued equally - meaning that each individual knows that they have the power to make a difference. Even if that means their personal ideas are not part of the final solution, every idea or activity is a building block towards reaching the goal.

We are all helping each other get there. No one throws up roadblocks without being open to figuring out the solution.

I think that last point is important as well. Because you often run into people whose default is NO. They focus on why it can't be done. Why something WON'T work. And there is value in understanding why they think that. Those people have an incredible ability to anticipate roadblocks.

But how do you effectively leverage their ability to anticipate issues, yet help them to be open-minded collaborators?

Here are two suggestions. One is process and one is people development.

On the process side, consider purposely brainstorming possible roadblocks for what you're trying to achieve. And then immediately follow that with brainstorming solutions in the same session.

When you create a collaborative culture on your team, everyone feels their ideas are valued equally, and they have the power to make a difference.

And on the people side, start brainstorming solutions by asking the people who raised the roadblocks to start the ideation. Or at least, make sure they contribute.

And as part of your ongoing feedback process, work with these individuals to help them see the value they add by identifying roadblocks, but also the even bigger value they can add by helping the team break through those blocks.

So in creating a collaborative environment, everyone feels their ideas have equal value and they know they have the power to make a difference.

This creates a strong sense of belonging and comradery.

And in order to create safety, everyone on the team must feel confident that we all have each other's back. Destructive judgments or criticisms are not tolerated or rewarded. Your intentions is to create a safe environment where people have the space for creativity and innovation.

And as the leader, the way you create this culture is by not only creating the framework and operating principles, but most importantly, doing the work on yourself to truly value everyone's ideas and have everyone's back.

The team needs to feel that you value them equally and that you aren't judging them destructively. First and foremost they need to feel confident that YOU have their back. Not by your words, but by your actions.

And as you practice working on your own models, you can also help your team with theirs.

Offer feedback, coaching and support to your team members to help them work through their own thoughts and feelings around valuing themselves and the other members of the team.

EXERCISES: Define Your Framework for Creating Belonging + Safety:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when someone gives me feedback, when my boss doesn't acknowledge me, when my report doesn't do the work theyve been assigned, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of creating belonging and safety *is everyone feels their ideas are valued equally, and they have the power to make a difference.* What do **you** want **your** intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

> » *What are your values and how do they show up in the team culture?*
>
> » *Does everyone on the team know they are valued?*
>
> » *Are you favouring certain people? Are you open-minded that everyone can add value?*
>
> » *How do you encourage people to have each other's backs?*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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LETTING GO OF CONTROL:

As part of your work with the Self Reset Model, you already know that the only thing you can truly control are your thoughts, your feelings, your actions and your results.

And if you haven't done the work practicing the self-reset model, then I encourage you to go back and do that work for a month or so before you do the work in the leadership workbook.

Everything beyond your own thoughts, feelings, actions and results are out of your control.

And that includes controlling other people, and what they think, feel and do. And it includes controlling random events and the past.

But when it comes to collaborating on a goal, quite often we regress to trying to control things beyond ourselves.

Trying to control other people is a massive waste of your time and flies in the face of creating a truly collaborative environment.

We try to control how everyone feels about our brilliant ideas.

We try to control which ideas move forward. We create our own agendas

We want to control how other people do their jobs.

The minute we start to feel like things are 'out of control', we start to want to exert control on everyone. And as a leader, there may be times when your team needs you to step up and just get really directive. But that's the exception vs. the rule.

When you exert control over everyone they resent you

When you try to control the ideas and solutions, they don't trust you

When the work becomes about how well YOUR people can execute YOUR ideas, then the dynamic on the team shifts from safety and having each other's back to competitiveness and judgment.

So knowing WHAT to control, WHEN to control and HOW TO LET GO OF control is critical. And every situation is so different, so there are not hard and fast indicators here. But come get coaching if you are confused and you will find your way forward.

80% of your job is to nurture, nudge, inspire and give air cover to your team as they bring the goal to life.

Your job as a leader is to set the goals or vision for what needs to be achieved, help everyone understand it and then coach and nurture them to get to the goal.

80% of your job is to nurture, nudge, inspire and give air cover to your team as THEY bring the goal to life.

Yet most of us spend 80% of our time pumping out our own work. And maybe 20% nurturing and supporting the members of our time. And even in that 20% - ask yourself, are you really nurturing them? Or are you just telling them what to do?

What would happen if you flipped it around and spent more time nudging and nurturing vs. controlling and doing?

What difference would that make for your team?

EXERCISES: Define Your Framework for Letting Go of Control:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when I think I could do it better and faster, when things feel out of control, when I feel stressed about a project, when someone is trying to learn, when someone else is leading, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of letting go of control *is nurturing, nudging, inspiring, and giving air cover to your team as* **they** *bring the goal to life*. What do **you** want **your** intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

- » *how do you inspire people to reach their goal?*
- » *how do you think about your own ideas vs. the ideas of others?*
- » *what do you do when you feel the need to control a situation?*
- » *how to you practice focusing on the things you can control?*
- » *what do you think/feel/do when someone is trying to control you?*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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The 4C's: Consistent Character

Your leadership character is a **combination of your mental and moral qualities that people can consistently rely on.** The consistently relied on part is the piece I added.

So if you think about it right now, what mental and moral qualities can you be consistently relied on for? And is that what you want to be relied on for?

I found with myself, there were things that I was known for that were true - and I didn't mind being relied on for those things.

> *Your leadership character is a combination of your mental and moral qualities that people can consistently rely on.*

But then there were things that I was known for that I didn't like or think were fair interpretations.

You are in control of your character. You get to decide what you want it to be and how you want to action it.

And you get to decide if you want to tweak your thoughts and actions based on the feedback you're getting.

Your character is 100% determined by you.

And the more purposeful you get with it, the clearer and more consistent your character will be.

Plus it will be the character you intentionally choose to have.

The two skills to having a consistent character are;

1. **Consistently living your brand values, and**
2. **Being trustworthy and genuine.**

CONSISTENTLY LIVING YOUR BRAND VALUES:

Consistently living your brand values is about knowing who you are and how you want to show up and practicing living those brand values more and more over time - until ultimately it takes very little practice..

In this program you have access to two amazing modules to help you get there. And the links are in the lesson descriptions.

The first is identifying your values.

Many people feel their values intuitively. They often say - I already know what my values are.

And then I say - OK ... what are your top values and let's talk about how they show up in your life.

And that's usually where the conversation stops.

If you haven't done this work before, it's really useful to explore your top values, and then DEFINE what they mean to you... and then also explore how you want to use them in your life.

Your values can be guideposts for how you make decisions in all areas of your life.

So the Values module in Essentials Two is a really powerful and insightful module that helps you uncover your values as they are today.

Now you don't have to do this work.

But I highly recommend because it helps give you added insight into why you might be showing up the way you are right now.

And often people discover that they have been UNINTENTIONALLY living their life according to values you didn't even know they'd been holding onto. And once you discover that, you may decide you don't want to live your life that way anymore.

And when you're really clear on what your values are, they set guideposts for how you live your life, in everything from how you make decisions, how you show up at work, what work you do, where you live - everything.

It's work that's really worth your time.

And then the second piece of work that you can do here is the Developing your Personal Brand plan.   This is about creating your vision for what you want your brand to be.

This is your instruction manual to yourself of how you think, feel and act as a brand.

And we go into that in-depth in Essentials Three. There is a great piece of work on that really helps you dig into what you stand for and what you want your story to be.

And then once you define your top values and your personal brand plan, it's about practice practice practice.

EXERCISES: Define Your Framework for Consistently Living Brand Values:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill-set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when someone treats me un professionally, when someone is dishonest, when there are conflicts with my values, when I sense I'm taking things personally, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of consistently living your brand values *is about knowing who you are and how you want to show up*. What do **you** want **your** intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

- » *how you treat people*
- » *how you manage conflict*
- » *how you manage your own ego*
- » *how you believe in yourself*
- » *how you manage other peoples unprofessional behaviour*
- » *how you treat your team*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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BEING TRUSTWORTHY AND GENUINE:

Now the second piece of leading with a consistent character is about being trustworthy and genuine.

Building trust is a critical part of being a leader.

People need to trust you. They need to trust that they can rely on you to show up consistently.

And they need to trust that you have the best intentions for them. They need to believe that everything you say is in their best interest, that you have no ulterior motives and that you're always upfront with them.

> *Leadership is never about you. It's about them. Your team must trust that you have the best intentions for them.*

Even if it's not good news.

Even if it's tough, they trust that you're going to give it to them straight, with the compassion and support of a leader that values them.

And I want to underline something here...

Your reports, the people you're responsible for, they don't need you to be their friend.

They need you to be a trusted and respected mentor. In fact, when you are their friend, it makes it harder for you to give the feedback and the coaching that your team may need.

It is a common mistake that leaders make. I've made it lots of times. In an effort to be liked we try to create friendships with our reports.

And that's not in the best interest of the team. Nor is it in the best interest of creating trust.

I know it sounds counterintuitive, but it makes it harder for them to trust when you're their friend.

That doesn't mean you can't build strong connections with your team and have fun with your team, but being their friend is unnecessary AND distracting.

It's a distraction for you because now you're worried about maintaining a friendship vs. being able to be a leader

And it's a distraction for them because they're not sure who is showing up for them in that moment. Their friend? Or their boss?

And sometimes they need to talk to you as a boss, but it gets mashed up with the friendship and that can get messy.

So you want to limit those 'friend' distractions in your one to one relationships with people.

And individual friendships become distractions for the team. Especially if some people feel more 'liked' than others.

In order to ensure EVERY member of your team feels equally valued, it's easier to choose your friends outside of your core team.

Again, it's not about you here - it's about them.

You will create a stronger team and drive better results by being respected by your team. There are a lot of people I like, and would go for a beer with, but wouldn't want to work for.

If you feel a strong need for being liked, then do models around it. Come get coached around it. Find ways to understand what's going on in your head and clean it out.

Because being friends with your team members is not going to serve you, or the rest of your team, and it will distract from your ability to be trusted.

EXERCISES: Define Your Framework for Being Trustworthy + Genuine:

Give yourself 30 - 45 min to do this work. Do it over 2-3 days if that is the time you've allocated. Set a timer and force yourself to grind out a first pass within your allocated timeframe. You can always come back and tweak it later.

Describe what you think about your current performance in this skill-set.

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Why do you think you currently perform this way?

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List some situations where the need for this skill set shows up (whether you're skilled or not)? A situation is a common occurrence, e.g. when someone gives me feedback, when my boss doesn't acknowledge me, when my report doesn't do the work theyve been assigned, etc.

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Pick one of those situations and choose a specific example of a circumstance that occurred. Describe what happened. Ideally the circumstance is something that happened recently, or you remember really well.

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What did you do well?

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What would you do differently next time? Why?

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We offered that the intention of being trustworth and genuine *is your team or colleagues believing that you have the best intentiosn for them.* What do **you** want **your** intention to be?

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Define your leadership style. What does a '10 out of 10' look like for you in this skill-set. Here are some considerations;

- » *how you manage respect vs. friendship*
- » *how you build relationships at work in general*
- » *how you manage a difficult change*
- » *how you give feedback*
- » *how you show your own vulnerabilities*

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If this framework is a 10 out of 10, how would you rate yourself today?

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Describe why you rated yourself that way.

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What would a 1 point improvement look like?

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Name the top 3 types of situations where this skill set would be of value to you in the future (these can be specific or generic).

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