

Finding Time to **LEAD**



TOOLKIT

ASK YOURSELF, "WHO DO I WANT TO BE RIGHT NOW?"

Asking yourself "Who do I want to be right now?" is a way of expanding your expectations of yourself, of setting an aspirational goal for how you'll show up, and then being able to choose to show up that way.

Thinking about who you want to be and how you want to show up will help you make intentional choices on your own leadership journey. It's time to make your list! Who are those people that you admire and would like to emulate? The list can include friends, colleagues, bosses, coaches, teachers or anyone who comes to mind. It could include characters from books, movies or even musicians!

Name	Qualities You Admire

**Are there one or two words that would capture what you see showing up?



Take a minute to answer the following questions about one of the people on your list:

Think of a story that illustrates when this person really embodied the qualities you admire.

How would having those qualities support the type of leader you want to be?

What's important to you about showing up in this way?

LISTEN ON THREE LEVELS

One of the most observable traits of a leader who has made the shift from doing to being is that they LISTEN more than they talk. Here is a look at the three levels of listening. While reading, think about the kind of listener you are and who you want to be. Make a commitment to notice how you are listening.

The work here is to notice where you spend most of your time during conversations. Once you become aware of where you are, the work becomes shifting between levels depending on what you're being called to do.

Level 1: Faux Listening

It looks a lot like listening, but it's not. You see the person talking, you're nodding in response, but inside your head you're figuring out what you're going to say. You're judging what they're saying. You're forming your opinion of that person. You're deciding what story you're going to tell them so you can show them how smart you are or that you totally understand what they're going through. You're thinking about lunch. You're actually thinking "I wish this person would stop talking so I they can hear what I have to say." Or, "If they would just stop talking I could tell them how to fix this."



Level 2: Focused Listening

Think about a time when your child or significant other was really sick and trying to tell you something. You're thinking about nothing else...only the words coming out of their mouth. Or, what about a time when you first realized you were in love? You were completely focused on the other person and what they said to you. If you're listening at a level two, thoughts about yourself – past, present or future - don't enter your mind. Ideas about how to fix or help the situation don't enter your mind.

Level 3: Epic Listening

At level three, you're not only hearing every word that the other person is saying, you're picking up on their body language, the inflections and tone of their voice. You notice when they pause or hesitate in their speech. Listening at level three allows you to notice their energy – are they excited as they're talking or are they cool or are they closed and uptight? You're aware of the energy between you and that other person. You notice the energy in the room. You can detect sadness, lightness or a shift in their attitude. Think of comedians and how they are able to detect how their jokes are landing with the audience. Performers are really aware of the audience and their energy – are the enjoying the show or not? We can get to this level, it definitely requires practice. You'll be able to tell when you're in level three listening.

Remember: As you turn the level up on listening, you're dialing down the amount you talk.

At which level of listening do you think you often are most?

What could you do to become more aware of your listening level?



KNOW YOUR STORY

Our personal stories are a gold mine of opportunities to get clear about who we are and what we care about. Our core values and the deeply rooted places from which we authentically show up are embedded in our personal stories – past and present.

This form is not intended to generate your first novel. Jot down two or three words that will trigger the memory and add interest to the story you want to tell about it. Remember to use specific examples as much as possible – tell us about the people, the place, the situation – describe it so we can see it. You will find a list of values that may be helpful at the end of this worksheet.

My full name is:

Is there a story about your name? Where did it come from? Do you like it? What does it say about you?

My nickname(s) is/are:

Where did your nickname(s) come from? Who gave you your nicknames? Who calls you by your nickname? Why is that important to you?

I grew up in (geographic location):

Describe where you grew up – demographics, scenery, people, values, etc.

Growing up, my family consisted of:

Siblings, parents, where you fit in birth order- any descriptions of the people in your family

I would describe my family as:

What's your family dynamic? Are you close? Not so close? All very different? Similar? Caring, outgoing, argumentative...

You would recognize this about my family if you saw us when...

Give an example that demonstrates your description of your family.

My role in my family was/is:

Think of a specific example of how you fill this role – share a particular situation or event that demonstrates it.



The most fun I had when I was growing up was:

Think of family events or games you played with siblings or friends, trips you took, favorite toys or past-times.

I would say that growing up in my family taught me:

Think about values, insights about yourself, the importance of education, community, faith, work, family, etc., how success is defined.

One turning point or peak moment for me in my past was:

Think of a specific perspective, idea or insight, or a significant event or time of challenge, insight or opportunity. Describe it in some detail.

This was important because:

Think about what you learned from it and/or how it changed you or your future from that point.

The people or ideas that helped me navigate that turning point were:

Be specific...describe the people and how you knew them.

One turning point or peak moment for me in my professional life was:

Think of a specific perspective, idea, or insight, or a significant event or time of challenge, insight or opportunity. Describe it in some detail.

This was important because:

Think about what you learned from it and/or how it changed you or your future from that point.

The people or ideas that helped me navigate that turning point were:

Be specific...describe the people and how you knew them.

Other people or experiences that I think have helped me to become the person I am today are:

Experiences in school or college, something you studied or an extra-curricular activity or sport in which you were involved, specific relatives or friends or groups of friends that were formative for you.

As I reflect on my story, I can see some consistent patterns or ways of behaving/responding:

Are there consistent ways you do things or approach things? Are there "default modes" that you easily fall into?

Today I live (geographic area):

Describe where you live now – demographics, scenery, people, values, etc.

I choose to live there because:

My family now consists of:

Include "official" immediate family members (spouses, partners, children) and also your family of choice – the people who are important to you whether or not you're officially related to them. Add some descriptions of them – try to use one or two word descriptions.

My current work is fulfilling (not fulfilling) for me because:

Reflect back on your story so far – how does your current work align?

What makes me happy now is:

I think my story paints a picture of me as:

It can be very insightful to share your story with someone else. Ask them to just listen to you for ten minutes (no interruptions or questions) as you share some of the key aspects of your story. Then ask them what values they heard woven through your story.

LIST OF VALUES

How you think, act and interact are almost always tied to your values. Having reflected on your personal story, what would you saw you're your 3-5 core values? Circle them. We've left space for you to add your own.

Authenticity
Achievement
Adventure
Authority
Autonomy
Balance
Beauty
Boldness
Compassion
Connection
Challenge
Citizenship
Community
Competency
Contribution
Courage
Creativity
Curiosity
Determination
Equality
Fairness
Faith
Fame
Family
Freedom
Friendships
Fun
Generosity
Gratitude
Growth
Happiness
Honesty
Humor
Inclusiveness
Independence
Influence
Inner Harmony

Justice
Kindness
Knowledge
Leadership
Learning
Love
Loyalty
Meaningful Work
Openness
Optimism
Patience
Peace
Pleasure
Poise
Popularity
Recognition
Reputation
Respect
Responsibility
Security
Self-Respect
Service
Stability
Success
Status
Trustworthiness
Understanding
Wealth

AVOID BEING PERFECTLY YOURSELF

Identifying your default modes (the habitual ways you show up) enables you to distinguish between when those ways of operating are helpful and when they are not. The key is to be aware of your default modes – which are often influenced by your personal story - so that when they're not what you need you're able to make a different choice.

What are some words that people consistently use to describe you? (e.g. responsible, funny, reliable, competitive, smart, nice)

Descriptive Word	How has this served you in a positive way?	How has this not served you? (We call this the shadow side of our gifts.)
Example: Nice Example: Funny	<ul style="list-style-type: none"> Able to make friends and connect with people easily. People are drawn to me. 	<ul style="list-style-type: none"> Afraid to make mistakes or decisions because it could upset someone. At times, I use it to just take away attention from having to make a decision or be direct with someone.



Now think about those default modes in light of your current role.

Who do you want to be as a leader and/or in light of specific situations in which you find yourself. Under what circumstances might those particular default modes not serve you now? When might it be helpful to not be perfectly yourself?

INVITE ACCOUNTABILITY

If you want to accelerate your path to great leadership, you'll need to find ways to hold yourself accountable. Identifying your own unhelpful default modes is a first step, but if we truly want to move more quickly toward great leadership, we've got to share them with others and ask them to hold us accountable.

Who might observe you operating in these default modes?

How might you share these default modes with them? (e.g. Tell them your personal story, give them examples, describe the behaviors.)

What specifically will you ask them to do? (e.g. Ask more questions, push you to hand over more projects.)



EMBRACE DISEQUILIBRIUM

When we're moving into something new, it creates disequilibrium. Our past ways of understanding things are no longer directly relevant. We have to create entirely new frameworks for understanding the situation in which we now find ourselves.

Learning and embracing disequilibrium can begin by looking at our previous experiences. Let's practice that here.

Consider your personal story. Where do you think you were in disequilibrium? (Hint: Look at those personal and professional peak moments or turning points in your personal story.)

Was there a point at which you felt like turning back?

What kinds of new frameworks did you have to create? (For example, I had to learn to see myself differently or I was in an entirely new environment that I had to learn to navigate.)

Were the outcomes clear from the beginning?

What are the reactions you have when you're tackling something new, when you're in disequilibrium? (For example, I often get cranky and tired when things feel unfamiliar and I have to create new frameworks.)



Are there any current situations that are creating disequilibrium for now? If so, what are they?

The people around you are often in their own state of disequilibrium. What can you do to support people through their own disequilibrium? (A great example of this is if you are trying to parent a teenager!)

HOLD THE TENSION OF OPPOSITES AND ASK "WHAT IF?"

Holding the tension of opposites and acknowledging that two things can be true at the same time creates space for us to ask "What if?"

As a leader, you are in the position to take in opposing points of view and to introduce the highest aspirations of the whole. Your vision for the company, for how people will work together, for the kind of service you strive to provide for customers, can be a powerful tool for creating new possibilities.

What kind of company or team are you trying to build? What are your wildest dreams for your company or team and how it functions?

Can you think of a time that your organization or group demonstrated that? Jot some notes about that time – consider how you might tell it as a story.

What aspects of your current demands appear to be in conflict? (e.g. "We need to make money, but I also want to have social impact," or "People have to get their work done but I also want to make time for leadership training.")

Consider your aspirations for your company or team and the aspects that currently appear in conflict. What are some "What if" questions you can start asking your team? (e.g. "What if we were able to meet the needs of marketing/sales and engineering/product development and build the kinds of relationships with customers that inspire them to talk to everyone in our industry about how great we are?")



SEEK TO UNDERSTAND

The most prevalent way we communicate is to advocate for our position, to make the case for our own point of view – to argue for the things we know. When we’re trying to Engage, when we’re making the shift from knowing to understanding, we have to be equally committed to understanding others’ points of view. Both advocacy and inquiry are important.

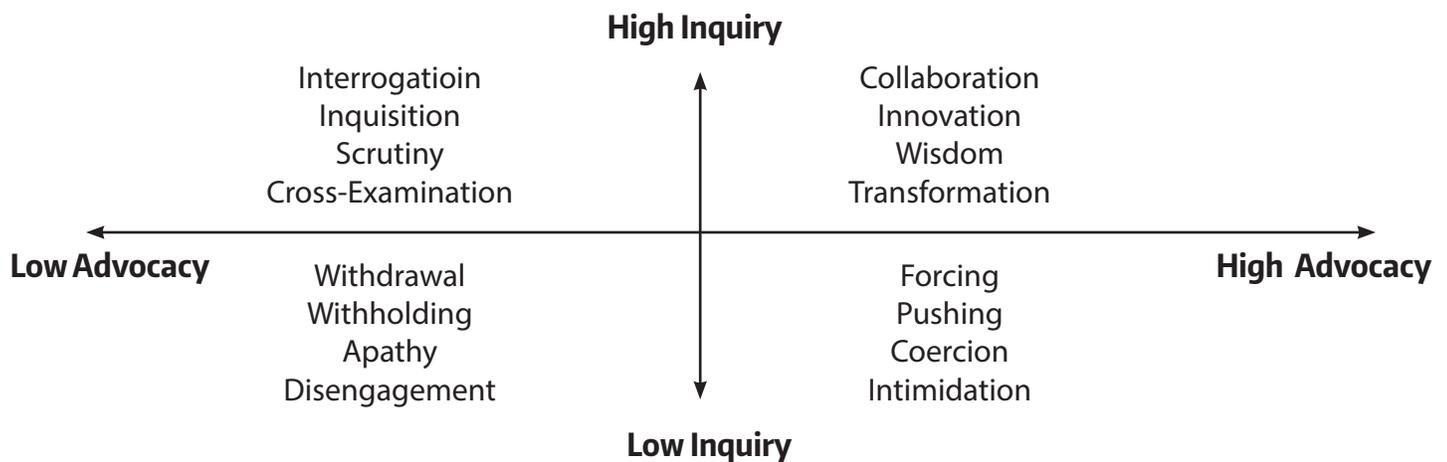
Advocacy and Inquiry

Advocacy

- **Expose** your key assumptions and biases (Explain Why you are thinking something)
- **Expose** your reasoning, your data, your concerns, and your goal (Explain How you are thinking about something)
- **Encourage** others to inquire into your views (Ask if others have different data. draw a different conclusion)
- **Acknowledge** that any inferences, attributions and assessment you make are yours (This is NOT saying “We think”.. when it’s just you)
- **Acknowledge** to yourself and others that might be wrong (I could be off base about this...)

Inquiry

- **Ask** open ended questions (Tell me about your experience with this...)
- **Explain** where you’re coming from and why you’re asking these types of questions (I’m hoping to really understand this)
- **Inquire** about possible connections (How might this approach impact...?)
- **Check in** with people (Let me make sure I understand, so far..)
- **Ask** people to play the role of inquiry for themselves (Can you think of anything that might contradict or disconfirm your view?)



Where do you most often find yourself on the Advocacy and Inquiry grid? Make an check mark on the grid.

Where would you like to be? This grid can also be useful when thinking about different situations – either in planning or reflecting after. Are you asking the right questions?



BE THE MENTOR

We are each a hero in our own hero's journey. As leaders, we also have specific and obvious opportunities to be the mentor in another person's journey.

The Hero's Journey

The Hero's Journey is a pattern of narrative identified by the American scholar Joseph Campbell that appears in drama, storytelling, myth, religious ritual, and psychological development. For an in-depth outline of the Hero's Journey, click here: http://www.thewritersjourney.com/hero's_journey.htm. It describes the typical adventure of the archetype known as The Hero, the person who goes out and achieves great deeds on behalf of the group, tribe, or civilization. The following questions will lead you through some of the key elements of your own Hero's Journey.

1. The Ordinary World. The hero, uneasy, uncomfortable or unaware, is introduced sympathetically so the audience can identify with the situation or dilemma. The hero is shown against a background of environment, heredity, and personal history. Some kind of polarity in the hero's life is pulling the hero in different directions and causing stress.

What is your "unease"? What might be pulling you in a different direction and causing you stress?

2. The Call to Adventure. Something shakes up the situation, either from external pressures or from someThe thing rising up from deep within, so the hero must face the beginnings of change.

Recall a time when you were called to adventure to try something new or to move into new territory.

3. Refusal to Call. The hero feels the fear of the unknown and tries to turn away from the adventure, however briefly. Alternately, another character may express the uncertainty and danger ahead.

How many times have you fled from the adventure out of fear? What was the adventure? What was the danger... was it real? What "calls to adventure" are you refusing right now?



4. Meeting with the Mentor. The hero comes across a seasoned traveler of the world who gives him or her training, equipment, or advice that will help on the journey and/or helps the hero reach within to find a source of courage and wisdom.

Think of the mentors in your life. How did they impact the trajectory of your life and decisions? What training, equipment or advice did they provide? How did they help you tap into your own source of courage and wisdom? What does it look like for you to play the role of mentor in the Hero's Journey of those around you?

5. Crossing the Threshold. At the end of Act One, the hero commits to leaving the Ordinary World and entering a new region or condition, a Special World, with unfamiliar rules and values.

What was a pivotal moment/decision that made you cross a threshold? What motivated or inspired you to leave the familiar behind and move into the unfamiliar?

6. Tests, Allies, and Enemies. The hero is tested and must sort out allegiances in the Special World.

What "tests" have been put in front of you? How have you overcome them? What new allegiances have you forged in order to move through the unfamiliar?

7. Approach. The hero and newfound allies prepare for the major challenge in the new world.

How do you approach new challenges? What new challenges are you facing now?

8. The Ordeal. Near the middle of the story, the hero enters a central space in the Special World and confronts death or faces his or her greatest fear. Out of the moment of death comes a new life.

What fears have you overcome to get where you are today? How are you different now as a result of those experiences? When or where were some of your "ah ha" moments as a hero?

9. The Reward. The hero takes possession of the treasure won by facing death. There may be celebration, but there is also danger of losing the treasure again.

What rewards or treasures have you “taken possession of” in your hero’s journey? (Could be something tangible, but more likely they’re intangible qualities like freedom to pursue your dreams or to be who you want to be.) What are the dangers you face that might cause you to lose those treasures?

10. The Road Back. About three-fourths of the way through the story, the hero is driven to complete the adventure, leaving the Special World to be sure the treasure is brought home. Often a chase scene signals the urgency and danger of the mission.

What is the urgency of your mission? What makes it important for you to take the “treasure” into your Ordinary World? How will it make a difference?

11. The Resurrection. At the climax, the hero is severely tested once more on the threshold of home. He or she is purified by a last sacrifice, another moment of death and rebirth, but on a higher and more complete level. By the hero’s action, the polarities that were in conflict at the beginning are finally resolved.

How did this journey end? What was your final test? Have the conflicts been resolved?

12. Return with the Elixir. The hero returns home or continues the journey, bearing some element of the treasure that has the power to transform the world as the hero has been transformed.

How has your journey transformed you? What are you carrying that might have the power to transform those around you?

COME FROM PLACE

Your “come from place” is what you truly believe at a gut level to be true. Getting clear about your “come from place” aligns your body language with your words and tone. Look for a come from place that gives you confidence. Clear and genuine come from places of caring – about the person, the team, the customer, the goal, or your values, are the most powerful foundations for real conversation.

Think of a specific conversation you need to have that you've been avoiding or putting off and then answer these questions

What is making me uncomfortable about this situation or conversation?

What do I really believe about this situation?

Is what I believe aligned with the message I'm planning to deliver? If not, what is out of alignment?

What do I care about in this situation?

What positive come from place can I imagine? (You'll know when you've hit on it - you might notice a settling in your belly and/or the furrow in your brow will relax. You will feel more calm and the words you need to say will begin to flow from there.)

Potential positive come from places:

- I'm trying to understand what I did that didn't meet your expectations so I can do this better next time. (Instead of, "What the hell!?! Why didn't you tell me that's what you wanted?")
- I really need to get clear on this because it's been bothering me – can you help clarify this for me? (Instead of, "So and so is such a jerk. I can't believe he didn't show up for that event!")
- I believe in you and I want you to succeed; I'm giving you this feedback so that you can live into the potential I see in you. (Instead of, "I can't believe you don't get this!" or "I'm not even going to tackle this with him; he should know this.")
- I'd like to clean this up because I feel like the way it has unfolded doesn't really honor our relationship. (Instead of, "I can't believe you're treating me this way!" or - one that I actually said one time - "I don't know what the *\$&*#% that was, but you need to clean it up!")



STRENGTHEN YOUR REFLECTION MUSCLE

We are not trained to really look at things; we rarely reflect on our experiences or think about what those experiences might mean for us. It's important to take the time to acknowledge the inputs that might be calling us to Evolve.

Take a minute right now to observe yourself in your role as the CEO/leader. What do you see?

Reflect on what you've learned as CEO leader. Can you pinpoint a few moments or situations where major learning occurred?

How has that learning influenced you?

What are some of the key things happening around you right now? What changes or trends or repeating patterns do you see?

How might those be calling you to *Evolve*? Are there repeating experiences that might be calling you to try something new? What would that look like?



HONOR TIME

Evolution is a complex and variable process and it only happens over time. There are times of rapid growth and times for sitting still. Honoring time, paying attention to the ebb and flow things, and taking responsibility for how we spend our time is critical if we're going to Evolve with intention.

Begin to take responsibility for how you spend your time by making a simple shift in your language.

Every time you find yourself saying "I don't have time for that right now," try saying, "I'm choosing to do these things instead of that".

Rather than saying "We don't have time for that," try saying, "We haven't left ourselves enough time for that".

Or try switching from "That would be great but we don't have time," to "That would be great. How can we build in time for that when we do this next time"?

What are the comments you find yourself making about time? What are the thoughts you consistently have about time? What words often come to mind?

How might you shift these to honor time and take responsibility for how you spend your time?



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TAKE IT ALL IN

In order to see the patterns that give us direction in complex systems, we have to look beyond the familiar and move outside of our comfortable spaces. We need to think in metaphors and talk in stories.

When was the last time you remember having a creative idea and/or an unexpected “ah ha” moment? What was it? What was the outcome?

Where were you when you made that connection, or solved that problem? What was the input that helped you make that new connection?

What can we do to Extend our thinking and inspire our brains to see new things and make new connections?

- Change your scenery.
- Take a walk.
- Get out in nature.
- Go to the highest point and look around.
- Have a meeting at an unfamiliar coffee shop.
- Take your team on an overnight away from the office.
- Visit another city.
- Talk to people outside your field.
- Build Lego with your kids.
- Visit an art museum; read the descriptions about the paintings.
- See a great movie about something you don't usually think about.
- Go to a concert or show of some kind.
- Take a class or go to a lecture.
- Listen to interviews with people you admire.
- Check out a new podcast.
- Do anything that is out of your daily grind.

Take a minute to consider which of the things on this list you've done. How did it extend your thinking or imagination?

Now look at the list for things that provoke anxiety or make you roll your eyes... do those. And remember to take a minute after to reflect on what you learned or discovered. (It doesn't have to be specific to your work or a problem you're trying to solve right now.) Consider a story you could tell about what you discovered – it might come in handy later.



BELIEVE IN YOURSELF

*“To believe your own thought, to believe that what is true for you in your private heart, is true for all men, that is genius.”
-Ralph Waldo Emerson*

Our belief in ourselves and in our gifts is where we find the courage to confidently act on what we believe.

Think of a time that you were crystal clear about what needed to happen - a time when you spoke to a group and you knew that what you were saying was really resonating or a time when you were very clear about a decision or action. What was that time? How did you know you that you had found your truth? How did it feel to speak or act from that place?

Picture a time that you had to really compromise what you believe “in your private heart.” How did that make you feel? How did it affect the outcome?

What do you believe in so strongly that you'll stand up for it in spite of resistance?

What personal values are you honoring by standing up for that?

What does honoring those values give you? And, how will you stand firm there?

When you're clear in your intentions and convictions everything else falls into place. What intentions are you willing to commit to right now? What are the convictions at the heart of those intentions? (Answer quickly – don't overthink it.)

