

LEAD YOURSELF FIRST

“Your actions thunder so loudly, I cannot hear what you say.” - Ralph Waldo Emerson



**Why should you even
listen and/or care
about what I am
going to share with
you?**

The first step
of change, is to
**become aware
of your own
bullshit.**



PERRY MAUGHMER COM

In order for us to be successful today you must..

- ▶ Fight the cognitive dissonance
- ▶ Resist the rush to judgement
- ▶ Entertain new ideas
- ▶ Find the “one thing”

Sources of inspiration & information

- ▶ *“Team of Teams* – General Stanley McChrystal
- ▶ *“The Black Swan* – Nassim Taleb
- ▶ *“Finding Our Way”* – Margaret J. Wheatley
- ▶ *“Warfighting”* – General A.M. Gray
- ▶ *“Nonsense”* – Jamie Holmes
- ▶ *“A Simpler Way”* – Margaret J. Wheatley & Myron Kellner-Rogers
- ▶ *“Whiplash”* – Joi Ito & Jeff Howe
- ▶ *“Why Greatness Cannot Be Planned”* – Kenneth O’ Stanley & Joel Lehman
- ▶ *The Fourth Industrial Revolution”* – Klaus Schwab

Foundational Concept #1

We live and work in a **V**olatile,
Uncertain, **C**omplex, and
Ambiguous world
(**V.U.C.A.**)

Foundational Concept #2

A **leader** helps us overcome our own selfishness, weakness, and fears, and gets us to do harder, better, and more important work that we can do on our own

Leadership is a complex concept

- ▶ Are you born with the leadership ability or is it a skill you can develop?
- ▶ If it is a skill, how do you “practice”?
- ▶ Is leading the same as managing?
- ▶ Is leadership more important than management?
- ▶ Is leadership a “job”?

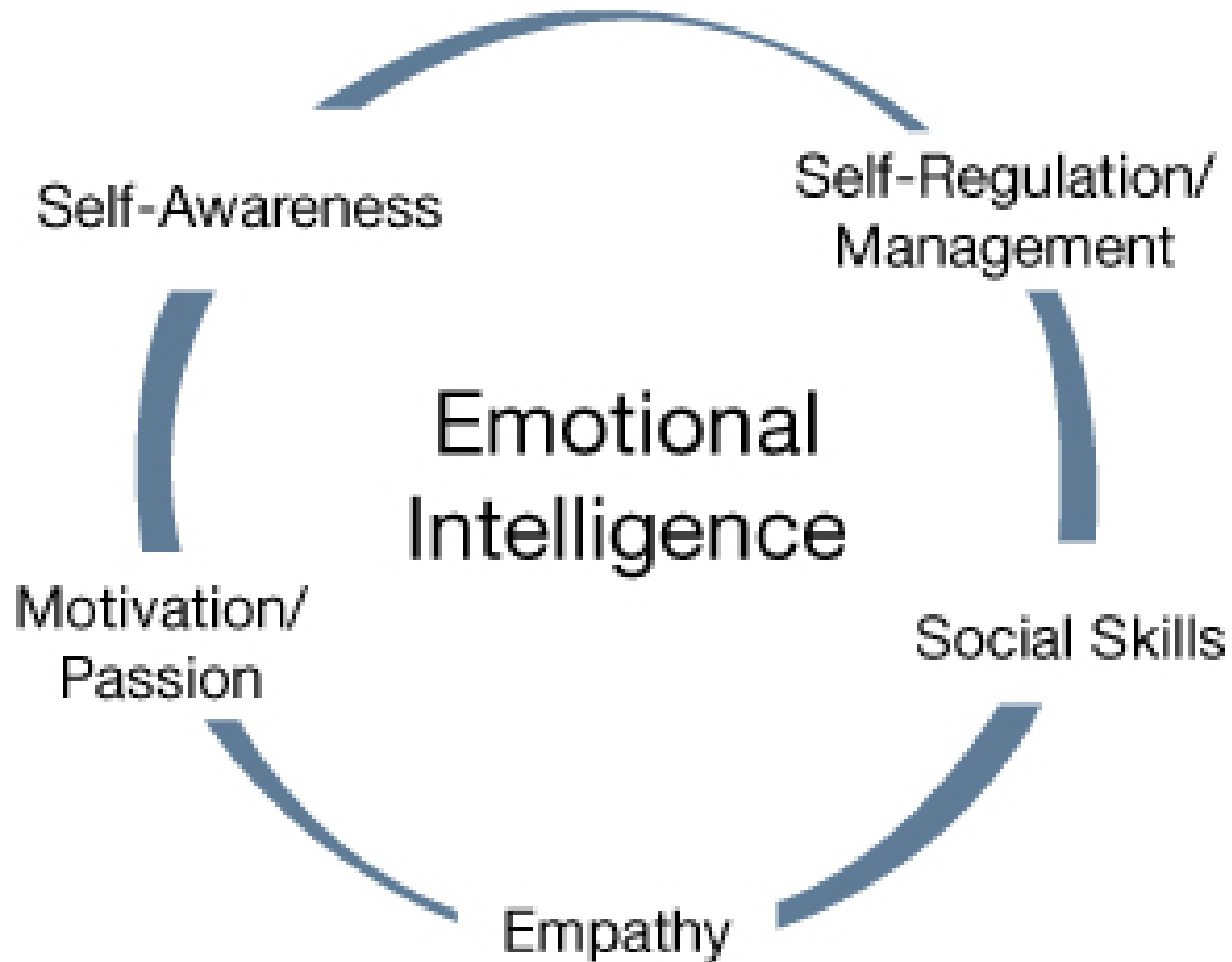
Traditional Leadership Competencies

- ▶ Leadership
- ▶ Strategic Thinking
- ▶ Business Acumen
- ▶ Problem Solving/Analysis
- ▶ Decision Making
- ▶ Performance Management
- ▶ Communication Proficiency
- ▶ Financial Management

Bad-ass Leadership Competencies

- ▶ Ontological Agility
- ▶ Weak-Tie Relationship Building
- ▶ Divergent Thinking
- ▶ Negative Capability
- ▶ Emotional Intelligence
- ▶ Deep Inquiry
- ▶ Associative Fluency
- ▶ Non-objective Searching

EQ Components



The leadership paradox

- ▶ Leadership is about the achievement of a shared vision that requires strategies, tactics, and tasks but is based on the relationship of those involved.
- ▶ Being a leader requires *clarity*, *tenacity* and *commitment* and all of these require copious amounts of *energy*
- ▶ The foundation of all leadership is (according to John Wooden)...

Leading others is...

- ▶ Messy, risky, heart-breaking, disappointing, frustrating, exhausting, relentless, and chaotic (90%)

AND

- ▶ Amazing, fulfilling, heart-warming, life-affirming, and energizing (10%)

According to a 2006 study from Center for Creative Leadership

- **88%** of leaders report that work is a primary source of stress in their lives and that having a leadership role increases the level of stress
- **More than 60%** of leaders surveyed cite their organization as failing to provide them with the tools they need to manage stress
- **More than 67%** believed their stress level is higher today than 5 years ago
- A lack of resources and time are the most stressful demands experienced by leaders

The impact of chronic stress.

- ▶ Headaches
- ▶ Increased risk of depression
- ▶ Insomnia
- ▶ Weakened immune system
- ▶ Heartburn
- ▶ High blood pressure
- ▶ Risk of heart attack
- ▶ High blood sugar
- ▶ Tense muscles

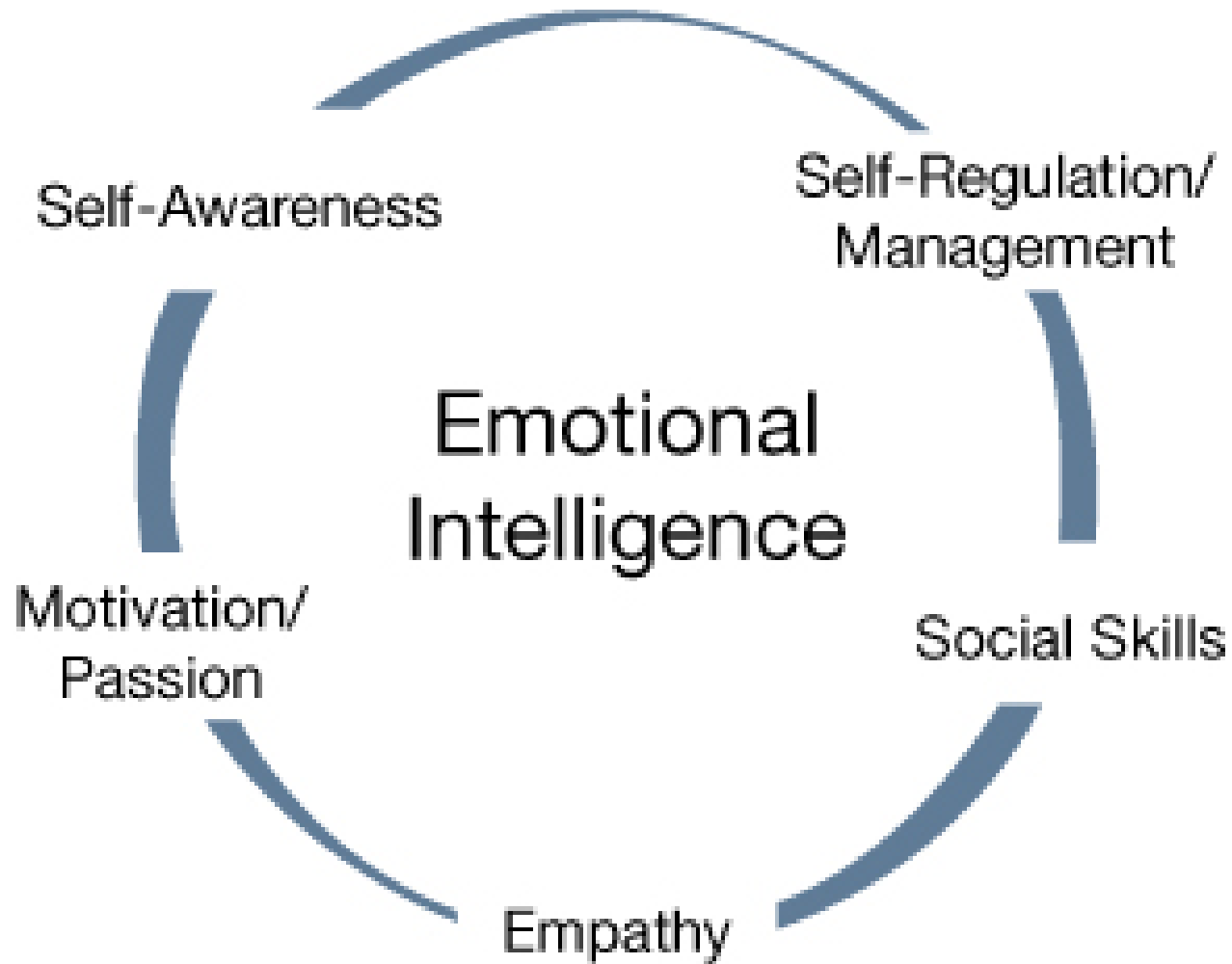
It's not just the leaders...

- ▶ **1,000,000 employees** miss work each day due to workplace stress
- ▶ Productivity losses due to personal and family health issues cost U.S. employers **\$225.8B annually**
- ▶ **70% of employees** believe they have to work late/overtime to get ahead (**60% of employers** agreed)
- ▶ **51% of employees** say they are less productive due to stress

**Do your experiences
align with any of these
data points?**

“If you are travelling with a small child or someone who requires assistance, secure your mask first, then assist the other person”

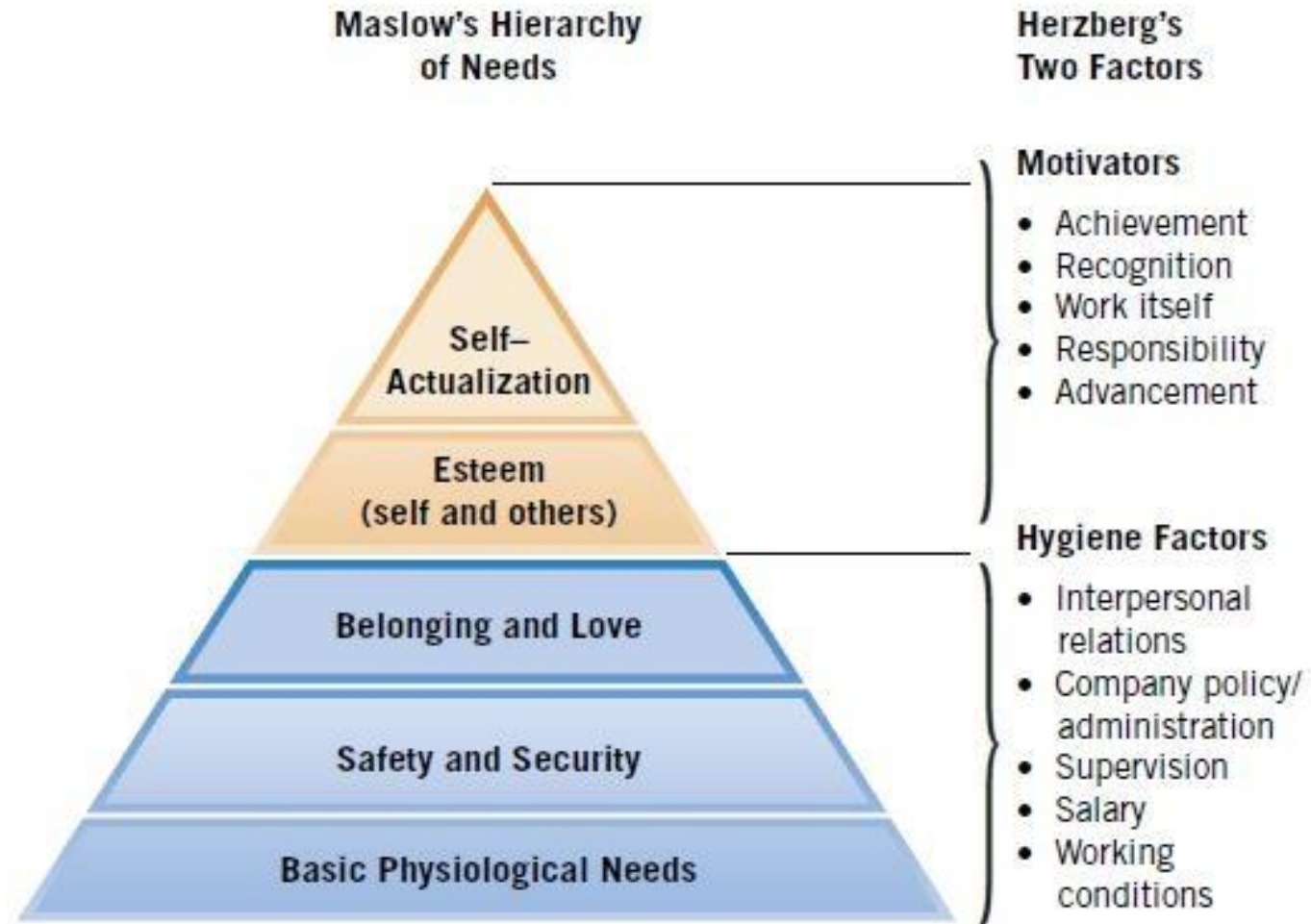
EQ Components



Johari's Window



Understanding our motivations

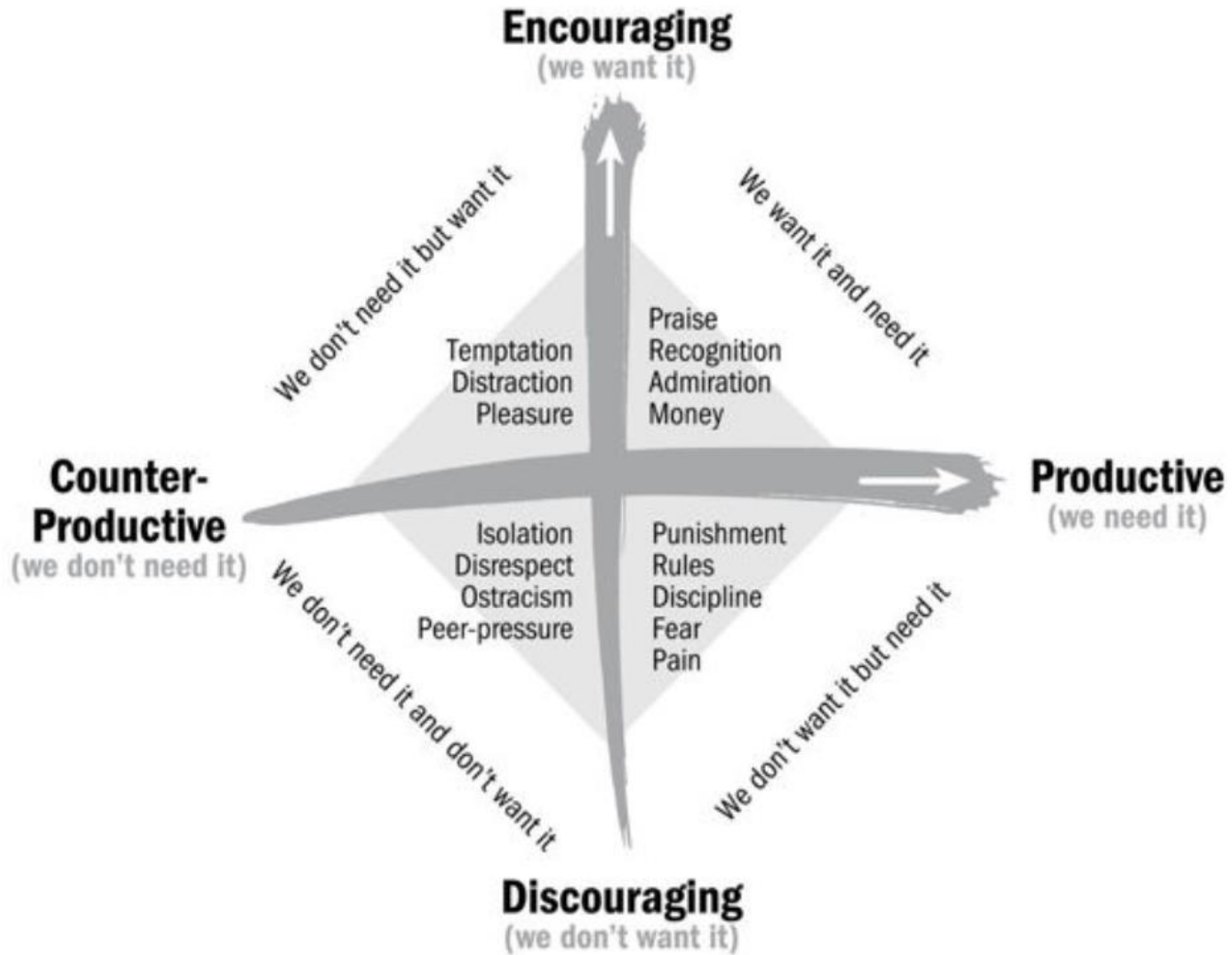


“Belief Triggers”

- ▶ I have willpower and won't give in to temptation.
- ▶ I shouldn't need help and structure.
- ▶ I won't get tired and my enthusiasm won't fade
- ▶ I have all the time in the world.
- ▶ I won't get distracted and nothing unexpected will occur.
- ▶ An epiphany will suddenly change my life.
- ▶ My change will be permanent and I will never had to worry again.
- ▶ My elimination of old problems will not bring new ones.
- ▶ My efforts will be fairly rewarded.
- ▶ If I change I am “inauthentic”.
- ▶ I have the wisdom to assess my own behavior.

“We are at war with our environment and our behavioral integrity is at risk”

We Want It vs. We Need It



Putting it into practice

- ▶ Pick a behavioral goal you're pursuing
 - List the people and situations that influence the quality of your performance
 - Chart the triggers to see if you are on the right side

Changing the impact of triggers

Trigger →
Impulse →
Behavior

Trigger →
Impulse →

Awareness → *Choice* →
Behavior



What does this have to do with leadership?

- ▶ If you want to be an effective leader, then you must...
 - understand human behavior (we are all flawed, just in different ways)
 - expect that people will struggle with “what they want” versus “what they need”
 - accept that everyone will be in different stages of readiness to change

What can we do?

1. Be aware of your (collective) **Energy**
 - 4 types of Renewal Rituals: Health, Removal, Intellectual, Introspection
2. **Build Relationships**
 - A strong supportive network of people who care about you and will hold you accountable
3. **Provide Clarity**
 - Purpose & Vision for yourself and others
4. **Create your Scorecard**
 - Seek progress not perfection (it is a process not an event)

DAILY QUESTIONS

Did I do my best to: (1-10 scale)

...take care of myself (physically, emotionally, spiritually)?

...engage with others in an intentional and authentic manner?

...behave according to my values and set an example for others?

...learn & improve through both thought & practice?

take care of myself

...get a good night's sleep?

...eat a healthy diet?

...be active?

...stay connected to something bigger than just me?

Engage with others in a meaningful and authentic manner

...stay connected to those most important to me?

...connect with new people?

...actively listen to others and provide meaningful responses?

...constructively challenge others?

Behave according to my values

...be intentional?

...inquire and not judge?

...avoid trying to prove I'm right?

...be open to new ideas that don't align with mine?

...focus on the essential?

...meet challenges head-on and not procrastinate?

Learn & improve

...generate and share meaningful thoughts and ideas that will positively impact the lives of others?

...journal and record thoughts, ideas, etc,

A few parting thoughts...

“When we are no longer able to change a situation, we are challenged to change ourselves.”

– Viktor Frankl

“...If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him. This is the divine mystery supreme. A wonderful thing it is and the source of our happiness. We need not wait to see what others do.”

– Mahatma Gandhi

If you have questions or
would like to find out
more...

perry@perrymaughmer.com
www.perrymaughmer.com