

Lead From Within.

Be An Empowered Leader For An Unpredictable Future.



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Introduction

If you are a leader in this fast-paced, complex and unpredictable new economy you will know how challenging it is. A strategy that works today, may well be ineffective tomorrow. Your leadership skills that have served you so well up to now, are often no longer reliable. How do you lead in such a space?

You lead from within. You draw on highly developed personal qualities that resource you to manage constructively and pro-actively whatever presents itself to you, whether it is a new twist on an old theme, or something completely different and unexpected from out of left field. When you lead from within you will find yourself with a heightened capacity to manage, motivate and inspire the performance of your people - sometimes surprising yourself.

Leading from within is about developing self-leadership skills. You grow yourself to be bigger than your challenges. How successful you are in meeting those challenges is not dependent on the size of the challenges, but on the size of you.

As a leader, or an aspiring one, your first responsibility is to lead yourself. If you cannot do that, you have no right to expect to lead others. This is the commitment every leader needs to make. The great management expert, the late Jim Rohn said that you need to “work harder on yourself than you do on your job.” This is the foundation of self-leadership.



Work harder on
yourself than you do
on your job - Jim Rohn

This book is just the starting point of a much bigger discussion. It is the outline of a bigger book that will be forth coming in the near future. It therefore does not go into any depth. It is meant to be a consciousness-raising book on why self-leadership is so important today and the beginning of what can be an exciting transformational journey for you if you take this seriously. At the end, I will give you some options if you want further information or want to take this further.

What is Self-Leadership?

You do not want some slick definitions, and they would not really enlighten you anyway. It is one of those realities that is very simple by definition but very difficult in practice. Instead of the focus being on leading your people, or leading your organisation, self-leadership puts the focus on you leading you. It is about you making a commitment to developing and enhancing your personality, behaviour, attitudes and mindsets so you become the best version of your professional and personal self.

When The Leader Has No Self-Leadership Skills.

You probably know someone who holds the title and role of leader in an organisation but to everyone observing him, he cannot lead himself. His personal life is in chaos. He doesn't seem to have the ability to manage and contain it. Everyone knows what is happening for him outside work. It is played out publicly every week within the organisation as he transfers the stress in his personal life on to his people.

There is no strategy, focus or direction to his leadership. His emotions spill over into his work as he blames and criticises his people, even rants and yells at them, when something does not go the way he expected. He projects his own overwhelm on to his people as he regresses into a demanding, authoritarian leadership style in an attempt to appear in control. He seems to have little self-awareness of how he is coming across as the leader. He is not even aware that his inability to lead himself is the biggest detriment to him being able to get the outcomes he wants from his people.

Why Is He Leading Like This?

He has not realised that today you cannot expect that people will acknowledge your leadership because you have the title, role or status. If you want to be recognised and respected as a leader, you have to act like one. If you want your people to work with you to create great organisations, you can no longer be a command and control leader. You have to motivate and inspire and the way he is acting is having the exact opposite effect.

Regardless of how highly qualified he is academically or how much past experience he has, he lacks the skills to manage what is happening for him either personally or professionally because the skills he needs to move constructively through his present situation are not the skills he learned at university or in his post graduate MBA.

Maybe he was a good enough leader before everything went awry at home. Even turkeys can fly in a strong wind. It is those who can fly when there is no wind (and the wind has certainly been taken out of him),

drawing on their inner resources of persistence, commitment, character and integrity that will be the leaders who thrive in these unpredictable times.

He has no understanding of the need to lead himself and, as I have already said, if you cannot lead yourself, you have no right to expect a role and opportunity in leading others. He does not recognise that to retain his credibility as leader he needs to take some time out to get his life together, to seek professional support to minimise the damage to his career and his personal self.

In this VUCA world where volatility, uncertainty, complexity and ambiguity reign, leaders need to lead from a well-developed inner place. In other words, the quality of their leadership will depend on how aware they are of the interactions of their inner self and how willing they are to face and manage them with commitment and courage. The most highly regarded and successful leaders are those who have made self-leadership their foundational and first priority. He has a lot to learn to get to that point.

Making Self-Leadership Your Foundational and First Priority

On the other hand, you also know the leader who lost a child in a car accident a year ago and now his wife has been diagnosed with breast cancer and is undergoing treatment. His personal crisis is contained. It is not obvious in his day-to-day engagement with his people or other stakeholders. He is very tuned in to and responsive to his people. He is focused on the current key issue for his organisation. He is negotiating a large and very important project with a very tight deadline. It involves a number of stakeholders who are very challenging and he is under considerable pressure from his board to ensure it goes smoothly on deadline. On the surface, there appears to be no stress.

He appears to move seamlessly between supporting his wife and leading his organisation. Not only does he present as strategically focused, but he is personally in charge of his emotions which must be overwhelming at times. He is inspirational to his staff in his courage and resilience and well-respected by all who know him for the way he leads through challenging and demanding situations. He has highly developed self-leadership skills.

How Did He Learn To Lead That Way?

I would be certain he did not get there on his own. He probably has had coaches and mentors who have guided and supported him. He also did not learn overnight that leadership starts with him leading himself. He would have been on a long, intensive and committed journey of self-discovery.

Why do I say that? Because self-leadership means asking probing questions of yourself about your motivations for doing what you do and say. It is about being able to reflect on what you do and say. It is about becoming aware of the effect of that on all the other people whose lives you impact. It is about making time for that reflection and contemplation amidst the intensity of being a leader in your very complex organisation.

It means gaining insight into your actions and motivations, coming to an aha! moment of discovery. This is the point where you realise you cannot go back to doing what you did before. It is the moment when you move backwards and forwards between excitement and fear. The excitement is created when your deepest self realises that this is a discovery that can change your life. The fear emerges from your lower primal self because you do not know where that change may take you, and what it might ask of you. It is the moment of discovering something about yourself that you did not know before, when you thought you knew yourself well!

This is the moment of choice for you as a leader. You can wallow in the fear, stuck and lacking the courage to move into the unknown world of self-discovery and enhanced self-leadership. Alternatively, you can seize the day, celebrate the insight and seek out someone who can take you further on this journey of self-discovery because you cannot gain this insight on your own. You need a trusted other or group to walk the road with you. It is in the company of others who are on the same journey of self-leadership, people who are empowered and empowering, that you will find yourself having one aha! experience after another. From this emerges transformation. This is personal exponential growth.

This is what self-leadership asks of you. It is the hard stuff of leadership. It invites you to engage in a lifetime of getting to know yourself. What

makes you tick? What motivates and inspires you? What drains you of your essence and makes you act in ways that are not in your best interest? It is, however, a journey that will enhance not only your leadership but your entire life.

Self-Leadership Today Means Moving To A Growth Mindset

**In a world of change,
The Learners Inherit The Earth,
while the Learned shall find
themselves perfectly suited to a world
that no longer exists**
- Eric Hoffer



You will not even entertain what I have said above if you don't have a growth mindset, if instead your mindset is quite fixed. Leaders with a fixed mindset are those who believe they know what to do and really don't need to consult much at all. When they do, it is a token gesture and they have no intention of changing what they have already decided to do regardless of the input.

They may be people who assumed leadership positions many years ago when leadership was seen more as a science and grounded in theories developed for the industrial economy, like those of that early theorist of scientific management, Frederick Winslow Taylor. They work out of an industrial economy mindset and do what they always did because it has worked in the past. In a way they are keeping their organisation in a bubble, with a surprising naivety about the impact of our VUCA – volatile, uncertain, complex and ambiguous – economy on how leaders need to lead today. Their organisations will be “Kodak-ised” because they cannot,

or will not, “Uber-ise”. In fact, they don’t even understand what that means!

If you are still reading at this stage, you must surely be a leader with a growth mindset. You know what I am talking about. For you leadership is much more an art which calls on you to also bring your heart and mind to the process as well. You recognise that the industrial economy has given way to the knowledge economy. Your people are not human machines, programmed to do whatever you want and ask, but knowledge workers who are highly trained and qualified and who bring to their organisations knowledge and expertise that often far surpasses your own.

As a leader with a growth mindset you value and draw on the insights of your talented people. You see yourself as a learner, not the learned, and you use that shared expertise to guide you in confidently leading your organisation in this changing economy. Because of your well-developed self-leadership skills you have no difficulty inspiring your people to trust you and work with you.

Instead of trying to control the volatility and uncertainty in which you find yourself, a growth mindset sees you committing to understanding it and working out – together with your people – how to move with it. As Jon Kabbat-Zin says: “You cannot stop the waves, but you can learn how to surf”. In leadership language this means you cannot control or stop the uncertainty or unpredictability, but you can learn how to confidently lead in its midst.

This is the realm of the unknown. Seth Godin has reminded us that we are living in a time where we are moving from “perfecting the known” to “imperfectly seizing the unknown”. It takes great self-leadership skills to move forward into the unknown and with the imperfect.

To be able to “surf” the realities of the new economy, you, as leader, need to lead from within yourself, having developed and enhanced the self-leadership skills that allow you to confidently move in that unknown. These are the soft skills needed for leadership.

Your journey to self-leadership can be powered by what I regard as the 7 most important soft skills for leaders. These will see you highly regarded as a leader and an empowering presence in your organisation, someone who motivates engagement, commitment and loyalty in your people.

These are the 7 ways you can empower your leadership, the 7 skills that will give you the professional edge!

1. Develop Self-Awareness.
2. Be Emotionally Intelligent.
3. Become Pro-Active.
4. Become Resilient.
5. Master Work/Life Integration.
6. Manage Your Energy.
7. Become A Connector.



1 Develop Self-Awareness

This is about knowing and understanding yourself. Why you do what you do? What makes you tick and what drives and motivates you? It is about understanding your strengths and how you use them to get you the results you want. It is also about knowing your weaknesses and what challenges you most and how these stymie your attempts to get the outcomes you want. It is also about understanding how you are coming across to others and how the way you lead impacts on them.

Why Is Developing Self-Awareness Important?

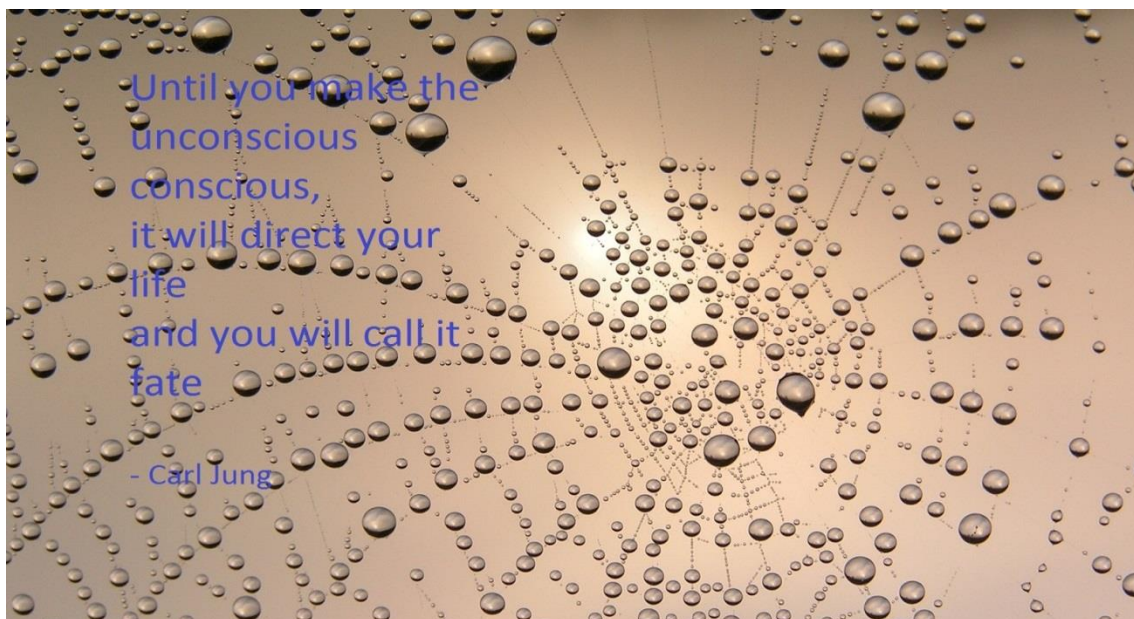
In fact, it is not just important. I see it as *the* most important skill you need as a leader today. The success or failure of what you do and say depends on your degree of self-awareness.

Your decision-making draws on only 15% of your potential “knowledge”, the knowledge you have of your conscious self. 85% is shaped by your unconscious self, your inner self. In other words, a great deal of the time, you are not really aware of why you take the action you do. You will have an answer from out of your conscious self. If you then ask yourself, however, what motivated you to do it that way when your respected colleague wanted to do it differently, you can't say. Why? Because the answer lies in your unconscious self and you haven't spent enough time exploring that part of yourself to discover the answer.

This is the place where the unexplored influences on your life lie - your childhood upbringing, your geography, education, class, gender, sexuality, age and so many other aspects of your life. They all unconsciously impact your decision making and create the outcomes in your leadership.

It is where your blind spots are, those parts of you that you cannot see because they are blocked from view by some of those influences above. As a leader you are responsible for the success of an organisation and the lives of the people who work there. You have a significant responsibility to become aware of those blind spots in, and influences on, your leadership. Leaders not aware of their blind spots are the blind leading the blind – often right over a “cliff”.

It was Carl Jung, the great psychiatrist, who once said: “Until you make the unconscious conscious, it will direct your life and you will call it fate.” So self-awareness for you as a leader is about taking responsibility for making your unconscious conscious. It is about taking ownership of what happens in your life, rather than blaming it on fate or circumstances. This is what can happen on the journey of self-discovery I talked about above. It is a journey that begins to gradually uncover that 85% of you - bit by inspiring bit - and brings your untapped talent and potential to your leadership.



How Do You Do This?

- Because self-awareness is most consciously activated through others, the most effective way to develop it is in face to face

interactions with people whose opinions you trust and whom you know will be honest and respectful in their interactions with you. For example,

- Become part of a peer support performance group that meets regularly where participants reflect on their own performance and the personal and interpersonal challenges within it, share experiences and insights, give one another constructive feed-back and inspire and motivate one another.
 - Get a coach or mentor to work with on a regular basis.
 - Be open to other's feed-back, taking note of its value or non-value.
- There is a self-monitoring dimension to developing self-awareness and a number of ways to do this effectively. For example,
 - Take time out on a regular basis for reflection and contemplation on your performance, taking note of the emotions that impacted your decisions and the way you interacted with people.
 - Keep a journal where you record those reflections. Write about the experiences you have had and the challenges you faced, as well as your successes. Write down also the commitments you made for on-going change in yourself and the transformation taking place for you.
 - Do something solitary that focuses you and connects your body with your mind, e.g., mindfulness, meditation, tai chi, for example. It could also be something like beach or bush walking or bike riding, but you need to do it by yourself so allowing time for reflection.
 - If you are getting direct or indirect feedback that you need to change but you don't know what or how, then getting some

profiling done and give you some direction. You may need a coach or mentor to then help you process the results.

- While least effective, insights can be gained by reading, watching videos and listening to podcasts.

2 Be Emotionally Intelligent

Emotional intelligence is the ability to identify and name your emotions and recognise their effects on you and others. It is also about taking ownership of them and managing them in a calm and professional way. When you do this you are able to respond in constructive and pro-active ways to the emotions that people and situations trigger in your work and life.

Emotional Intelligence is a career enhancing attribute, a very important soft skill. This is why every leading business school in the world has a course on emotional intelligence as it relates to leadership.

Why is it Important?

*Like it or not, emotions are an intrinsic part of our biological makeup,
and every morning they march into the office with us
and influence our behaviour.*

- Shari Caudron.

You are probably like all of us. You would not dispute what Shari Caudron says. You have not, however, tended to take emotions seriously in your professional and work life. Yet they provide important data for you in both understanding yourself and why you think and act the way you do, as well as understanding better the people with whom you share your life.

Until 1998 when Daniel Goleman popularised “emotional intelligence”, it was strongly held and believed that it was your intellectual quotient that determined your success. As a result you put all the emphasis in your

professional and leadership development into excelling in the hard technical skills of your chosen professional or industry sector.

While those technical skills are still foundational and essential they are no longer enough to bring you the success you deserve and want. They will get you an interview, and they may even get you the job. They will not, however, see you advance without the development of your complementary soft skills, of which one of the most important is emotional intelligence.

Research from the highly respected Centre for Creative Leadership in the US has shown that when leaders derail, the primary cause is lack of emotional competence. Specifically it mentions their inability to work well in teams, manage the uncertainty and change that is the “new normal”, and to relate effectively with others. This is an organisation that works with over 20,000 leaders a year and 80 of the 100 Fortune 100 companies, so their research can be taken seriously.

The World Economic Forum Future of Jobs Report has said that emotional intelligence will be one of the top job skills in 2020.

TalentSmart™ has tested 1 million people plus and 99% of the top performers have a high emotional quotient (EQ). They earn an average of \$28,000 more per year than their low EQ counterparts do.

Daniel Goleman himself has said that “for leadership positions emotional intelligence competencies account for up to 85% of what sets outstanding managers apart from the average.”

How do you become emotionally intelligence?

1. Develop Self-Awareness.

- Recognise your emotions when they are triggered by situations or other people.
- Name those emotions. Name them accurately so you can address them. They are not always what appear on the surface.

- Recognise their effects. On yourself and on others.
- Discover what triggers those emotions.
- Take ownership of them. “She made me angry”. No she didn’t! She said something that triggered an emotion in you that you did not manage well and you became angry. You could have easily responded some other way.

2. Develop Self-Management/Self-Mastery

- Choose your response to the way you manage your positive and negative emotions.
You can’t control much of what happens to you, but you can control how you respond and manage it.
- Be non-reactive to other people’s reactivity – their “stuff”.
It is their stuff, not yours. Don’t take it on yourself. Respond from out of your separate self.



3. Develop Social Awareness

- Actively listen to others.
Most people listen to REPLY. You need to listen to UNDERSTAND.

- Become aware of others' emotions – expressed verbally or through their body language - their tone of voice, body posture, eye to eye contact, for example.
- Be able to identify them and name them.
Watch you are not presumptuous here. In other words, don't tell them what they are feeling!
- Recognise the impact of other's emotions on you and other colleagues – what they trigger.
- Develop understanding and empathy of what others are experiencing emotionally.
- Sense the developmental needs of others when expressed emotionally.
This is about tuning into where people may be at in their lives and what is happening for them at particular times, and then respond in an emotionally responsive way.

4. Excel at Relationship Management

This is the epitome of well-developed emotional intelligence. This is what you aim for - to excel at managing the many diverse relationships you interact with every day. This is where you become the CEO of Relationship Management. The result is:

- You become self-confident in all your relationships – empowered and empowering.
- You are in touch with your own emotions and sensitive to those of others.
- You have developed a psychological strength and resilience in your relationships.
- You confidently and effectively manage the emotions of others, even difficult people.

- You are respected for the way you manage others, even when your decisions don't support them.
- You are able to negotiate constructive outcomes in difficult situations and get win/win outcomes.
- You are skilled at bringing people to shared ground and persuading and influencing them to work together.

As a result of the commitment you have made to developing and enhancing your emotional intelligence, you are therefore highly sought after for leadership positions because the effective management of people is the most challenging of leadership skills, strongly influencing the career projectory of the leader and the success of the organisation he or she is leading.



3 Become Pro-Active

When you become a pro-active leader, you become solution focused and forward thinking. You take initiatives and are self-directed. You do not wait for instruction from above. You choose to act, rather than be acted on. You do not blame circumstances or other people for what happens in your life. You assume responsibility for it and for changing it. You always look to yourself first for answers.

While you are not afraid to look inside yourself to discover where you have fallen short, you do not stay there, however. You quickly work out what you need to do to create a new and different outcome and act immediately to make that happen. As a pro-active leader you have a “can do” attitude, and are a glass half full person. You have an explanatory style that is always positive and constructive.

A person who has profoundly affected my work is Stephen Covey. It was his classic book, “The 7 Habits of Highly Effective People”, which he wrote in 1990 and I read a few years later, that first introduced me to the idea of “pro-activity”. It was his Number 1 Habit of Highly Effective People.

Why Is Becoming Pro-active Important?

Pro-active people are an empowered presence in an organisation and empowering to be around. They generate enthusiasm and high energy. They are the opposite of what most people are –reactive. People issues are the biggest challenges in life whether at a personal or professional level. The most difficult people to deal with are reactive people, those who whinge, complain, blame, criticise and take no responsibility, believing it is up to everyone else to change their situation. They create an

organisational culture where no one wants to be. If there are enough pro-active people in an organisation they can change the culture of the organisation, making it an employer of choice.

As I have already said, in these times of exponential change where volatility, uncertainty and unpredictability prevail everything you knew about leadership seems to be challenged. You have, in this new leadership role, felt confident in your ability to lead, but now you experience an uneasiness. Things come out of left field that you have never had to confront before. You are stopped in your tracks. It makes a significant difference to your success as a leader, at these times, to not only be pro-active yourself, but to have a team of pro-active people in your court who do not get stuck in what is. This is a team that has that ability to lead forward with you, to find ways through and who inspire others to go with them. They have an explanatory style that inspires others to risk coming with them into that unknown to find new solutions. They, like you, are the people who see opportunity in every difficulty.

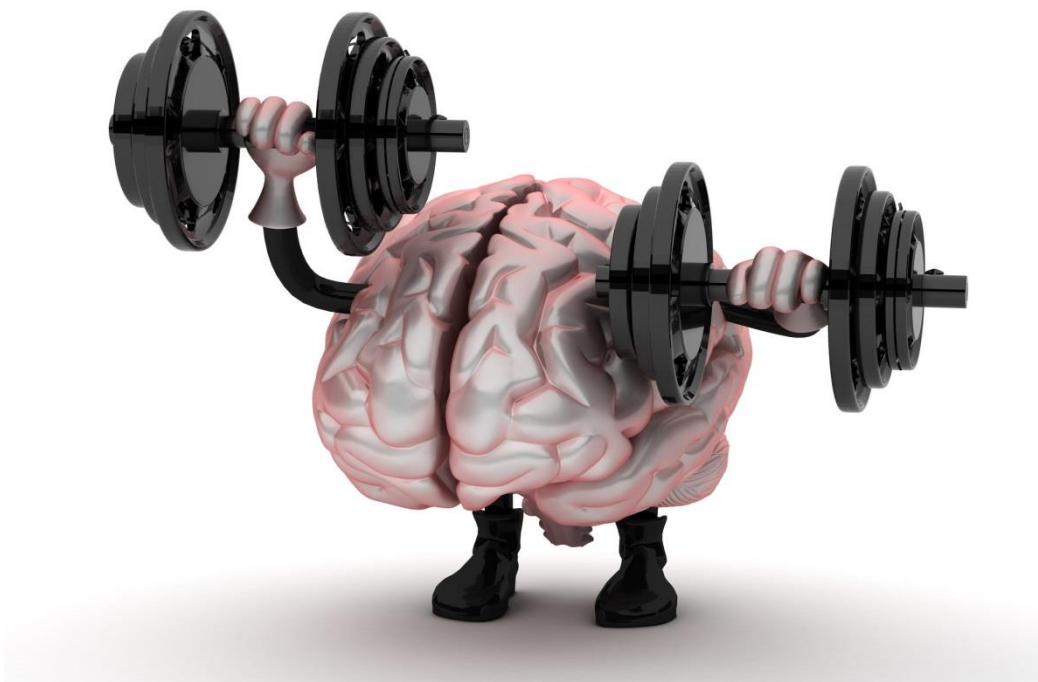
How Do You Become Pro-active?

- Work on developing an optimistic, positive, constructive explanatory style. “Explanatory style” was coined by the father of positive psychology, Martin Seligman. He says it is “the manner in which you habitually explain to yourself why events happen.”
- Until being pro-active becomes a habit, stop yourself every time you find yourself thinking reactively and negatively, and consciously move into pro-active and positive mode.
- Let go of people who drag you backwards because of their reactive personalities – or, at least, spend less time with them. These are the nay-sayers and the dream stealers.
- If you work in an organisation where you are surrounded with reactive people, seriously consider leaving that organisation. The culture is all wrong!

- Build relationships with other pro-active people. It is very difficult to be pro-active alone!
- Write in a gratitude book every day - 3 things you are grateful for
Many successful leaders do this. It forces you to focus on the positive in your life, rather than on the negative.
- Do not blame others. Be accountable to yourself for what happens in your realm of responsibility. When things do not go the way you wanted or expected them to, look to yourself first and reflect. Did I do something that brought about this result? Was there something I could have done to have brought about a different outcome? Check out your reflections with a trusted other. Then move on to create a new outcome.
- Feed-forward, rather than feed-back. Do this with and for yourself as leader, but use the same approach with your people. Feed-back is so often negative, judgemental, critical and disempowering. It is problem focused. Feed-forward, coined by executive coach, Marshall Goldsmith, is pro-active, motivating and empowering. It is solution focused. This happened. What can I now do to ensure it does not happen again? What do I now need to do to turn this around?
- Often the first place to begin in learning to be pro-active is close to home. Are you still at 40+ years of age blaming your parents, or the schools you went to, or the poverty of your childhood, or your wife or husband, for example, for what is now happening in your life? If so, being pro-active is about taking responsibility for it, moving on and changing your response to it.

4 Become Resilient

Resilience is the psychological inner strength, the mental toughness, you bring to the events and experiences of your life. It is what helps you bounce back from every adversity to move forward again to achieve the goals you have set for your professional and personal life. It is not one quality you possess, but rather a set of behaviours, thought processes, attitudes and a mindset that you develop and enhance as you move through, and constructively manage, every setback you face in your life. It is characterised by adaptability to change, an ability to problem solve, a growth mindset, emotional regulation, a belief in your own coping abilities and an accompanying persistence and commitment to achieve your goals in spite of obstacles in your way.



Why Is Developing Resilience So Important?

The importance of you developing and enhancing the skills to respond constructively and resiliently to adverse events cannot be over-estimated. The biggest challenge for you is not the adverse event or situation but how you respond to it and manage it. Do you pro-actively rise to the challenge or do you reactively contract and regress in the face of it? Professionally for you as an individual, this can be a career maker or a career breaker.

Being able to manage and lead both yourself and your team in a VUCA world, where volatility, uncertainty, complexity and ambiguity reign, is enormously demanding. Challenges emerge from places you least expect, challenges you have never contemplated or had to face before. Strategies that always worked before no longer get the outcomes you want. Actions on a world stage over which you have no control impact significantly on your organisation and your leadership. Globalisation threatens to disrupt your key markets, or government cuts to funding result in loss of contracts, the closing of projects and the need for redundancies.

Technology has called for a 24/7 workplace with a mobile office in your pocket in the form of your smart phone. You are always at work. As well, new technological advances mean that your job could be obsolete sometime in the future, and even whole sections of your organisation could be made redundant because of it.

You find yourself constantly challenged and stressed. The speed of the change is also intense. It is no longer incremental change that you know you are good at managing, but exponential change which you are unsure you can stay on top of. The pressure to perform under those situations often demands a strength you can doubt you have. How you activate that inner psychological strength and bring it to how you manage and cope with this stress is the measure of your resilience. Today you have no choice but to learn to become resilient.

At a personal level, the inability to manage and cope with adverse experiences in your life can readily lead to depression and other mental illness sometimes resulting in suicide. It can lead, for example, to negative

coping behaviour like drug and alcohol consumption or over-eating resulting in obesity and behaviours that can become life threatening. Becoming resilient is therefore a commitment you need to make to live a healthy and fulfilling life.

How Do You Become Resilient?

Resilience is developed and enhanced through the “training” of your emotional and psychological self. The obvious people you know who do this most effectively are our elite athletes. It is not just their innate talent that brings them success, but their mental toughness. It sees them, over long periods of time, commit, persevere and push through every barrier to reach their goal. Some of those barriers are within themselves and developing a resilient mindset characterised by mental toughness, is always the first barrier to work through.

Resilience is not something that can be learned theoretically by following particular strategies. It can only be learned in practice, by facing setbacks and obstacles and working through them. The old adage – practice makes perfect – is never more true than in the development of resilience. The more challenging events you manage constructively, the more setbacks you confront and work through, the more resilient you become.

- The natural and first reaction to an adverse event is an emotional one, but it is important that your first response is not an emotionally unintelligent one. Stop, step back and do what you need to do to regain enough inner strength to begin managing it. Slow down your thinking, your heart rate and engage in mindfulness.
- Feel the stress, pain, fear or whatever other emotion is present. Name it so you understand what you are feeling and can work with it and manage it.
- Move from your emotional, primitive lower brain into your higher brain, your problem solving, reflective, conscious brain and start

planning your way through this situation. If you cannot do this yourself initially get some coaching, mentoring or counselling.

- Reach out to others who are going through the same situation or have experienced it before you. Draw on their strength and experience in managing it.

- Put into perspective the setback or adverse situation you experienced. Is this a life/death experience? How significantly does this impact the goals you have for your life? Can you modify your goals and achieve at least some of them. Distinguish between what you can control and change and what you cannot and work with that. Don't sweat the small stuff. Learn to let go and accept what is, then move quickly to Plan B.

- Develop a resilient mindset
 - a commitment to self-mastery,

 - a belief that you have the power to choose your responses to adverse experiences,

 - a preparedness to struggle with your inner self,

 - a commitment to do whatever it takes to work through this,

 - a focus and a direction to guide that commitment,

 - a constructive and empowering explanatory style,

 - an awareness of the necessity of emotional regulation,

 - a willingness to embrace change and be flexible and adaptable.

- Challenge your negative self-talk, especially that which puts you down or is self-sabotaging.
- Look after your physical self, your health and well-being.
- Practice, practice, practice! Start with the smallest of challenges to practice being resilient so that when the big ones come you will manage them well.

5 Master Work/Life Integration and Flow

You now carry your office around in your pocket in the shape of your smart phone, that mini-computer that holds more power than the rocket that sent men to the moon in the 1960s. You now are part of the “always on” work culture, with the potential to work 24/7, 365 days of the year. Work and life can no longer be seen as two separate realities to be equally balanced. This once sought after aspiration is now an unachievable fantasy.



You now need to aspire to integrating, as much as possible, your work and your life outside of work, by creating some flow between them. It is in that shared flow of benefits and rewards that you will be most productive and fulfilled. This means that rather than create tension and stress, work and your life outside of work interact in a way where they enhance one another.

Why is Work/Life Integration Important?

There is significant evidence that the hours you are now working, the nature of your work, the need to do more with less, and the expectations placed on you can impact negatively on your physical, emotional and spiritual life.

This “always on” work culture puts you at high risk of experiencing stress-related disorders. They can see you off work for long periods of time, far longer than with most physical injuries and from which some of you will never recover to return to work.

It brings with it the potential for high blood pressure, heart attacks, stroke, weight gain, depression, other mental illnesses and many other diseases.

It is also true that working long hours in a stressful job, threatens what is most important to you, your relationships with family and friends. When you always put your work first, whether you want to or because you feel you have no choice, you are risking an enormous amount. The price you are paying for working these hours in your high salaried, status position is your health and well-being and the quality of your important relationships.

As well, if you are working at these stressful levels and continue to do so, it is highly likely you are not performing at your optimum level. If you can make a commitment to create better integration and flow between your personal and professional life, you will find that your energy levels are much higher than previously and that you are far more productive, effective and efficient.

How Do You Effect Good Work/Life Integration?

Even while you know that your work is overpowering everything else in your life and you need to do something to achieve better work/life integration, do you then tell yourself, however, with an underlying sense of dread, that there is nothing you can do about it? It is the nature of the job and you need the job. So you then look to improving your time management. You will leave the office earlier at night. You will not take work home at the week-end, for example. Maybe that will help. While time management strategies have much to contribute, the shift required is bigger and needs to happen at a much deeper, more insightful level. If you are serious about this, put some time aside to do this insightful work at this deeper level.

- Make time for reflection and contemplation to think through where you are at as a way to revamp, and recharge your life.
- Set your priorities.
 - What is important to you about your WORK and your life OUTSIDE WORK? What are your goals in both areas?
 - What are your Negotiables and Non-Negotiables in each area of your life?
 - Are your work and outside work goals in alignment or in conflict?
 - Discuss this with the important people in your life who are impacted by your decisions.
 - Are your goals in alignment or conflict with your organisation's goals?
- Decide what to do next and commit to making it happen.

If you decide you want to stay working where you are, will you, are you prepared to, adjust, adapt and compromise until your goals and aspirations are as closely aligned as reasonably possible?

OR

If the inherent conflict between your personal and professional goals is so great are you prepared to make the major changes in your life to move from conflict to alignment and get better integration and flow in your life?

- How to adjust, adapt and compromise until your goals and aspirations are as closely aligned as possible.
 - Seek more flexible work arrangements from your organisation that reduces your stress and creates more flow in your personal and professional life.

 - Work smarter.
 - What do you need to stop doing, start doing and keep doing?
 - Do some analysis of where you are spending your time both at work and at home. Are these your high priority areas or are they the urgent but not important areas?
 - Decide on better ways to manage your phone, your emails and the daily interruptions to your important work and personal interactions.

- At work, learn to delegate to better manage your workload.

- At home, outsource anything you can, so as to be able to prioritise your important relationships.

- Fine tune your time management skills both at home and at work.

- How to make major decisive changes to move from conflict to alignment.
 - Take long service leave to reflect and make decisions about your future.
 - Go part-time in your existing organisation.
 - Create a portfolio career for yourself, where you draw your salary from a number of work initiatives.
 - Change careers completely, having assessed the transferability of your skill set.
 - Go back to study to gain a different qualification.
 - Set up your own business or consultancy, working part time in an organisation while doing it.
 - Move cities, states or go overseas to work.
 - Make a life-style change for yourself and your family by moving to the country.
 - Move closer to family for greater support if you have young children.
 - Negotiate shared responsibility at home - shared housework, parenting, property and financial management, care of elderly parents.
 - Seek new employment in another organisation that better fits your aspirations in terms of achieving work/life integration and flow.

- Manage your energy so as to sustain your commitment to whatever decisions you make. This is essential to you achieving the integration, flow and the high performance you aspire to.

It is important to acknowledge that all the changes I have talked about here, bring with them their own stresses and all have a price tag. What is most important, especially when talking about self-leadership is that you absolutely commit to working on yourself to manage whatever decisions you make. You grow yourself to be bigger than any stress or any price tag. The alternative is you move from one work situation to another, one relationship to another, making the same mistakes over and over, never really growing yourself, so never achieving your potential.



Imagine life as a game in which you are juggling 5 balls in the air. You name them WORK, FAMILY, HEALTH, FRIENDS and SPIRIT and you are keeping them all in the air. You will soon understand that WORK is a rubber ball. If you drop it, it will bounce back up. But the other 4 balls - FAMILY, HEALTH, FRIENDS and SPIRIT are made of glass.

- Brian Dyson, Former CEO of Coca Cola Enterprises.

6 Managing Your Energy

There is a belief that managing your time is the key to success in leadership, but it is the leaders who can effectively manage their energy that are the most successful long term.

Energy is “the strength and vitality required for sustained physical or mental activity.” While your time is limited to the 24 hours in every day, your energy is only limited by your ability and commitment to creating and nurturing it.

Your body is the “vehicle” that will take you where, and as far as, you want to go. Its “engine” generates the energy you need to be an empowered leader today. Just like the vehicle you drive to work each day, this vehicle needs to be well looked after both externally and internally and its engine kept finely tuned, if you are to get high performance from it.

Tony Schwartz, Founder and CEO of TheEnergyProject.com talks about 4 types of energy that are separate, yet related, that you need to nurture and manage. Lack of attention to these energy levels impacts performance. In brief:

1. **Physical Energy** is the energy you create when you attend to your nutrition, exercise, sleep and relaxation.
2. **Emotional Energy** is the energy your emotions trigger for better or for worse.
3. **Mental energy** is the energy that enables you to maintain focus and concentration and manage distractions.

4. **Spiritual energy** is the energy that enlivens your human spirit, that brings meaning and purpose to your life, that motivates and inspires you. It is the energy that drives your “Why”.

Why is Managing Your Energy Important?

You are living and working in a 24/7 world, an “always on” world. There is the potential to never switch off. In this very uncertain and complex environment, the work you do is very demanding and challenging, stretching your personal resources to the limit.

Success today is often seen to be determined by the hours you work regardless of how productive those hours are. 30% regularly work over week-ends. 20% of you work more than 50 hours week. You do not take all your holidays because you feel you do not have the time to do that. You have not time to exercise. You do not have time to take breaks during the day. You eat on the run or at your desk and you eat the wrong food.

Sleep deprivation, whether caused by the need to work long hours or the related stress, is a major problem for people like you. Research shows that it costs Australian industry between \$1 billion and \$1.7 billion a year in lost productivity. Sleep deprived people do not make good decisions, but also their fatigue impacts their thoughts processes and they also misinterpret what is happening around them and then respond inappropriately to the people with whom they work and live.

Stress created by working long hours takes its toll on your most important relationships at home, straining those relationships. As well, you very readily can become an abrupt, intolerant, irritable person at work, taking out your stress on those around you.

More important is what happens to your overall health and well-being. Without you noticing until it is too late, stress can become very debilitating. It can lead to mental illness, like depression, even seeing you never able to recover and work again. It can also make you highly susceptible to stroke, heart attacks and other diseases.

Do I need to keep on making my case? There is an enormous cost involved when you do not manage your energy.



How Do You Manage Your Energy?

Being prepared to develop, enhance and manage your energy, in the four areas Tony Schwartz talks about, will significantly impact your performance for the better. If you can develop positive rituals that you practise every day to manage your energy, both your personal and professional life will be enhanced.

Physical Energy

This is the energy you create when you attend to your nutrition (including hydration), exercise, sleep and relaxation.

- **Exercise.** Richard Branson says that for every hour of exercise he does, he gets an extra 4 hours of productivity. You chose the exercise that resonates best with you and that you believe you can and will maintain.
- **Diet.** Eat high energy, unprocessed food. Eat plenty of protein, vegetables, fruit and grains. Regulate your intake of coffee and alcohol.
- **Hydration.** Water is very important and has not been taken seriously enough in the past. Keep a bottle on your desk at all times. It flushes out toxins and creates immunity from fatigue, lethargy and headaches.

- **Sleep.** Recent research has shown that 8 hours sleep a night has all kinds of health benefits that we previously didn't recognise.
- **Sharpen the saw.** This was the late Stephen Covey's 7th habit of highly effective people. This is about taking time out to recharge and renew on a daily, weekly and annual basis.

Emotional Energy

This determines the quality of the energy in your life, whether it is positive or negative. When you are emotionally intelligent in the way I have spoken about above, you enhance your emotional energy. Without that skill, the pressures and demands of the workplace can very readily deplete and drain your energy and take you into a very negative space emotionally. This impacts on everyone around you. You then regress into negative and destructive behaviour that does nothing to enhance your professional credibility and reputation. Without the self-awareness to see what is happening and change, you regress further into fatigue and excessive stress, and a revolving door of seeing everything in negative terms.

Mental energy

This relates to your ability to maintain focus and concentration and manage distractions.

- Learn what situations, experiences and people sap and drain your energy and remove them from your life or at least, reduce significantly the time you attend to them.
- Stop multi-tasking. It actually does not save time and it dissipates your focus.
- Work with your body's natural rhythms and take breaks every 90 minutes.
- Discover the situations, experiences and people that energise you and spend more time doing those things and with those people.
- Technology is a major factor in draining people's energy and causing stress. Take strategic control of your phone and emails.

Spiritual energy

This is about energising the human spirit.

- Take time out to become spiritually fit. This has nothing to do with religion. This is about engaging with your inner self, reflecting, contemplating, becoming self-aware and being mindful.
- Discover what brings most meaning and purpose to your life and give time to making it happen.
- Clarify what really energises you and truly lifts your spirit and do more of it. Discover what saps your human spirit and stop engaging with it.
- Take control of the mind by learning how to be mindful in the NOW and being fully present there.
- Do something creative outside of work where you can tap into your uniqueness because creativity is an expression of your deepest self.
- Your energy levels are highest when you are in a positive mindset. Work on your explanatory style, making it more positive and constructive.

The fast pace, change, demands and expectations of the modern workplace do not leave time for attending to this very part of ourselves that generates the most long term and enduring energy. This energy is what inspires your intrinsic motivation as distinct from extrinsic motivation.

This is also about living your why. The intensity of the modern workplace means that it is very easy to lose touch with why you are here and why you are doing what you are doing.

It is also about how connected and aligned you are to the why of your organisation. If you are not then you will experience a lack of meaning and purpose which ultimately leads to disengagement at some level and certainly accompanying depletion of energy, especially spiritual energy.

Making a commitment to changing your life and developing and sustaining your physical, mental, emotional and spiritual energy is an investment in yourself.

The alternative is that you become one of those people who spend the first half of their life destroying their health to build their wealth, and the second half of their life using their wealth to restore their health.

7 Become A Connector - Surround Yourself With Empowered and Empowering People

I hear you asking: “I thought self-leadership was about me learning to lead myself, managing my inner self. Why are you now talking about surrounding myself with empowered and empowering people?”

There is some irony in that. Your question is quite valid. When you are developing and enhancing those 6 key self-leadership soft skills I have talked about above, you have to do the work. You are working on yourself. As the late Jim Rohn said: “You can’t hire someone to do your push-ups.”

You have actually become part of an elite group of people who believe that you need to do as much work on yourself as you do on your job. You need to be connected with and surrounded by other people who believe what you believe, and share your “Why”.

My message to you is: Don’t even attempt to go it alone!

Why Is This Important?

I hope I have already come some way to answering that for you. Once you have made the commitment to leading yourself first so you can more effectively lead your people, you build a network of people who want to

do the same from whom you gain inspiration and motivation that is profoundly empowering.

The most important reason you need to commit to this is that YOUR NETWORK IS YOUR NET-WORTH. You cannot afford to underestimate the importance to your professional development of the people in your network, with whom you have built mutually supportive and reciprocal relationships.



Outplacement and recruitment firms who are trying to place people who have lost their jobs, which is much more frequent today in this uncertain and unpredictable new economy, indicate that they take much longer to place people who do not have good networks and are not well-known in their sector. In fact 58% of those who have good networks find another job through their own networks. Given that one estimate is that only 33% of jobs are actually advertised, networks then become an importance resource in finding new opportunities.

If you are wanting to advance to the next level in your career, your networks become increasingly important in getting you where you want to go. It is of great value to be connected with people who are already where you want to be or beyond. They can be a source of very helpful advice and information. If you have nurtured that connection and relationship over

some time, they may well believe in you enough to recommend you for a position with one of their connections.

They are also the people can support you even more directly by mentoring you and actually sponsoring your development to the next level.

At this stage, you probably have two important questions to which you want answers.

1. How do I become a connector?
2. Where do I find these empowered and empowering people?

How Do I Become A Connector?

- You become a good networker. You learn the skills you need to do that. You persist in learning and take every opportunity to practice.
- If you cannot do this alone, seek out someone who can help you overcome the barriers that are in your way, barriers that are most likely personal ones.

How Do You Find The Empowered And Empowering People?

- Draw up a list of the people you have ever met who you found were empowered and empowering.
Stretch yourself here by thinking outside your professional or industry sector. They offer advice, insights and opinions that those within your sector are blind to or even ignorant of.
- Also draw up a list of the people you have not yet met personally but who have had an empowering impact on you through their writing, videos, or presentations. These people may be 3 or more degrees of separation away from you and it may take time to get to them. Social media today, especially sites like LinkedIn, can assist you in making the contact, but the follow-up where the real connection is made needs to be in a face-to-face meeting.

- I have been talking about external networks and connections above, but building your internal networks is just as important. These are the people in your organisation who are empowered and empowering who can have a significant impact on your professional life.
- If you are seeking to make a connection with someone way outside your sphere of influence, or if you are wanting to secure some work with a large organisation with whom you have not had previous contact, or if you are wanting to network with the intention of commencing a board career, you may need to take a project management approach. This means having a strategic plan with written down steps and initiatives and a deadline for when you want to achieve each and then give it the commitment, time and energy you would give to any other project.

There is a belief held by many that networking and building connections and relationships has a primary aim of getting you business or getting you a job. That may well be the long term outcome. The power of networking, however, lies in the quality of the relationships you build and how you maintain and sustain them over the long term.

The most successful people have made networking a life-style and as a result they know everyone and everyone knows them. They have significant net-worth in their community and world and they generously share their connections, experience, advice and support with their connections.

So target your networking; invest time, energy and money into it; think long term; support and help as many other people as you can along the way; make the building of relationships and connections a lifestyle.

Additional Resources

If this book resonates with you and you want to know more, I am your primary additional resource. If you want to develop your self-leadership skills and would like someone to accelerate your learning, then come and work with me.

My Leadership Development Spiral



My Leadership Development Spiral is my self-leadership program. You can begin at the beginning and move around it, making a stronger and deeper commitment at each point.

1. You have no contact with me, but you access my resources in the [Resources Hub on my website:](#)
2. If you then like what you find there, engage me to conduct a workshop for your organisation. On my website you will find examples of some of the workshops I have conducted already.

[For Employees:](#)

[For Finance Professionals:](#)

[For Leaders:](#)

All of these workshops can be adapted to the participants. These here are such a sample.

3. Because these workshops are very general, if you want to really develop a particular skill, the best way to do this is in a Day Masterclass. There is considerable interaction here at your level of experience and expertise. It is very interactive and focuses on real life situations you are facing in that particular skill development area. Numbers are also restricted here to allow for full engagement by all participants.
4. My Empowered Performance Program is a high end program with a small group which goes for 6 months, with possible extension to 12 months if the group desires. It is a program for which I can go into an organisation and conduct for a team. It is also a program I conduct myself whereby people express an interest and a selection process follows.
5. Right at the heart of the spiral is the mentoring or coaching program for individuals.

If you have any further questions, please contact me

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About Maree Harris, Ph.D.

Maree Harris, Ph.D. is a Facilitator of Empowered Leadership, transforming people's lives as a speaker, coach, mentor, author and thought leader.

As director of her leadership development company, People Empowered, Maree has helped to take hundreds of people from where they are to where they want to be. She has a fundamental belief that there is a leader in everyone. She has a commitment to helping people gain insights that empower them to take the transformative action that sees them step into being the leader they need to be in this new and ever changing economy.

Maree's background as an educator, her experience in counselling and psychotherapy, her Ph.D. research and her work coaching and mentoring has combined to give her an intuitive insightfulness into the interpersonal challenges professionals face in this ever changing environment. She has much experience in unlocking the potential in people of which they are often unaware and then helping them put it at their disposal in moving them to becoming highly sought after professionals.

As this book states quite clearly, Maree has a strong belief that leaders must first of all lead themselves and that unless they can do that they cannot expect to be able to lead others. Those self-leadership skills, explained in this book, are those that present the greatest challenges for leaders today. As well, there are the interpersonal ones they face in managing their people.

Maree has considerable experience in creating empowering spaces where leaders can identify these interpersonal challenges that stand in the way of them becoming the people they want to be both personally and professionally. When they engage with Maree either in an interactive

workshop or masterclass, or in coaching or mentoring, she leads them to take the transformative action that sees them win that inner game and stand out from the crowd in managing the uncertainty and unpredictability they experience in their work.

These skills are what are often called Soft Skills, the non-technical skills. They are the skills you cannot touch or feel and which cannot be measured in the same way you measure technical skills. They are the skills, however, that every leader needs to excel in and every employer is also now seeking in their people. They are the skills that enhance and complement professionals' well-developed technical expertise, that add shine and enormous value to their personal brand.

As a catalyst for transformational change, Maree therefore works from the inside out. She is about transformation which is long term deep change, not about tips and strategies which are about short term surface change. Her workshops therefore are very interactive and she prefers to work in small groups where she can get people engaged, sharing their own experiences and getting hands on support for what they are facing in their day to day work.

“

I passionately believe in empowerment and in creating dynamic spaces where people can empower themselves for the success they really want to achieve. My expertise is in inspiring and motivating people to be the best version of themselves and I want to be remembered as someone who empowers people to transform their lives and their organisations.

– Maree Harris

You are invited to visit Maree's website:

www.peopleempowered.com.au

to find out more.