



Leadership from the Inside Out

Becoming a Leader for Life

THE SUMMARY IN BRIEF

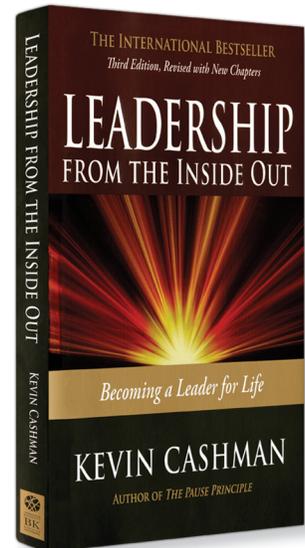
The long-awaited third edition of *Leadership From the Inside Out* turns leadership development inside out for a new generation of authentic, purpose-inspired leaders. Balancing timeless principles with emerging research, this new edition offers two new chapters; new case studies; stories and exercises; new validating research from the frontiers of leadership, neuroscience, psychology and human potential; and an even more powerful and transformative development experience.

Now framed in eight profound and pragmatic “mastery areas,” *Leadership From the Inside Out* serves as an integrated growth experience that helps leaders understand how to harness their authentic, value-creating influence and elevate their impact.

Cashman demonstrates that his trademark “grow the whole person to grow the whole leader” approach, focusing on purpose-driven leadership, is even more relevant in today’s hypercomplex world. For everyone from CEOs to emerging leaders, this new edition of a proven classic advances the art and science of leadership.

IN THIS SUMMARY, YOU WILL LEARN:

- Why leadership goes far beyond external behavior.
- The eight mastery pathways to leadership growth and development.
- Why stories are essential to leading with inspiration.
- The difference between time management and leading with energy.
- Why awareness, commitment and practice are the foundations of coaching.



by Kevin Cashman

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THE COMPLETE SUMMARY: LEADERSHIP FROM THE INSIDE OUT

by Kevin Cashman

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The Beginning of the Journey

We tend to view leadership as merely an external act. We only see it as something people do. But leadership comes from a deeper reality within us. It comes from our values, traits, principles, life experiences, beliefs, motives and essence. Leadership is an intimate expression of who we are; it is our whole person in action. We lead by virtue of who we are.

Likewise, most descriptions of leadership focus on the outer manifestations of leadership (i.e., vision, innovation, results, drive, etc.) instead of getting to the foundational principles of *leadership itself*.

What is foundational to the most effective, results-producing leaders? What supports their various competencies or styles on the surface? Three patterns are clear:

Courage and Authenticity: Having the courage to authentically be our whole selves, complete with strengths, vulnerabilities and differences; having the courage to authentically show up with openness and integrity.

Influence: Purpose-driven communication that inspires self and others to do what is genuinely important and meaningful for the long term.

Value Creation: Serving multiple constituencies — self, team, organization, family, community and world — to sustain enduring performance and contribution.

These principles lead to an essential definition of leadership: *Leadership is courageous, authentic influence that creates enduring value.*

The implications of this definition are potentially far-reaching. From this new perspective, leadership is not viewed as hierarchical; it potentially exists everywhere in

organizations. Anyone who is courageously and authentically influencing to create enduring value is leading. Some may influence and create value through ideas, others through systems and yet others through people, but the essence is the same. Deep from their core, leaders courageously bring forward their talents, connect with others and serve multiple constituencies.

Mastery of leadership from the inside out is not merely a function of achieving things. It is principally about achieving one thing — consciously and courageously making a bigger difference by fully applying our potential.

There are eight mastery pathways to our growth and development. These mastery areas are not stages of development arranged in a sequential or hierarchical order. Rather, they are an ongoing, interrelated growth process in which each mastery area reinforces the others. When arranged together, they are an integrated whole, with each mastery area supporting progress toward a more fulfilling destination: making an enduring difference by bringing forth our gifts to serve others.

Each of the following eight sections offers you pragmatic torches to illuminate your pathways to become a leader for life. ●

Personal Mastery

Leading with Courage, Authenticity and Awareness

A priest was confronted by a soldier while he was walking down a road in pre-revolutionary Russia. The soldier, using his rifle to block the path of the priest, commanded, “Who are you? Where are you going? Why are you going there?”



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Unfazed, the priest calmly replied, “How much do they pay you?”

Somewhat surprised, the soldier responded, “Twenty-five kopecks a month.”

The priest paused and, in a deeply thoughtful manner, said, “I have a proposal for you. I’ll pay you 50 kopecks each month if you stop me here every day and challenge me to respond to those same three questions.”

How many of us have a “soldier” confronting us with life’s tough questions, pushing us to pause, to examine and to develop ourselves more thoroughly? If “character is our fate,” as Heraclitus wrote, do we step back on a regular basis to question and affirm ourselves and to reveal our character? As we lead others and ourselves through tough times, do we draw on the inner resources of our character, or do we lose ourselves in the pressures of the situation?

Personal Mastery is not a simplistic process of merely affirming our strengths while ignoring our weaknesses. It is about acknowledging our talents and strengths while facing the underdeveloped, hidden or shadow sides of ourselves. Personal Mastery involves appreciating the rich mixture of our life experience.

Deepening Authenticity for Sustainable Leadership

Of all the principles supporting sustainable leadership, authenticity is one of the most important. It also can be one of the most challenging.

Authenticity is the continuous process of building self-awareness of our whole person, as well as being transparent with others about our whole person — both strengths and limitations. Commonly referred to as “walking the talk,” authenticity also means embodying your talk at a very deep level.

Authenticity is so much more than simply being true to ourselves; it also requires being true to others. Another prominent feature of highly authentic individuals is openness. The most real, genuine, sincere leaders tend to have the courage to be open about both their capabilities and their vulnerabilities. This more complete self-awareness allows them to focus on the team, organization and marketplaces — not on themselves.

Exploring Beliefs

Two distinct types of belief systems operate in people: Conscious Beliefs and Shadow Beliefs. Conscious Beliefs are the explicit, known beliefs we have. Examples of Conscious Beliefs someone might have are, “I believe in treating people with respect; I fear trying new things; I am

creative and resilient; many people are untrustworthy; hard work brings results.”

Taken from the Jungian concept of shadow, Shadow Beliefs are manifestations of hidden, unexplored or unresolved personality dynamics. A Shadow Belief is cast when we are unable to deal with something. When a deep-seated fear, loss or trauma is ignored or hidden, a Shadow Belief is operating beneath the surface. We all have shadow beliefs.

Let’s say we have a Shadow Belief that “we only have value if we are doing and achieving.” If we are unaware of this Shadow Belief, our drive and determination will soon turn into workaholicism and lack of intimacy, with profound negative implications for our health and relationships.

Leading in Character...Leading by Coping

When a leader approaches the question, “How authentic am I?” it is often helpful to ask some other questions first: “Where is my leadership coming from? Where are my beliefs and values coming from?” Is our leadership arising from our Character, which is driven to serve others? Or is it derived from a pattern of Coping, where we tend to react to circumstances to elicit a more immediate or self-serving result?

For example, if our actions are principally guided by safety, security and comfort, we are in a Coping pattern. This is a big one for most of us. It is also subtle. We are usually unaware of how staying safe is actually limiting new experiences and possibilities.

Personal Mastery is not about eliminating Coping. It is about increasing Character to such a degree that Character is primary and Coping is secondary.

Eight Principles of Personal Mastery

Keep in mind the following principles as you begin to master your ability to lead courageously with more awareness and authenticity.

1. Take total responsibility.
2. Bring beliefs to conscious awareness.
3. Develop awareness of character and coping.
4. Practice personal mastery with others.
5. Listen to feedback.
6. Consider finding a coach.
7. Avoid confusing self-delusion with self-awareness.
8. Be agile. ●

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Story Mastery

Leading with Inspiration

While spreadsheets are the language of management information, stories are the language of leadership inspiration. Stories can activate our deepest, best selves; they are certainly one of the most transformative of all leadership tools. Powerful narratives can bridge the authentic, essential depth of a leader to the complex breadth of strategy, culture, values and purpose.

Yet despite the nearly universal recognition of their inspirational impact, rarely do we examine and master their effective and affective use in leadership development.

Humans are story beings. From cave paintings and oral histories to novels, films, dance and digital media, we are driven to create, share and absorb stories. Anthony de Mello, the spiritual teacher and writer, put it beautifully when he wrote, “The shortest distance between a human being and the truth is a story.” Likewise, the shortest distance between a leader and collective inspiration is a heartfelt story.

A Tale of Two CEOs

Two different CEOs were running two different global enterprises. One had honed his skills as an inspiring leader, and the other one was a more analytical, “only the facts” kind of person. Each was about to roll out his recently refreshed set of organizational values to support the cultural and leadership shifts needed to achieve his strategic goals.

The fact-oriented leader went to the stage and stood before 3,000 associates hopeful to hear a new agenda. They were primed for something new, ready to hear fresh, different and engaging ideas. Thinking that his job was merely to inform, the CEO dryly, rationally listed the five critical values with precision, all supported by a well-crafted PowerPoint.

The group was stunned. A resistant quiet blanketed the room. People moved back from the edges of their seats and leaned into their seatbacks with a disappointed, resigned thud. Doubt filled the room.

The other CEO took a different approach. Yes, he had five core values too, which he listed for everyone with the help of a PowerPoint. And yes, some of the values were identical to our other CEO’s values. However, instead of reading them off as a list, he took his time, and he told an authentic, real-life story for each one. As he did, the PowerPoint melted into the background, and each of the core values came to life.

To present the first value, he told a moving story of a health crisis experienced by his teenage son and how the trauma of this tough journey made the value real for him. For the second value, he shared the story of a failure that he had faced early in his career and how the experience still keeps him humble, compassionate and open to learning.

You can imagine the audience perched on the edge of their chairs, absorbed in the authenticity and relevance of the CEO’s inspired messages. The CEO had tapped into the collective brain and the collective heart of the organization, and the connection resonated in the room.

The sweet spot of stories is where deep, personal authenticity meets high relevance for others. Great stories operate at the intersection of the authentic “I” and the deeply connected “We.”

Like all aspects of leadership growth, Story Mastery is a combination of art and science that can be learned, developed and practiced. It begins from the inside out with finding our own stories. This begins the transformative experience, but its real potential for transformative impact is in connecting people and ideas to something much larger, more important and more purposeful. This energizes the feedback loop from both the inside out and the outside in. ●

Purpose Mastery

Leading On-Purpose

There are three big realities that we, as leaders, have to clarify and place in meaningful relationship for our organizations to thrive:

- The Big What Question (Vision): What is possible for us to become?
- The Big How Question (Strategy): How will we get there?
- The Big Why Question (Purpose): Why is it so important that we exist in the world?

Unfortunately, too often we deal with these three realities in the wrong sequence. We largely over-focus on the What and the How and under-focus on the Why. While it may be counterintuitive to many leaders, the most strategic and energizing place to begin is Purpose: the Big Why. By focusing on purpose — an aspiration that lifts us and infuses significant meaning in our day-to-day work — and putting it first, we catalyze our courage and authentic influence to create enduring value.

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Managers tend to focus on the What and How, wondering Why anything else is important; leaders awaken the wonder of Why to envision a more expanded, compelling What and How.

David Lubetzky, founder and CEO of KIND Snacks, is a great example of a leader whose vision and strategy for creating enterprises has been driven by compelling values and purpose. He is also inspired by his personal experience and his worldview.

Lubetzky, the son of a Holocaust survivor, grew up hearing stories of his father's survival in the Dachau concentration camp during World War II. In one story, Lubetzky's father told him that a guard tossed him a potato when no one was looking. In his mind, it was this guard's simple act of kindness that made it possible for him to know that he could survive. Despite the horror and harshness of his experience, he could get through it because he knew that kindness still existed. The power of this simple act of kindness gave him hope.

This story always stuck with David, and it is the core reason behind KIND. Lubetzky is a staunch believer that we can create a culture of kindness and empathy and that business enterprises can be a force both for good and for profit.

Lubetzky embodies the KIND brand and purpose while also nurturing its profitability and success. The company employs 600 people and sells its products in more than 150,000 stores. In the last five years, they have generated 111 percent compound annual growth rate, and since its inception in 2004, the company has sold more than one billion KIND bars. Lubetzky's employees see him as a humanitarian "who happens to be a great businessperson."

Keep the following principles in mind as you begin to master leading on-purpose:

Get in touch with what is important to you.

Understanding our values, what gives meaning to our lives, gives us the "GPS coordinates" of our purpose.

Act on-purpose. Most people have an intuitive feeling about their purpose in life. Turning this hazy intuition into a clear, tangible commitment helps turn a dream into a reality.

Find team core purpose. Once you get clear on how your gifts make a difference, consider engaging your team around a similar exercise.

Do not mistake the path for the goal. Be careful not to simply adopt other people's views.

Focus on service. Purpose is not purposeful without serving others. It is self-expression that creates value for those around you. ●

Interpersonal Mastery

Leading through Synergy and Service

There appear to be two main streams of development in leadership. Both approaches can get results. One of these leadership approaches is extremely hard-driving and forceful, with a strong sense of personal power — in short, an "I" leader who gets results. These leaders have no problem asserting their power of voice, even at the expense of morale, at times. This heroic type of leader needs to become more collaborative and relational to bring results to the next level.

The other leadership approach is more interpersonally connected. These leaders are strongly collaborative and synergistic, and their power of connection ("We") is so strong that they may not appropriately put forth enough of their own power of voice ("I") when required.

Interpersonal Mastery is about balancing our courageous influence — our voice — with human connection. This is not easy. When we have two powerful elements — our power of voice and our power of connection — coming together, we experience one of our most significant leadership moments. But it is much more challenging than simply bringing forward our "Authentic I" and our "Connected We."

Relationships are the bridges that connect authenticity to influence and value creation. Leadership always operates in context, in relationship. While leaders may lead by virtue of who they are, leaders also create value by virtue of their relationships.

As crucial as relationships are to leadership success, many of us have a difficult time breaking out of the self-limiting illusion that we are "the ones that make things happen." Most leaders would not admit to this, but often their behavior clearly demonstrates this belief.

Beyond 360° Feedback to 720° Development

The tool most organizations use to help leaders deal with the intention-perception gap is 360° feedback. With such programs, leaders are given feedback from multiple sources on their behavior, skills and leadership competencies.

If a development process is modeled primarily around 360° feedback, executives only learn how to create themselves in the image of others. Such feedback can create a defensive reaction, in which no growth takes place. It encourages people to simply deliver the desired behaviors without giving them the personal insight and motivation to grow — a formula destined to limit authentic influence by creating actors, not leaders.

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But 720° Development is different. It begins with an Inside-Out 360° — a deep, broad, valid, integrated assessment of our personality traits, motives and competencies as well as our current and desired stages of development. This first stage ensures that we begin to master a more authentic understanding of ourselves.

Then, an Outside-In 360° is completed to give broad feedback on how people above, across from and below us perceive our strengths and areas of development. With 720° Development, leaders now have a more complete context to reconcile their inner and outer realities.

In addition, it is also important to get feedback in real time. Ask people for their feedback on your views and how you are coming across. Make 720° Development and real-time feedback a way to accelerate your self-awareness and interpersonal awareness. ●

Change Mastery

Leading with Agility

We operate under the illusion that life remains constant, but in reality everything is always changing. Since birth, we have been swept up in a raging, constantly changing, never-ending flow of experience. Sometimes we love the flow of life; sometimes we hate it and resist it. But because the flow of the river is constant, we have no choice in the matter. We have to change. It is part of the price of admission to life.

We have no choice in the matter except for one aspect — mastering our *ability to adapt and learn*. Most leadership research illustrates that as we go up the executive ladder, we need to become increasingly comfortable with uncertainty and sudden change.

The qualities needed at the top — courage, openness, authentic listening, adaptability — also indicate that leaders need to be comfortable with and able to embrace the “grayness” that comes from multiple points of view coming at us at once. In other words, we have to master our adaptability mentally, emotionally, strategically and impersonally.

Learning Agility is a key to unlocking our Change Mastery. Learning Agility is a complex set of skills that allows us to learn something in one situation and apply it in a completely different situation. It is about gathering patterns from one context and using those patterns in a completely new context. In short, Learning Agility is Change Mastery — the ability to learn, adapt and apply ourselves in constantly changing, first-time conditions.

Consider these seven principles of Change Mastery:

1. Be open to learning. Encourage yourself to open up consciously to the learning hidden in changing circumstances. Grow with the flow . . . and grow within the creative tension of change.

2. Practice present-moment awareness. Imagine an athlete preoccupied with the last play or the next competition instead of the play at hand. Would he or she be successful? Developing focus on the present moment allows us to begin to “connect up” a series of present-moment successes into a lifetime of effectiveness.

3. Integrate immediate focus and broad awareness. Being deeply focused yet simultaneously aware of the meaningful context of our lives is one of the keys to enduring success.

4. Trust yourself. Developing our inner ability to trust is crucial as we hurl through the air between the potent forces of creation and destruction.

5. Develop resilience through mental/emotional stretching. Gradually increase your emotional/mental/spiritual flexibility to make yourself more agile for life’s major events. Follow the same principles used for physical training: stretch, don’t strain — nanometers of daily progress are sufficient.

6. Remember that all significant change begins with self-change. If you want to develop your people, be the development you want to see.

7. Take the leap. Accept the fact that you will naturally feel some hesitation and anxiety when facing the trapeze bar of change. Learning to see beyond the fear of loss and into a more purposeful vision gives us the courage to take the leap. ●

Resilience Mastery

Leading with Energy

Let’s face it, time is a finite resource. We get 24 hours, no matter how we carve them up. However, shifting our focus from time management to energy leadership can allow us to discover our own unique formula for sustained energy and resilience to serve our most important constituencies.

David, the CFO of a midsize company and another extreme traveler, had a wake-up call. Returning from a two-week business trip, he was lifting his luggage out of the trunk of his car when his 4-year-old son walked into the garage from the house. Surprised by the unfamiliar sight of a man in his garage, the child ran back into the house screaming. His son actually mistook him for an

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intruder! In that moment, David knew it was time to reenter all parts of his life.

That's the essence of our challenge as leaders: finding enough energy, resilience and connection to serve all our important life priorities without any one of them, or us, "running out" in a panic.

Moving from Time Management to Energy Leadership

Research reported by Tony Schwartz and Catherine McCarthy in a *Harvard Business Review* article, "Manage Your Energy, Not Your Time," addresses this issue. "The core problem with working longer hours is that time is a finite resource. Energy is a different story. Defined in physics as the capacity to work, energy comes from four main wellsprings in human beings: the body, emotions, mind and spirit."

Schwartz and McCarthy continue, "To effectively reenergize their workforces, organizations need to shift from getting more out of people to investing more in them, so they are motivated — and able — to bring more of themselves to work every day. To recharge themselves, individuals need to recognize the costs of energy-depleting behaviors and then take responsibility for changing them, regardless of the circumstances they're facing."

Mastery of Resilience is about practicing inner and outer behaviors that keep us grounded and centered so we can deal with all the dynamics outside. As we build more resilience, we can do more with ease.

How do we go about finding more resilience in our lives? The best model for resilience exists in nature. All resilience in nature comes about through alternate cycles of rest and activity. The cycles of day and night and the seasonal cycles constantly balance a rest phase with an active phase. Nature expresses its vitality in the active phase and reconnects with its vitality in the rest phase. Each phase interacts in just the right combination to achieve dynamic balance.

Our lives are similar, with one major difference: We get to choose the quantity and quality of activity, as well as the quantity and quality of rest. When we choose inappropriately, our life is out of whack. When we choose well, we experience vitality. Nature lets us choose freely, but she also gives us immediate feedback on how well we have chosen. As we learn to listen better, our energy and resilience increase. ●

Being Mastery

Leading with Presence

Being is our essence, our deepest presence and the core of who we are. Being is like a silent, calm ocean supporting the waves of energy, achievement and contribution on the surface. Accessing and expressing Being fosters the deep presence needed to lead with authenticity, equanimity, mindfulness and calm energy. Although this may be unfamiliar territory to many people, we can learn practices for leading from this deep state of restful awareness within us.

Leaders are constantly searching for something more. We want more achievement, more happiness, more fulfillment. The crucial thing, however, is how we satisfy this inherent desire for more. Do we attempt to "fill ourselves up" from the outside in? Or are we able to give ourselves something really satisfying from the inside out?

Being Mastery is that satisfying "something" we can give ourselves in a self-sufficient way. It is about learning to transform our state of awareness to greater strength and satisfaction by ourselves. No outside intervention or stimulation is required. We can do it all by ourselves, with no harmful side effects.

Imagine having the power to transform yourself physically and emotionally when you are feeling tired and stressed. That's the power of Being. Imagine problems turning to opportunities, irritation to compassion and alienation to connection.

Although meditation is a great way to connect with our inner potentiality, it is not the only way. Meditation is a technique to bring our mind from the surface of life to the depths of being. Other techniques include reverence for nature, music, present-moment awareness, children at play and inspirational reading.

Four Principles of Being Mastery

1. Take your own journey into being. Only you can judge what "vehicles" will help you on your journey.

2. Resolve life challenges by going to a deeper level. Learn to go to a deeper level to view things in a more comprehensive way. As your mind learns to settle down yet remain alert, the ability to sort through and organize your life will be amazing.

3. Consider learning to meditate. If you have a particularly strong resistance to spending time with yourself in reflection or meditation, then the need to do so is probably great.

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4. Integrate some reflection into your life. Take some “Being breaks” by investing some time in getting reacquainted with yourself. ●

Coaching Mastery

Leading by Developing Self and Others

For coaching to have a lasting, transformative impact, three interrelated foundations need to be constructed: Building Awareness, Building Commitment and Building Practice. If all three are present and operating, breakthroughs will occur, and growth will be sustained. If any one of the three is absent, the results will dissipate over time.

Coaching Mastery Step One: Building Awareness. Building Awareness is the process of bringing new information into our field of view. Awareness encompasses the inner discipline of looking within ourselves to shed light on our strengths and our growth challenges, and the outer discipline of observing ourselves through the eyes of others as we engage in making an important behavioral shift.

Coaching Mastery Step Two: Building Commitment. Building Commitment begins with comprehending the consequences of our actions. However, it is not enough to understand intellectually that if we continue on the same course, we’re going to fall short of our goals or hurt ourselves or others. We have to *feel* it. When we have a deep, emotional connection to the impact of a behavior, our life can change permanently.

Coaching Mastery Step Three: Building Practice. Building Practice is the process of consistently engaging in new behaviors to enrich our lives. It is the application phase of growth. While it is crucial to Build Awareness and Commitment, they are not sufficient for transformation; consistent action and new, tangible, pragmatic behaviors are required. What new behavior will you practice that will, over time, move you forward?

The Art of Coaching Others

Coaching is the art of drawing forth potential onto the canvas of high performance. It’s the gentle yet firm hand of leadership guiding the way, like a caring friend, helping the “coachee” steer clear of danger or set a more positive course. Leaders touch lives and hold destinies in their hands; it is a sacred calling with sacred responsibility. That calling is best honored when a leader sets the highest example of personal and professional behavior and then enlists others to take this challenging path as well. To

accomplish both of these tasks, nothing is more vital than coaching.

Coaching Others to Build Awareness. As leaders, often the greatest task of Building Awareness is in the human, interpersonal domain. Helping others Build Awareness requires discipline on the part of the coach to stay out of the expert or fix-it approaches to coaching. Building Awareness requires openness to help those we are coaching in sorting out their own current reality and beginning to chart their own future approaches.

Coaching Others to Build Commitment. To elicit commitment, we must help people envision the positive and negative outcomes — what they will gain and what they will lose — if they continue on their current path. When one’s emotions deeply register both the compelling, positive reasons to change and the damaging behaviors to leave behind, transformation begins. Help people sort out consequences; allow your commitment to catalyze their commitment; look for openings; make sure commitment leads to practice; and be patient.

Coaching Others to Build Practice. Practice breathes life into our new awareness and commitment. Practices involve the consistent repetition of new behaviors that transform our lives. For practice to become a habit, it needs to be consistently engaged for at least 40 days. A day here and a day there will not bring transformation. Here is the key to practice: If you stop practicing, no problem — just start practicing again.

A short passage from the *Talmud* tells the whole story of life and leadership. It goes something like this: “Every blade of grass in all of creation has an angel bent over it passionately whispering three words of encouragement: Grow . . . Grow . . . Grow.”

Grow in courage and authenticity. Grow in influence. Grow in value creation. Become a leader for life. ●

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Webinar: *Overcoming Obstacles to Build a Culture of Appreciation* by Dr. Paul White. In this Soundview Live webinar, Dr. Paul White introduces a way to give workplace leaders a thorough understanding of the most common obstacles to change, plus the skills to overcome them. White offers a guide to uprooting negativity and cultivating authentic appreciation and resiliency in the workplace.