

Date 8/21/17

what is authenticity? first question

- humility → seeing clearly (you/world as it is)
- authenticity → presenting clearly (you as you are)

Good; - alluded to removing the distinction between personal + professional lines → integrity

- a lot of this class is about building habits

Rules

1. Be Present
2. Start at 8:30 instead of 8:00 → do something for you
→ 30 min for self-care
3. Be self-aware
4. Be curious
- 5. Be vulnerable

"My Personal Authenticity"

When am I most authentic:

I am most authentic with Jordan and before God.

When do I need to be more authentic:

- when meeting strangers (put just my best self forward)
- at work (in being non-controversial; want to fit in)
- with Jordan's family (overly materialistic) + my family (eschew materialism)

Discussion about PD: ↑ 73 min - "It leads to less rigor b/c not forced"

- "like to give face-to-face ... also not an android"
- "difficult to migrate email → PD"
- ↳ be continuous to be forward-looking instead of posterior
- "my mgmt doesn't use it"
 - "YOU are our future leaders; let's change the culture!"
- "I only use it with good; not comfortable w/ constructive"
 - some of that is human nature; but wouldn't you like feedback? "everybody wants that"
- SOI: Specific, Observable, Impact
- "message gets lost in translation... may force it the ~~way~~^{way} eco"
- "IF I ask for a consider feedback (request) I get better feedback"
- "If you use it infrequently it's awkward ... but if you use all the time, it's just part of a conversation"

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- on Friday we will spend most of the morning giving insights
- "even today we are going to start building the PD website"

Themes

Know Yourself

-values, goals, habits, beliefs, goals, emotion, mindset

Own Your Behaviors

Ego, choices, decisions, communication, actions

Handle Challenges

energy, relax, stress mgmt, stamina

- pick a label sticker to authentically represent ^{me} you

Group Conversation

Fony - "the internal sale is the most difficult sale"

- sales & leading "tools vs. real way"

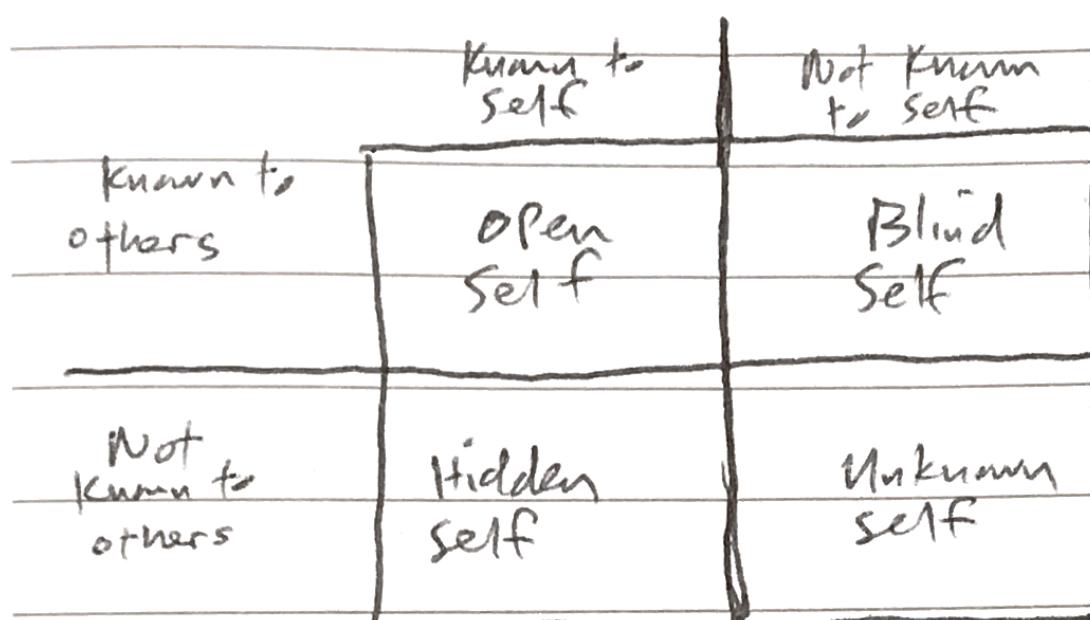


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10:00 am

Johari Window

Joseph Luft +



Roberto Cabral - also recently married

Rachel Pollard - table mom

- sticky note "something you can do in 15-30 see"

10:30

→ incentive to come back on time

Who is an authentic leader?

- Dennis Collins
- David Koresh
- Sheryl Sandberg (Rub C. shared)
- Elon Musk?
- Tony Robbins (Jrn)
- Brené Brown TED talk on vulnerability
- François Mitterrand
- Churchill (no filter, but authentic)
- Christ

"Be yourself. Everyone else is taken." - Oscar Wilde

"Today you are you, that is truer than true, there is no one alive who is youer than you." - Dr. Seuss

John Rice: "Good leadership starts with knowing yourself..."



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11:00 Personal Value Cards (Blueprint Leadership Development)

value = virtue, an ordering principle

Top

Moderate

Low

1. 3 piles

2. only "top"

3. only 8

4. only 6

"what is:"

-altruism

-harmony

-agethus

-autonomy

8: wisdom, Family, Service, Integrity, community, discipline
learning, balance

6: lose community & balance

what is your tradeoff value? → service

→ how can I intentionally put more effort into this value?

How do your values impact your decisions?

How do these values show in your actions as a leader?

What can you do to be more authentic?

→ Family → conversation about Catholic, mass, prayer

Pairs: 1) what does this mean?

2) what does it provide me? It allows me to...

integrity - true to yourself → feel at peace

humor -



→ post values instead of Myers-Briggs within our teams to understand what motivates us

- "I don't want to say guilt... that's my 'recovering Catholic' word." —Cathy

→ made the point that personal + professional values should overlap

Abstract 2.

Rob L v. ~~Fras~~ → most important value is also your tradeoff → "think" vs. "do"

"can you really consider it a priority if you are willing to trade it off"

- "with a very strong top value, it's a lot easier to make decisions"

- live up by sending food back + fair dismisses ..

what can I do to be more authentic ^{as it relates to} ~~with~~ my values?

- public declaration of values for accountability

→ I want to do this with Jordan and talk about it

- put values in my reflections to force thinking about them

- what values are embodied in those I most admire?

== Lunch



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Authentic Leadership

At My Best

- having prepared and I can unveil a working prototype that is praised
- when I selflessly love Jordan
- when reading with connected feeling from int/theo insight

Not So Much

- feel like someone changes the situation or I don't have the right data
- when I know I'm underperforming and I'm frustrated

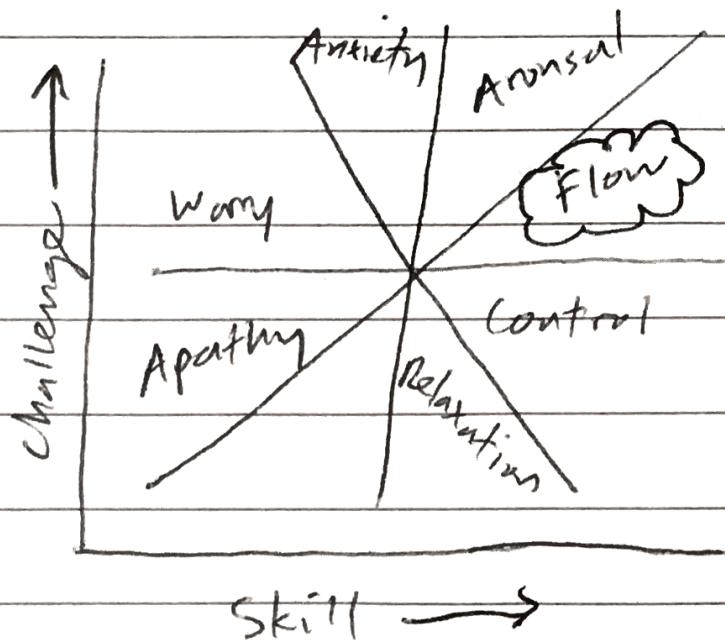
Camera exercise

- As leaders we aren't on camera every day, but we are "on camera" for our teams

2:00 pm

Flow Theory

"positive psychology"



my first group response: don't always want relaxation
→ tried to deliberate practice and how ~~you~~ you need to be actively challenging yourself



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Team Video Review

3:00 pm

1. Watch
2. Reflect individually on your video
3. Coach each other

My reflection:

flow is controlled by environment + you putting yourself there

* → this is helpful to recognize that region so you can best place yourself there

* day tasks and structure

- pre pick your day/week to-do
- anything new goes on a separate list that you add to the next day/week
- only exception is something *super hot*

At my best:

- preparation helps me so set the stage for success
- see myself on video to work on speaking

Brilliant You



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Day 1 Reflection:

what:

- Flow = f(environment, me)

so what:

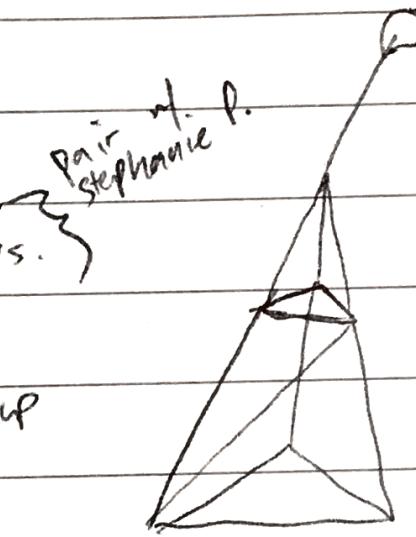
- I need to be more proactive about placing myself in flow

Now what:

- Day/week org of pre-planning with flex day for surprise tasks to ensure I position myself well

18 min spaghetti tower

- switch between hands on vs. methodical reflection
- how this represents showing up in the workplace
- 20 pieces spaghetti
- ~12" string
- ~24" 1" masking tape
- 18 min time



marshmallow challenge.com

- prototype & fail vs. plan & execute
- best: kindergartners, CEO/assst. j worst MBA
every
- we got 25", best was 28"

- EQ peaks around 60; we can change our EQ
- in general, women better at interpersonal + self-expression
men better at decisions + stress mgt

Book: ~~Smart~~ ^{The} Other Kind of Smart

EQ Edge

} available on
Skill Soft



Emotional Intelligence: emotional/social skills for:

- perceive/express yourself
- social relationships
- cope w/ challenges
- use emotional info in meaningful way

Robert Sci... pair.chat:

- play to your strengths, not just about your weaknesses
- he liked the word "exuberant"

10:30 Group discussion on Decision Making

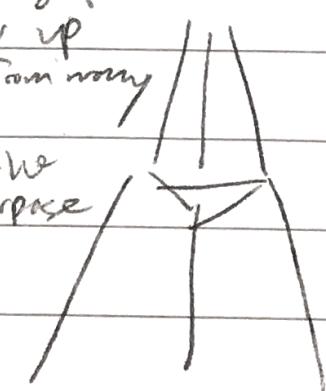
EQ Components (full definitions in EQ results)

a) Self-Perception: ^{a)} self-regard, self-actualization, emotional self-awareness

- watch Power Poses by Amy Cuddy
- Dave Beatty vs. avg doors to walk through
- Set goals, + write a book of accomplishments
- strengths (don't just focus on the gap)
- 360 → ask others how you show up
 - Item Assessment aggregates from many

b) Self-Actualization: improve yourself in the pursuit of meaning/purpose

- journaling each day to see trends
(5-min Journal on Amazon)
- "every man needs a nothing box"



- at dinner, everyone say what was the best part of your day

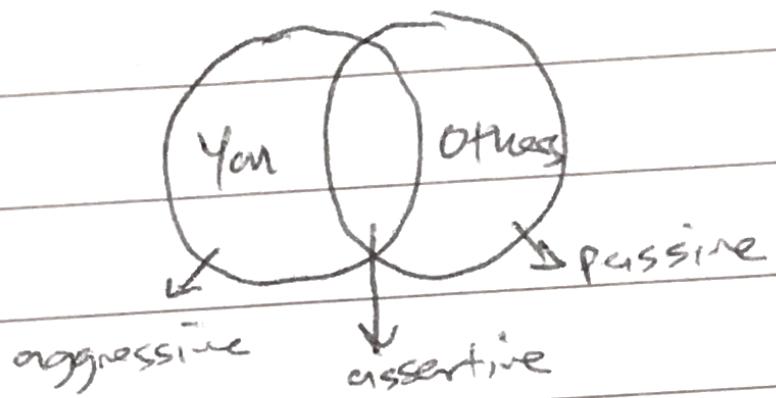
c) Emotional Self-awareness: recognize + understand your emotions

- journal about strong emotional reactions
- every day look for a way to show positive emotions

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Self Expression:

- a) Emotional expression: verbal + nonverbal expressing feelings
 - video about the making of Inside Out
- b) Assertiveness: communicating + defending values in a socially acceptable way



- stop using "but", "perhaps", "just my opinion", "I think"
→ Allyson chome penguin

- c) Independence: free from emotional dependency

- GlobeSmart: free tool

1:00pm

Interpersonal:

- a) Interpersonal relationships: develop & maintain mutually satisfying relationships

- managers are now "people leaders"
- not just building, but also maintaining & investing in relations.
- quality is more important than quantity
- * - Susan Cain: Quiet Leadership book

- b) Empathy: recognize, appreciate & understand how other people feel
- empathy is not sympathy (Rene Brown video)
- take perspective, don't judge, + communicate that
- response doesn't make it better, but connection
- video: "It's not about the nail"

- c) Social responsibility: willingly contributing to society

- video: Doug Dierz: transforming healthcare for children



menu design thinking course

- edit your own dog food → use the software yourself

2:30 PM

Decision Making:

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- a) Problem Solving: find solutions when emotions involved
 - don't just solve the problem yourself; understand how it will affect your team and their development
- b) Reality Testing: recognize bias + emotions to see things as they really are
 - get diverse opinions to test your assumptions + gain perspective
- c) Impulse control: ability to resist / delay impulses
 - = video: marshmallow test
 - pause + count to 10

Stress Management:

- a) Flexibility: adapting emotions + behaviors to unfamiliar circumstances
 - Volatile
 - Uncertain
 - Complex
 - Ambiguous

3:30

- b) Stress Tolerance: coping with difficult situations and influencing them in a positive manner

- passed cup with blank box of doom slips around to judge our stress
- Headspace: mindfulness apps
- Personalization, pensiveness, permanence (Option B)
- laughter

- c) optimism: remain hopeful + resilient despite setbacks

- wrote gratitude cards
- communication: "my preferred way for people to communicate with me is — , what is yours?"



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Day 3

My top 5 strengths

Yesterday

- 1) Intellection - think, but may lack focus, introspective what: Interpersonal was my weakest, no surprise
- 2) Input - collect info so what: recognizing strengths + weaknesses is important
- 3) Learner - love learning for the process now what: But, more important than weaknesses is capitalizing on strengths
- 4) Context - history
- 5) Relator - close friends, intimacy

9/11.00

Team Coaching on our EQ-i

- reminds me of FBI negotiation book about empathy and making them feel heard
- impulse control \leftrightarrow emotional expression
- sharing insights from reading is interesting

Tony - sales people as transactional relationships?

\rightarrow personal graft & project on others?

\rightarrow need to give more than you take

- "uncensored feedback" raw, candid, ~~filtered~~ conversation (Jon)
- this exercise helped me own my behaviors

* email Rob about negotiation book



NOTES



[This was about how you show up and the perceptions you create.]

Anne: Perception is everything

- I said I think our team had a negative impact
 - interesting how emotions cloud something that is entirely pointless → shared this with the group
 - even if what you are saying is perfect, if the perception is bad, you won't get anywhere
- I was tired today as were others → external factors
* this highlights the importance of studying human behavior
Now did I show up and what perception did I create?



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Day A

Robert Sillitoe, Roberto Cabral, Allyson Morcom

Dave Wn

What can I do to get more "yes" votes on:
trust, vene[f]estemed, ethical, ability

- answer questions without making them feel stupid; appreciate their expertise and show how I'm not perfect
- try to remove obstacles to their understanding or technical pain points
- always try to avoid throwing people under the bus
- try to understand external factors (boss, tired, deadline) that may impact their emotions

Rahib (Digital) - the importance of winning within your values

1:00 Thinking Traps (and self-regulating behavior)

- if we label behavior, we can work to change it

Filtering - see everything with same lens (perhaps functional/business)

Polarized thinking - see everything in extremes (black/white)

Oversimplification - project from example to general category

Mind Reading - you assume you know another's thoughts/feelings

Shoulds - setting firm expectations; setting preferences at "truth"

Magnifying - small problems snowball

Personalization - constant comparison to others: "comparision is the thief of joy"

Catastrophization - every small problem becomes a disaster
"best firefighter but also best arsonist"



"I am a
"green"
bias.
I am a
"blue"
bias.
I am a
"red"
bias.
I am a
"yellow"
bias."

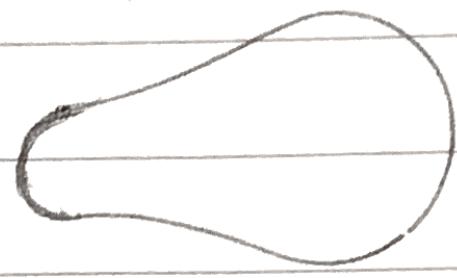
* Tony gave me Resisting Happiness by MK

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* review common biases



My thinking traps:

Filtering - similar to selfishness, I tend to see things through my perspective or my analysis rather than the other

→ need to practice empathy and get out of just my view

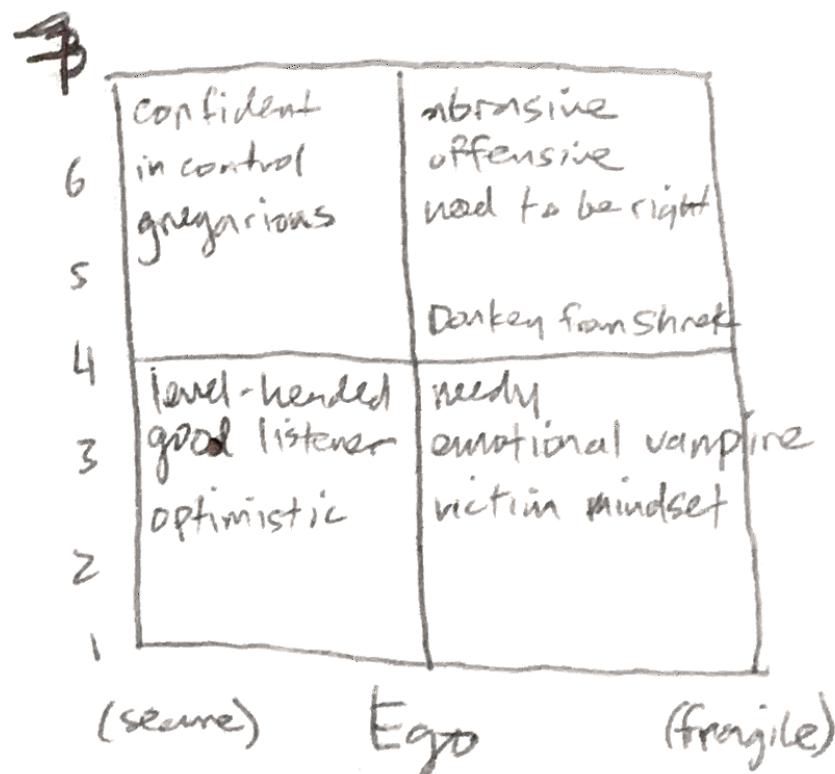
Personalization - selfish also in how I put myself at the center, am overly judgemental, and compare too much

* book: Thoughts + Feelings

11:00

Ego Strength

- Ego = sense of self
- rated ourselves on expressiveness
- small/big: good listener
optimistic, level-headed
- Bill Gates
- Lori Gherig
- Jedi
- Pope Francis
- Angela Merkel
- Christ
- Socrates/Plato



1:00 put grid on floor and rotated around it with Roberto

- Chris: big and strong naturally but "I really ~~respect~~ people who are small and strong"
- John D - celebrating your strengths

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150 3-5 most important people in our life

- Jordan
- Mom
- Dad
- Abby

YouTube: "Active Constructive Responding"

Passive constructive - say right thing but wrong tone / delivery

Passive ~~Active~~ Destructive - right tone but said wrong thing (fake over)

Active Destructive - "dream crusher"

Active Constructive - best response ; genuine intent

How do I respond to those above?



Commit

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What is one thing I will commit to based on this week's experience?

Structure for:

- Strengths
- Study human behavior
- focus on perceptions I create

What is the benefit of keeping that commitment?

Consider: control how I show up



Date

8/24/17 Scavenger Hunt Questions

What is the most significant thing I learned about myself this weekend? Why is it significant?

I am much more capable ~~than~~ and malleable than I give myself credit for and I can improve. This is significant because it transforms my response from giving up and being a victim to actively capitalizing on my strengths.

Emotional expressiveness is important.

How can I self-regulate to "show-up" differently when you encounter one of your emotional triggers.

Think in terms of the theory we discussed to see where I am on the map and move in the appropriate direction. Move to anticipate those situations to better prepare for responding.

If anything this week showed me how important the perception of my showing up is:



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What elements are essential to help ~~you~~ ^{me} show up "at my best"?
sleep, preparation, control over the situation, time to
focus on the importance of what is expected; removing
other stresses and worries, autonomy & learning.

What steps will I take to improve my overall well-being?
Meditation? Learning about human behavior, playing
to my strengths, focusing on how I am perceived/seen?

Based on your experience this week, what would ^I like to leave behind that is not serving me well?

- The thought that I can't control how I show up
- viewing other people at work only through the filter of my view

Based on ^{my} ~~your~~ experience this week what do I want
to take forward to serve me well?

The action of reflecting on these concepts regularly
to internalize them and implement them in
my life.

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My Continue + Consider

Tony

Continue: "you make every group better just by showing up"

- open to receiving information with my body language

Consider: pick up the phone ; prep email and then call

1) misunderstanding ; 2) in developing decisions to get diverse opinions / perspectives

~~Eric~~ Gilbert

Continue: focused & disciplined ; provides balance ; good listener based on the feedback I give

Consider: Be more like marshmallow (take lead) instead of just sitting back

~~Eric~~, Erin

Continue: level of control of emotion ; head headed ; didn't show concern ; share knowledge with others

Consider: - sharing my ideas is a way of being authentic

