



The Human Dimension

THE LEADER WITHIN

January 2006

THE LEADER WITHIN © is a free monthly subscription only e/newsletter published by Gary Russell and The Human Dimension. Please pass on THE LEADER WITHIN to those in your network. Details on how to subscribe are at the end of this newsletter.

"We help both people and productivity flourish by developing a positive culture of shared leadership."

We find improved performance is the reward for your investing in people.

The emphasis in THE LEADER WITHIN is on the changes and growth we make within ourselves, as leadership is basically a personal growth experience over time.

'For things to change first I must change.'

Leadership is now a state of mind, not a position.

Developing the leadership within each of us demands that we be reconnected with our innate abilities to lead.

Leading has always been a challenge, but for today's leaders those challenges are increasingly complex. Complex challenges - those for which no pre-existing solutions or expertise exist - create the demand for a new kind of leadership.

We must all develop our unique leadership capability to its fullest in order for our organizations and institutions to be transformed. The new leadership is tied to an expanded and revised perspective of what it means to lead effectively. Leading in ways that focus on flexibility, collaboration and crossing boundaries will become a high priority.

Principles of Leadership:

Leaders with the capacity to build relationships, collaborate and effectively lead change will be critical to the long-term success of organizations. Developing the leader within requires an understanding of the following principles of leadership.

1. Know who you are.

"Who are you?" the person asked me at the workshop. When I gave an answer he asked the same question over and over. It was like peeling layers of the onion. As soon as I felt I had the answer another one came to mind. While it was confronting it was an important exercise. We have always been confronted with this same question, yet only often answer enough so that

we avoid the discomfort ... it is critical we have an answer which comes from our heart and soul.

Making the decision to answer this question is the beginning of the journey to becoming a leader. We must understand what we know and what we don't know of ourselves. We must assess our resistance to change, our fears, our preferences, and our skills and abilities.

2. Let go of our past.

In the Industrial Age, the first rule of "wing walking" was applied: Don't let go of what you've got hold of until you've got hold of something else.

In this New World, progress cannot be made until you let go of what you've got hold of.

We must discover the chains that bind us to our past and prevent us from understanding who we really are.

Once we understand the chains that bind us, we must let go of them.

Letting go puts us on the path to new experiences, from which we gain more understanding of who we are.

Letting go allows us to become responsible for our own actions and future. People experience in success in one role, and are automatically put into another and expected to do it again. How long will success last?

We believe that we are only successful for short periods until we get another result.

With this belief, too often learning stops, risk taking stops, innovation stops.

We operate by achieving goals, which are self-limiting where we say..."I can only produce this."

The role of your coach is often to challenge and ask. "Who says, that's the goal?"

3. Learn YOUR purpose.

Each of us has a purpose. Not all of us understand what our purpose is. Even those of us who think they understand their purpose probably only have a glimmer of that purpose.

We learn our purpose through a lifelong introspection coupled with interaction with others.

It is also important that we develop habits of mind that allow us to filter through interactions and choose the ones that serve us. Habits of mind are developed once we uncover our "true" values.

Values propel us along the path to discovering our unfolding purpose. We need to learn our own purpose ... more than getting to the next level, or making more money.

The "org chart game" = where do I go next?
Many have lost sight of their purpose. Why am I here? What drives me?

4. Be inquisitive.

In the Industrial Age, we learned to analyze a situation, isolate the problem, and provide a solution.

In a New World View, we must recognize that everything is tied to everything else.

Therefore we must resist providing answers long enough to understand the relationships important to a systems solution. Leaders of today need to be open to the possibilities of the unknown plus have the courage to say when they don't have the answer.

We have to live in the possibility of the unknown.

What happens when you think you're paid to know, or you supposed to have all the answers?

The end result is FEAR.

fear of ...

- not knowing
- failure
- losing control or power
- being wrong
- others who can do the job better

5. Learn to give up control.

A paradox of life is the more we try to hold on to something, the more likely we are to lose that something.

Viewing people as abundant, renewable resources and giving away authority allows the full power of individuals to be realized.

Teams can achieve new heights of performance when they are encouraged to empower themselves.

6. Practice humility.

The final principle of leadership is to let go of the ego. We must become a member of the team and utilize our abilities - joining in the shared purpose - to help the team achieve its maximum potential.

The wisdom of leadership is to know when to lead, follow, or get out of the way in each situation.

We are more fulfilled and happy when we are authentic in our actions, producing the desired results.

Encourage each person to discover **his or her** own greatness.

(Hint: to do this is one of the times you need to get out of the way!)

Call to Action:

Executives are rarely challenged in a healthy constructive way.

The more responsibility we assume as leaders, we get to put on so much veneer we risk no longer knowing who we really are.

Who do you have around you to reflect with?

Someone who will tell you the truth, can challenge your thinking and perspectives and who is able to get you to see new possibilities, whom you can trust and who has your best interest at heart. It could be your coach! One of the books I read a year or so ago and which helped me make changes in my own life and in turn helped many busy and stressed clients of mine was called Toxic Success (How to Stop Striving and Start Thriving) written by: Paul Pearsall Ph.D.

Another resource in a similar vein is 'Success Intoxication' put together by coach Jan Austin. It is available in the link below.

If you want to do a check on your expectations of yourself and in turn want to make some changes for the better - use this link to open a pdf file, which allows you to do a simple test to see how much you are addicted to an old and unfulfilling paradigm of success.

I would be happy to debrief or talk with you about your findings.

Click on this link and paste into your browser.

<file:///D:/Documents%20and%20Settings/gary/My%20Documents/COACHING/Coaching%20Instruments/Success%20Intoxication%20Teleclass.pdf>

© 2006 Gary Russell. All rights reserved. You are free to use material from THE LEADER WITHIN eZine in whole or in part, as long as you include complete attribution, including live web site link. Please also notify me where the material will appear.

The attribution should read:

"By Gary Russell of The Human Dimension.

Please visit our web site at <http://www.humandimension.com.au> for additional articles and resources.

Written by:

Gary Russell, BSW. Grad. Dip. Soc.Sc. MCC (Master Certified Coach)

The Human Dimension Pty Ltd

Ph. 61 *2 6296 4133

Fax. 61 *2 6296 4144

Email: Gary@humandimension.com.au

Web: www.humandimension.com.au

PO Box 3083

Weston ACT 2611

AUSTRALIA

To subscribe to THE LEADER WITHIN © go to:

<http://www.humandimension.com.au/pages/contactUs/newsletter.html>