



The Human Dimension

THE LEADER WITHIN

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"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.'

The Need for Leaders to Change:

One of the key roles of leaders is to ensure change that is either initiated or imposed, in teams or organisations, is appropriate and achieves the intended results. This change is often externally focused i.e. on the business processes or systems which are part of the underlying performance drivers. However, much of those change initiatives are ineffective or fail to achieve what was intended.

We have written about the effects and causes of this in previous newsletters. See the April 2007 edition - 'The Human Dimension of Change'. Go to our website for past editions. www.humandimension.com.au
<<http://www.humandimension.com.au>>

What about the leaders themselves - do they need to change? "*You mean me?*" Yes - definitely!

Research by the Centre for Creative Leadership has found that the three primary causes of derailment in executives are:

1. difficulty in handling change,
2. not being able to work well in a team, and
3. poor interpersonal relations.

Those familiar with the work of Daniel Goleman on Emotional Intelligence will recognise these factors as being integral to the make up of a competent manager. So, as we know, it is not only what we know, but **who** we are as leaders which often determines how we feel about work and about the organisation which employs us.

The 'who' part of each of us is a result of our thinking and choices we have made over time. We are each unique and different to one another. How we show up and appear to others is a complex ongoing tapestry influenced by others and our situation, evolving around our unique personality/character and personal attributes, also built up from the many behaviours, and our core values which constantly pull us forward.

The need for us to be reflective and self aware is more important than ever. Change is a given and this is true for each of us individually. We are all growing and developing each day. The important questions are - in what direction is this change going? and is it to my design? The end goal is to be the best person we can be built around the 'package' which is us right now - with all our strengths and weaknesses we have at our disposal.

How do we change? Where do we put our focus to get best results?

Here are some ways to we can change and grow as human beings. They are not exhaustive and next month we will continue this exploration of personal change, especially as it relates to our relationships with others.

These concepts will build and develop our emotional intelligence and help us be a more rounded person and effective leader. If we develop ourselves in these areas it will mean less effort with longer term sustainable results.

These ten concepts were introduced to me and developed by Thomas Leonard - a mentor of mine and the grandfather of coaching worldwide

1. Strengthen Your Personal Foundation

Your Personal Foundation includes:

- extensive boundaries (boundaries are about others ..."The behaviours you expect others to live up to"),
- high levels of integrity,
- high standards (standards have to do with you ... the behaviours you expect yourself to live up to),
- resolution of the past (it is heavy emotionally to carry past baggage around),
- a strong community, network and family,
- a healthy reserve of time, space, opportunities, money and energy,
- absence of tolerations (*go to the end of this newsletter for information on tolerations),
- personal needs, which are completely satisfied, and
- your personal values, which are being expressed authentically.

2. Learn the 'Attraction Approach' to Living

An easier way to live is to attract the best people, opportunities, love, energy and money to you by making yourself irresistibly attractive. This is like the concept of a magnet, rather than having to convince, manipulate, demand or cajole people and situations; you attract or pull towards rather than push yourself to achieve.

3. Let go of the Future as a Focal Point

Most of us are driven by the future (a goal, lifestyle, outcome) instead of being inspired by the present. However, the number of opportunities available all around you are more accessible if you 'let go' of the future and simply over-respond to the present. The future will take care of itself if you take care of what is in the present.

4. Come To Understand and Respect what motivates you

There are literally hundreds of things or feelings that motivate us, but we don't often know what these are or how they work. We all know about fear and greed and love and pleasure as motivators, but each of us has several motivators that drive us, whether we want them to, or not. With increased awareness, you will have more self-control and can design an emotional (intangible) and physical (tangible) environment that brings out your best.

5. Trust Your Whims and Experiment Continuously

In today's society, it is important to note that we are being forced to embrace chaos and learn how to make decisions based on an increased number of variables and decreased number of cause-and-effect relationships. In order to respond effectively, we need to develop our instinct, inklings, and intuition into an art form than to slip into the familiar comfort of making merely logical decisions.

6. Learn From Your Environment and Evolve From What Occurs

Most of us have been trained to control or override our environment in order to get something done. But consider the possibility of responding (and over-responding) to what is already occurring, much like an Aikido master who used the energy of the other person (attacker) and redirects it to get what he wants, instead of resisting/fighting/overcoming it. So, the next time something bad happens, don't just overcome it, surrender to it, see the perfection in it and learn from it quickly.

7. Find Healthful Sources of Stimulation for Your Life

Most of us are over-stimulated or stimulated by things that are not very healthful. Television, news, movies, cities, sights, events, and even certain people can over-stimulate us, leading to stress, manic-ness and exhaustion. Stimulation is fun, but each of us has an optimal level of it, yet we do not always know what that level is. If we calm down our life, we can find ways to enjoy the simple things.

8. Spend As Much Time Cleaning House As You Do Building An Addition

The idea here is that it's easier to build more after you have perfected what you have. And for most of us, simplification is one of the ways to perfect what we have, given most of us have too much (goals, projects, pressure, responsibilities, roles, etc). So, try reducing and perfecting while you are adding and building, rather than just working hard to add/build/create more.

9. Let Go Of Beliefs and Opinions

Instead of being overly opinionated and trying to get people to agree with us, try asking questions that stimulate, seek to understand, be curious rather than needing to be right.

10. Carve Out Your Own Reality and POS (Personal Operating System)

Most of us use a version of our parent's POS, or we have adopted a popular POS off-the-shelf, whether it is cultural, geographic, religious, or philosophical. Nothing is wrong with that, but by creating your own POS, you get to decide how your life is going to work and what tools you are going to use to make the most of it. Formulas work less and less. A custom tailored POS is becoming a necessity.

Call to Action:

STOP TOLERATING: Eliminate the Tolerations.

Humans tolerate a lot, most of which isn't necessary, holds us back, causes us grief and wastes our time and energy. Often, we're taught not to complain, that life is difficult, not to rock the boat, to go along with others, to fit in with, to be understanding.

Not bad advice, but we can still stop tolerating what irritates us!

WHAT HAPPENS WHEN WE TOLERATE:

- * Ourselves and our work becomes mediocre; we experience feeling tired/flat/lack energy.
- * Natural creativity is squashed.

QUESTIONS TO ASK YOURSELF:

1. What are you putting up with right NOW?
2. What have you been tolerating?
3. Can you or will you do something about it--EVER? (You don't HAVE TO stop putting up with it.)
4. What is bugging you that you wish weren't?
5. What is it costing you to tolerate this?
6. What is the benefit for putting up with this? Why are you really doing it?
7. Why do you want to stop tolerating this?
8. What is the new standard which will handle this and other tolerations?
9. Who will you have to become to stop tolerating this?
10. How will you stop?
11. Who will you have to retrain or educate so you stop putting up with this?

TOLERATION AREAS (some ideas...

Your Work Life:

Working for a tough boss
In the wrong line of work
Stressed out
Inadequate pay
Unpredictable future
Wrong industry/field
Inadequate training
Need more education
Working conditions
Procedures
Requirements

Hours
Job Tasks
Environment
Equipment
Organisational culture
Co-workers
Compensation

Your Home:

Geographic location
Size, style, design of house
Messy
Cupboards unorganised
Carpet needs shampooing
Drafts coming thru doors etc
Walls need paint
Appliances need fixing
Mortgage is too high
Kitchen, bedroom, etc., is too small
Furniture is worn

Your Family/Community:

Not getting along with my spouse
Kids are too....
I have one-way friendships
A friend bores, uses me, etc., but I stick around anyway
Spark missing with spouse, friends
Relatives/Neighbours irritate me

With Yourself:

Self-criticism
Behaviours
Appearance
Health
Car problems ...

The idea with getting rid of tolerations is that we end up with more of life the way we want it not just how it appears or gets 'served up'. The greatest power we have as humans is the power to choose. By choosing what we allow into our life we increase the possibility we will be more aligned with our true-selves and be able to contribute more effectively to our own life and to that of others. Simple concept -but powerful!

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