

# Stew Friedman The Wharton School

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## Penn Pathways

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# Begin / Be real: Act with authenticity

- Review goals and expectations
- Establish operating values for coaching teams
- Realize the value of leadership vision and values in driving performance
- Articulate your personal leadership vision and core values
- Explore how to achieve authenticity by aligning values and actions





## What's next

- ASAP      Read Appendix A on coaching.  
  
Coaching Trio Meeting (over a meal) about your vision.
- 10/10      Read Chapters 4 and 5, complete stakeholder analysis, choose one stakeholder with whom to speak in each domain (3 total)
- 11/14      Read Chapter 6 and design an experiment
- 12/12      Read Chapters 7 and 8 and complete exercises in Chapter 8 on results and lessons learned.

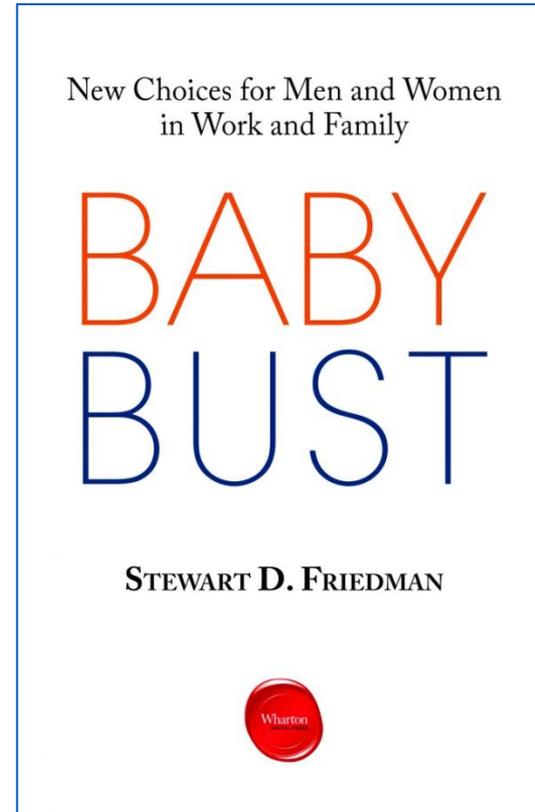


# What kind of leadership do we need now?



# A radically different leadership landscape

- Societal shifts
- Cultural changes
- The digital age
- Globalization





# A new kind of leadership

- Mobilize people towards a *personal* leadership vision
- Focus on results in all domains of life and harmony among them
- Influence at all levels and in all domains
- Demonstrate authenticity, integrity, creativity



# The four-way view

Assess importance, focus, satisfaction and performance in each domain

	Importance	Focus	Satisfaction 1=not at all ...10=fully	Performance 1=poor ...10=excellent
<b>Work / Career</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Home / Family</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Community / Society</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Self: Mind, Body, Spirit</b>	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
<b>Overall</b>	100 %	100 %	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10



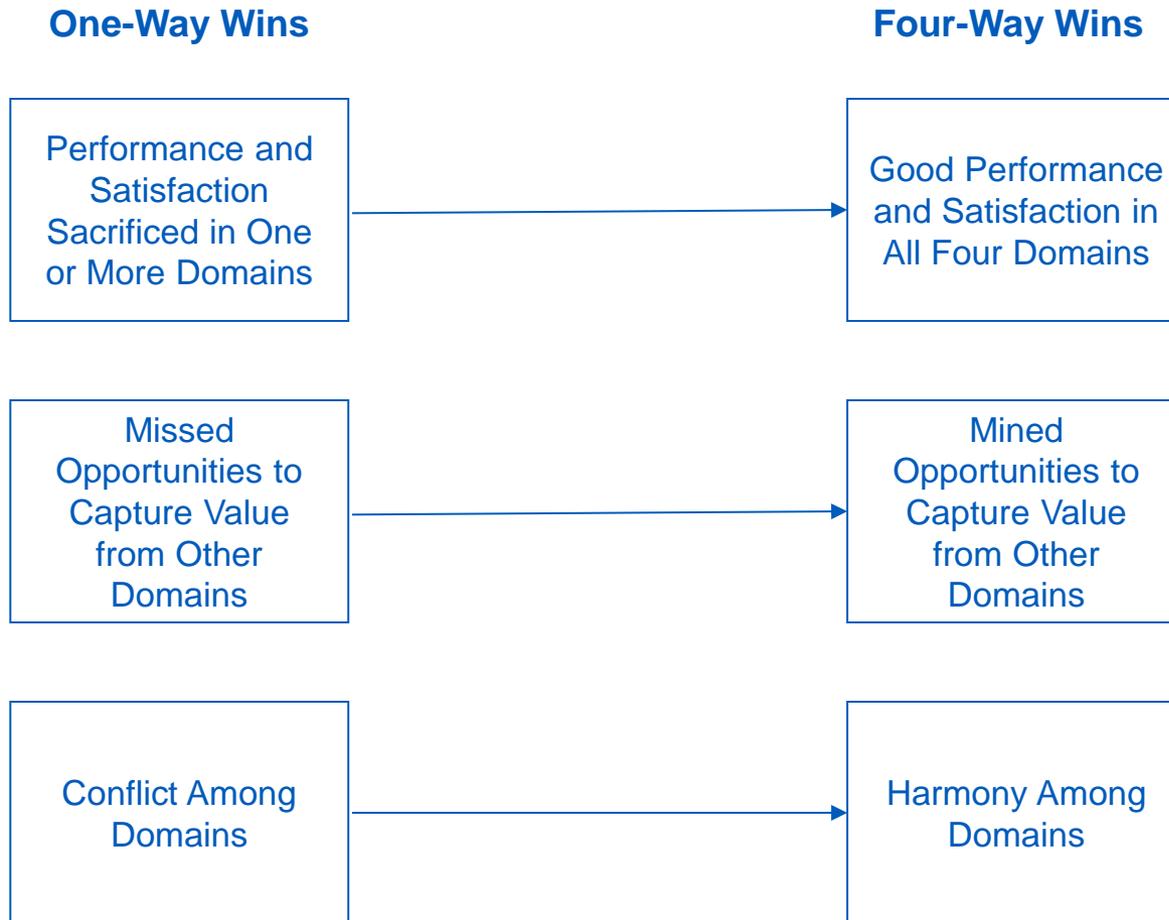
# Coaching exchange on your four-way view

- Coaches, ask your clients these questions:
  - What are the consequences of the choices you make about focus of attention at work, home, community, and self?
  - What is your greatest challenge – aside from time – in creating greater harmony?
- Brainstorm ideas for how to better align what's important with everyday actions to improve satisfaction and performance in all domains.



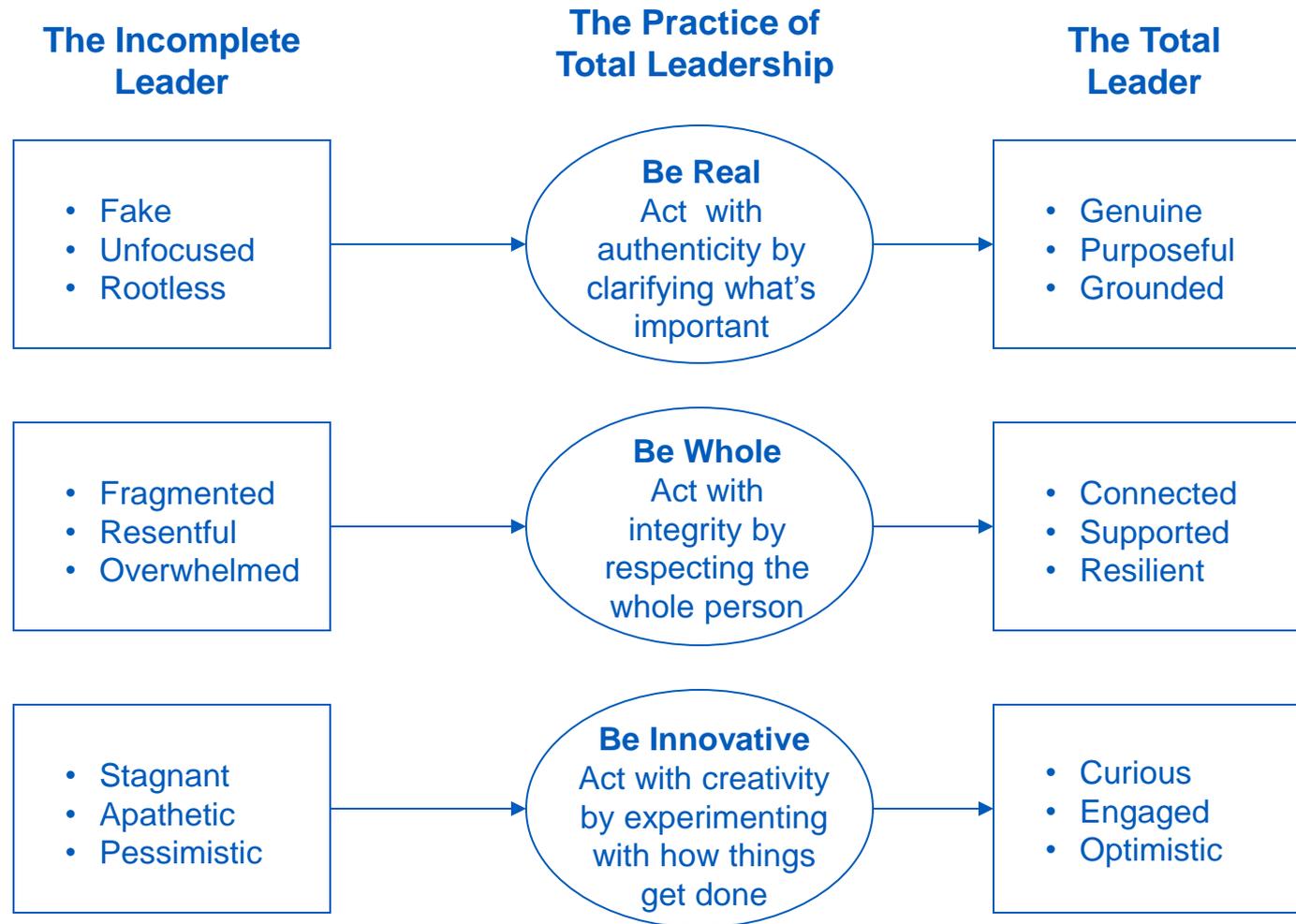
# From one-way to four-way wins—purpose of Total Leadership

Improving performance by integrating work, home, community, and self.





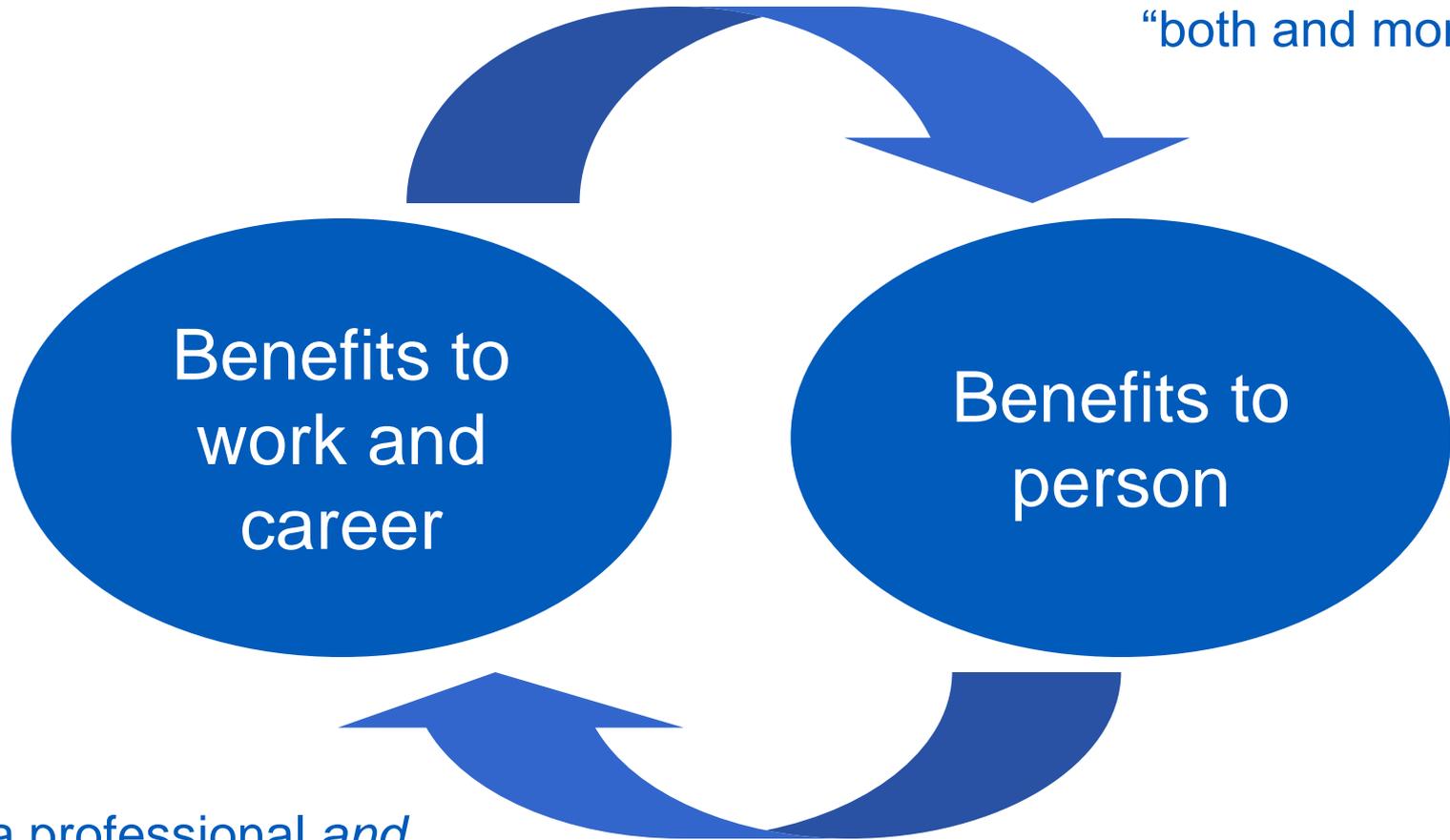
# The practice of Total Leadership





# Mutual gains for performance and satisfaction in all domains

Not “either/or” but  
“both and more”



Both a professional *and*  
a personal imperative.



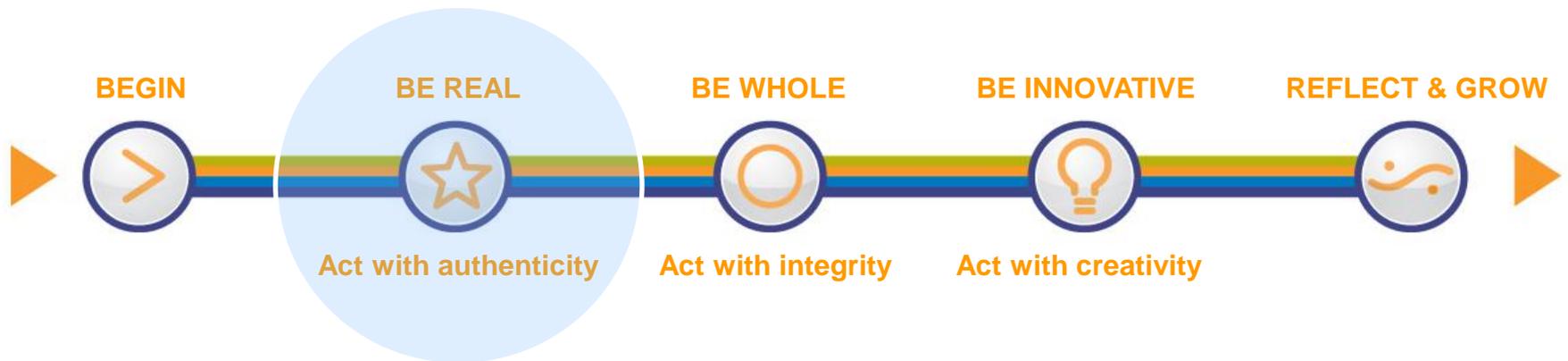
## Results: recent findings (N>300)

	Importance (%)		Attention (%)		Δ Satisfaction (%)	Δ Performance (%)
	Pre	Post	Pre	Post	Pre to Post	Pre to Post
<b>Work / Career</b>	34	32	56	44	21	8
<b>Home / Family</b>	34	34	23	28	27	14
<b>Community / Society</b>	12	14	7	11	31	11
<b>Self: mind, body, spirit</b>	20	20	14	17	39	22
	What's important doesn't change much over four months.		But focus of time and energy shifts from Work to other domains...		...as satisfaction increases in all domains, especially Self...	...and performance increases in all domains, too.



# Be real: act with authenticity by clarifying what's important

- Know what matters
- Embody values consistently
- Align actions with values
- Convey values with stories
- Envision your legacy
- Hold yourself accountable





# Be real: act with authenticity by clarifying what's important

What kind of leader do I want to become?

What will my leadership legacy be?

What are my core values, beliefs, and ideas about leadership?



# The power of a leadership vision? It inspires!

- Provides direction and guides action
- Offers stability in uncertainty by focusing attention and energy
- Gives sense of higher purpose, meaning
- Generates enthusiasm and commitment

## A compelling image of an achievable future

- Rooted in past, focused on present and future
- Passionate, hopeful and inclusive
- Personally meaningful to your life as a whole
- A day in the life / the impact you are having / the legacy you are creating



# Your leadership vision

Tell the short (1-2 minute) version of your personal leadership vision. As you listen to others, keep these questions in mind:

- Is it a compelling image of an achievable future?
- Does it have the power of a useful vision – is it inspiring?
- What might make it more inspiring?
- What else do you want to know about his/her vision and its realization?





# Be whole: act with integrity by respecting all your people

- Clarify expectations
- Help others
- Build supportive networks
- Apply all your resources
- Manage boundaries intelligently
- Weave disparate strands





# Stakeholder expectations

Identify the most important people in your life, what they expect of you, and how well you are meeting their performance expectations.

Work	Home	Community	Self
			<a href="#">Spirituality</a>
			<a href="#">Relaxation</a>
			<a href="#">Physical health</a>
			<a href="#">Emotional health</a>



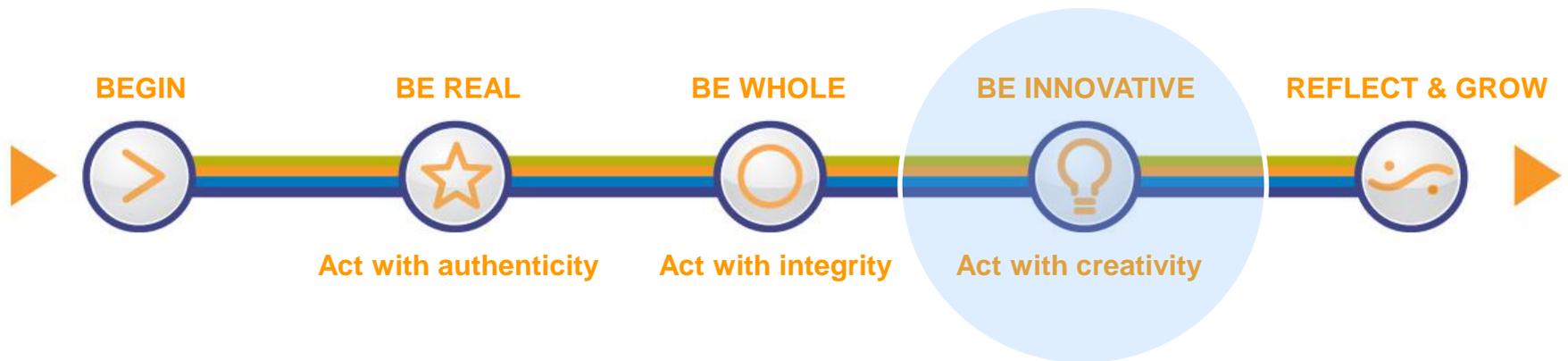
Purpose of dialogues with stakeholders = build trust + gain support for moving toward your vision.





# Be innovative: act with creativity by experimenting

- Focus on results
- Resolve conflicts among domains
- Challenge the status quo
- See new ways of doing things
- Embrace change courageously
- Create cultures of innovation





## Be innovative: act with creativity by experimenting

- continually re-think how work gets done, with main focus on results
- provide flexibility with choice in how, when, and where things get done
- reduce reliance on traditional methods by challenging old assumptions
- have the courage to experiment with new methods
- demonstrate eagerness to learn



# Experiments: Innovative actions to produce four-way wins

- Increase results, satisfaction of stakeholder expectations
- Mobilize support to achieve goals that matter
- Find new ways of creating mutual value among domains
- Enhance your authenticity, integrity, and creativity





# Achieving small wins

- Concrete, implementable steps toward vision
- Big change is the accumulation of small wins
  - Break it down into measurable chunks
  - Move down a path in a direction you choose
  - Act on what's doable, under your control
  - Build momentum, reduce resistance, increase confidence with visible signs of progress
  - Give others choice and make choices visible





# Total Leadership experiments for producing four-way wins

1. Tracking and Reflecting
2. Planning and Organizing
3. Rejuvenating and Restoring
4. Appreciating and Caring
5. Focusing and Concentrating
6. Revealing and Engaging
7. Time-shifting and Re-placing
8. Delegating and Developing
9. Exploring and Venturing





# Game plan for your experiment

- Basic idea for your experiment
- Assistance, advice or additional information you will need
- Obstacles and assets
- How this is innovative, for you



# Scorecard for your experiment—goals and metrics

	<b>Goal</b> Intended impact in all domains	<b>Results Metrics</b> How you will know if goal is achieved	<b>Action</b> Steps to implement experiment
<b>Work/Career</b>			
<b>Home/Family</b>			
<b>Community/ Society</b>			
<b>Self</b>			



How will your experiments  
result in your being a better  
leader and having a richer life?



# Key points



- Leaders make a difference in all parts of life
- Principles:
  - Be real—act with authenticity by clarifying what's important
  - Be whole—act with integrity by respecting the whole person
  - Be innovative—act with creativity by continually experimenting
- Increase leadership capacity through trial-and-error, assessment, coaching
- We are a community of developing leaders
- Be real
  - Vision, essence of leadership: direction, meaning, purpose, passion
  - Developing your leadership vision is a lifelong process
  - Authenticity results from the continual struggle to align actions and values



# How did they get there?



Tom Tierney



Sheryl Sandberg



Eric Greitens



Michelle Obama



Julie Foudy



Bruce Springsteen



# Leading the life you want

- Significant achievement results from compassionate action to use one's talents to make the world somehow better
- Leading the life *you* want requires striving to help *others*
- Accomplishment in career comes not at the expense of the rest of life, but *because of commitments* at home, in the community, and to the private realm of mind, body, spirit.

