

Mt. San Antonio College

TRANSFORMATIVE LEADERSHIP

Applying the Four Virtues of a Leader

Eric Kaufmann ©

2017



Transformative Leadership @ Mt. SAC

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Your outcomes today are the results of the thoughts you dwelled upon yesterday, and your present thoughts build your tomorrow.

Eric Kaufmann

It's not the events of our lives that shape us, but our beliefs as to what those events mean.

Tony Robbins

”

”

If enough of us believe, a new thing can be made to exist. Belief structure creates a filter through which chaos is sifted into order.

Frank Herbert



Getting Oriented



TRANSFORMATIVE LEADERSHIP MODEL





The teacher who is indeed wise
does not bid you to enter the
house of his wisdom, but rather leads you to the
threshold of your mind.

Khalil Gibran



FOUR VIRTUES OF A LEADER





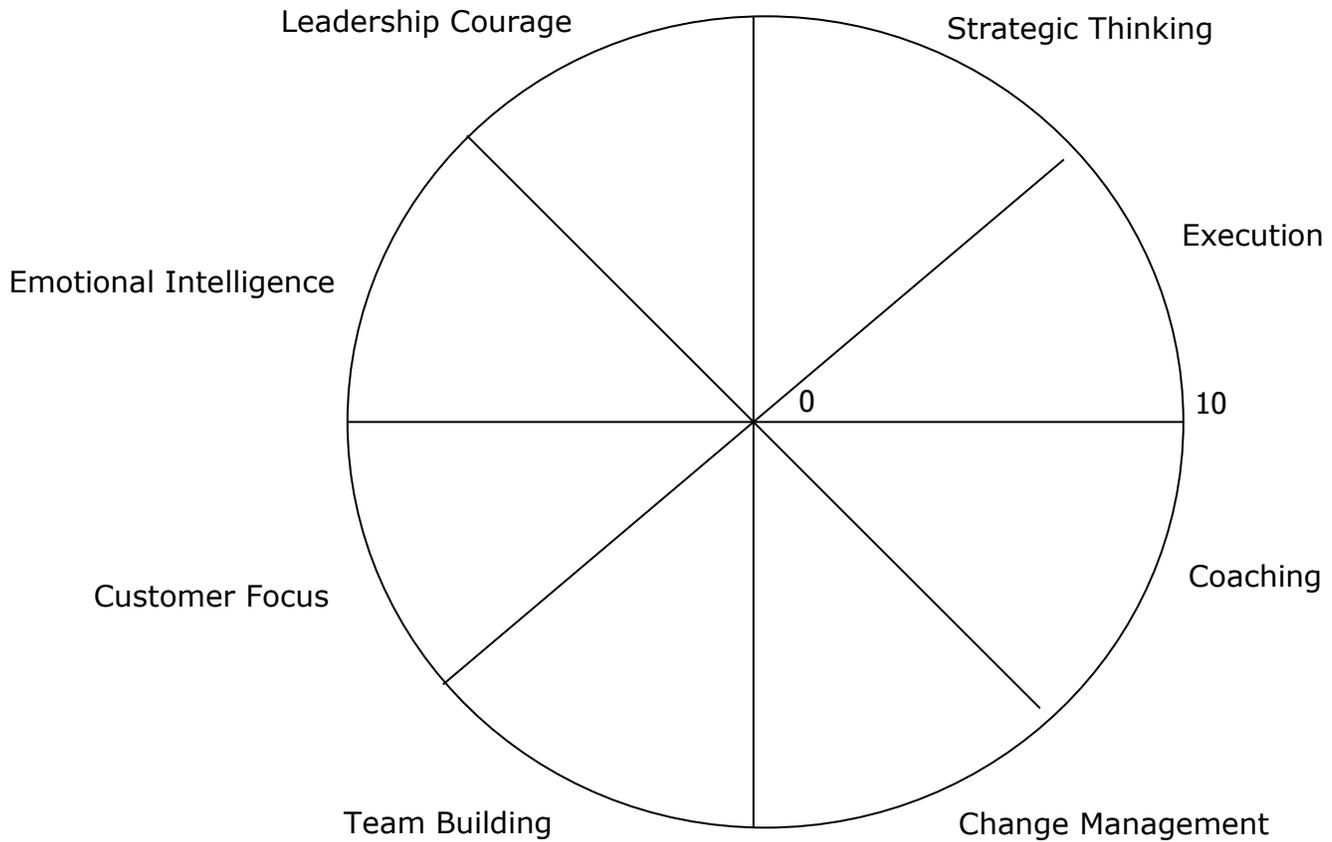
If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.

Antoine de Saint-Exupéry

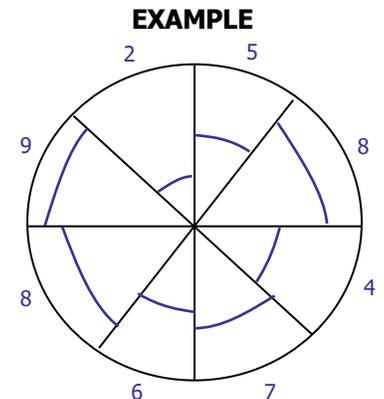
MANAGING AND LEADING



TRANSFORMATIVE ORIENTATION



- Taking the center of the wheel as 0 and the outer edge as 10, rank your **level of satisfaction** with each area by drawing a line to create a new outer edge (see example)
- The new perimeter of the circle represents the **'Balance of your Leadership'**.
- What should you be doing more (or less) vigorously?
- What issue, project or person are you delaying, ignoring or avoiding?
- What are your goals and aspirations for the next level?





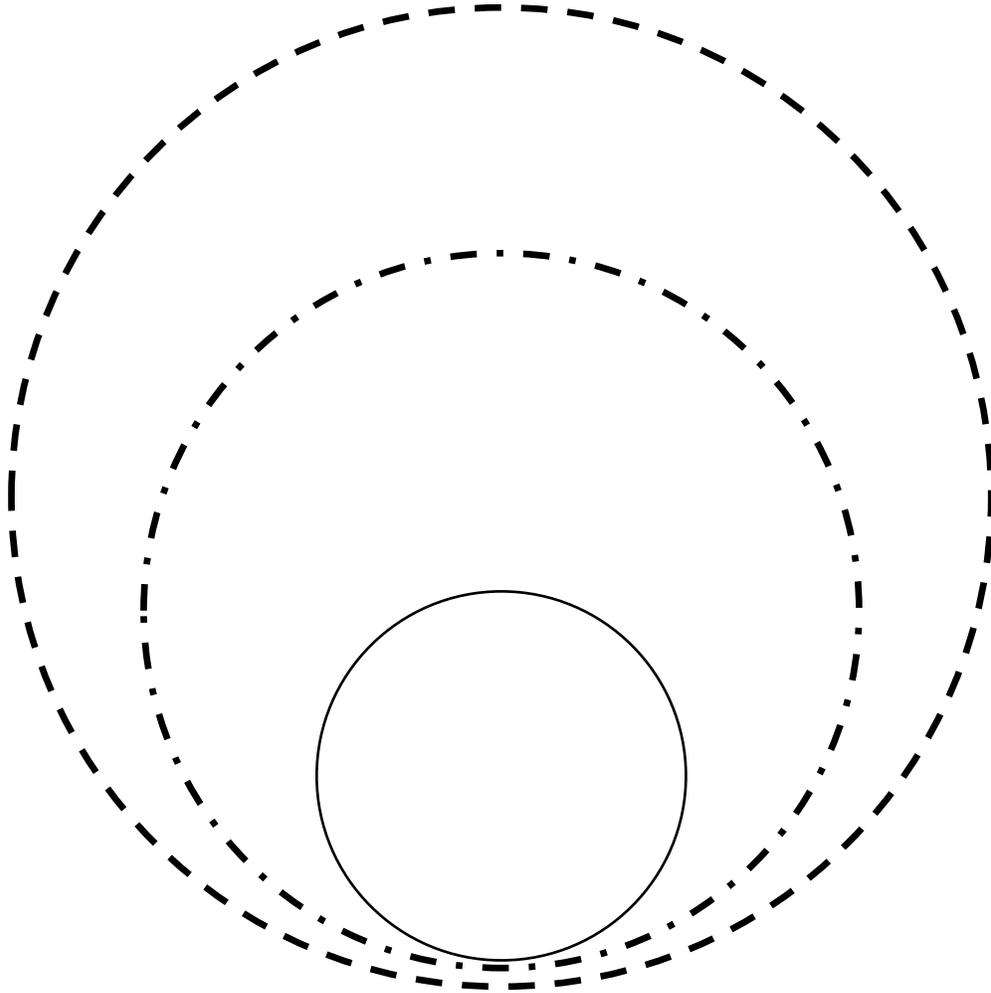
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From

To



COMFORT ZONE





Being Centered



VALUE CLARIFICATION

Our behaviors, choices, and relationships are an expression of our values, whether we are conscious of them or not. Values are principles, characteristics or behaviors that are highly appealing to us and that we prize. When we articulate our values our life becomes more integrated, meaningful, and clear

Quickly scan the list of possible values, and circle 10 values that call to you, that are meaningful for you, or that energize you in some way.

Abundance	Clarity	Dedication
Acceptance	Cleanliness	Desire
Accomplishment	Commitment	Detachment
Acknowledgement	Common Sense	Determination
Action	Communication	Devotion
Adventure	Community	Dignity
Ambition	Compassion	Directness
Asking	Competition	Discernment
Attitude	Completion	Discipline
Attractiveness	Confidence	Discovery
Authenticity	Confrontation	Dreams
Autonomy	Connection	Education
Awareness	Consciousness	Effectiveness
Balance	Consideration	Efficiency
Beauty	Constancy	Emotional Health
Being Present	Contentment	Empowerment
Beliefs	Contribution	Encouragement
Bliss	Cooperation	Energy Flow
Boundaries	Courage	Enjoyment
Breathing	Create	Enlightenment
Challenge	Creativity	Enthusiasm
Change	Curiosity	Environment
Choice	Cycles	Equality



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Excellence	Humility	Non-Judgment
Expectation	Humor	Nurturing
Experience	Imagination	Obedying the Law
Experiment	Independence	Observation
Faith	Individuality	Oneness
Fame	Influence	Open mindedness
Fitness	Initiative	Openness
Flexibility	Inspiration	Optimism
Focus	Integrity	Orderliness
Forgiveness	Intelligence	Organization
Freedom	Interdependence	Participation
Friendship	Intimacy	Partnership
Fulfillment	Intuition	Passion
Fun	Joy	Patience
Gentleness	Justice	Patriotism
Goals	Kindness	Patterns
Good	Kinesthetic	Peace
Grace	Knowledge	Perfection
Graciousness	Laughter	Perseverance
Gratitude	Leadership	Persistence
Greatness	Learning	Playfulness
Growth	Life	Pleasure
Guidance	Light	Possibility
Happiness	Love	Power
Hard work	Loyalty	Practice
Harmony	Mastery	Present Moment
Healing	Meditation	Process
Health	Mercy	Productivity
Higher Will	Modeling	Purity
Honesty	Nature	Purpose
Hope	Negotiation	Quantum Learning



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Quiet	Self-confidence	Touching
Rationality	Self-Disclosure	Tradition
Realism	Self-esteem	Tranquility
Reason	Self-expression	Transformation
Recognition	Sensitivity	Trust
Recreation	Sensuality	Trustworthiness
Relationship	Serendipity	Truth
Relaxation	Serenity	Unconditional Love
Release	Service	Understanding
Religion	Sexuality	Unity
Resilience	Simplicity	Vision
Respect	Spirituality	Vitality
Responsibility	Stability	Vulnerability
Rhythm	Status	Wealth
Risk	Stimulation	Wholeness
Romance	Success	Willingness
Safety	Surrender	Wisdom Worldliness
Satisfaction	Synchronicity	Worthiness
Saving Face	Temperance	
Security	Tolerance	



Value Clarification

Write the values you identified on the previous pages

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Now, circle on your list above the 5 values that are most important to you.

Next, select the three values that you feel most strongly about. These values are the ones that guide your choices and decisions.

- 1.
- 2.
- 3.

Finally, write a brief definition of each value

- 1.
- 2.
- 3.



Self-Assessment

Reflect on your values and rate yourself: how satisfied am I in applying my values?

Use a scale of 1 – 10, 1 = unsatisfied and 10 = extremely satisfied

Write your values in the first column, and rate your satisfaction in each of the domain columns

<u>Domain</u>	<u>Definition</u>
Work	professional domain (whether for profit or not, paid or volunteer)
Family	close relationships (blood relatives or intimate relations)
Community	circle of influence and wider social and professional engagement
Religion	spiritual and religious circle

Value	Work	Family	Communi ty	Religion
<i>e.g. Mastery - committing wholeheartedly to tasks and relationships</i>	9	8	8	5

Value Enhancement

Identify at least one value and one of life's domains where you are unsatisfied with your level of application.

Identify a brief, memorable, actionable commitment to apply this value with more mastery and grace.



Leadership Maturity

FIVE WISE MEN OF INDIA

Five wise men of India
An elephant did find
And carefully they felt its shape
For all of them were blind.

The first he felt towards the tusk,
It does to me appear
This marvel of an elephant
Is very like a spear.

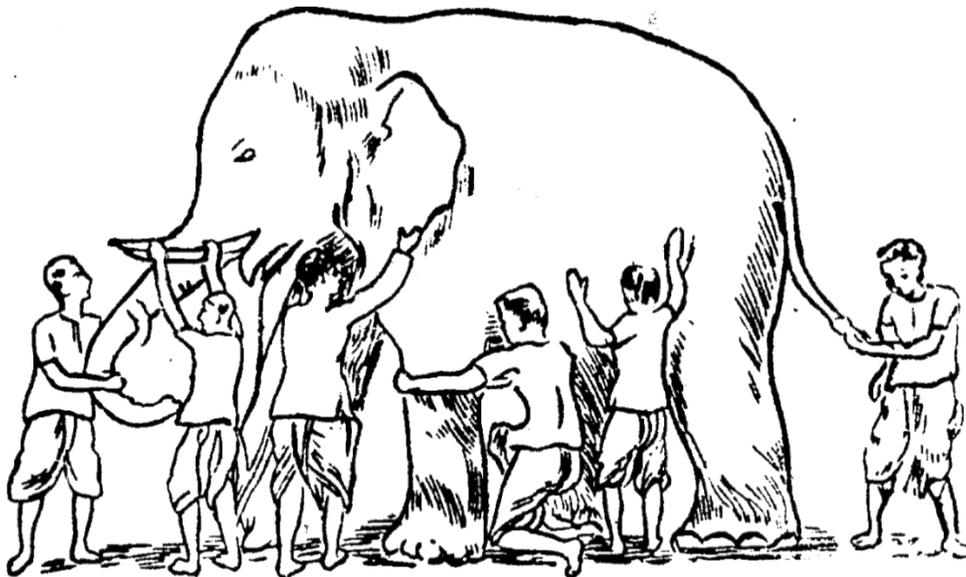
The second sensed the creature's side
Extended flat and tall,
Aha, he cried and did conclude,
This animal's a wall.

The third had reached towards a leg
And said, it's clear to me
What we should really see instead,
This creature's like a tree.

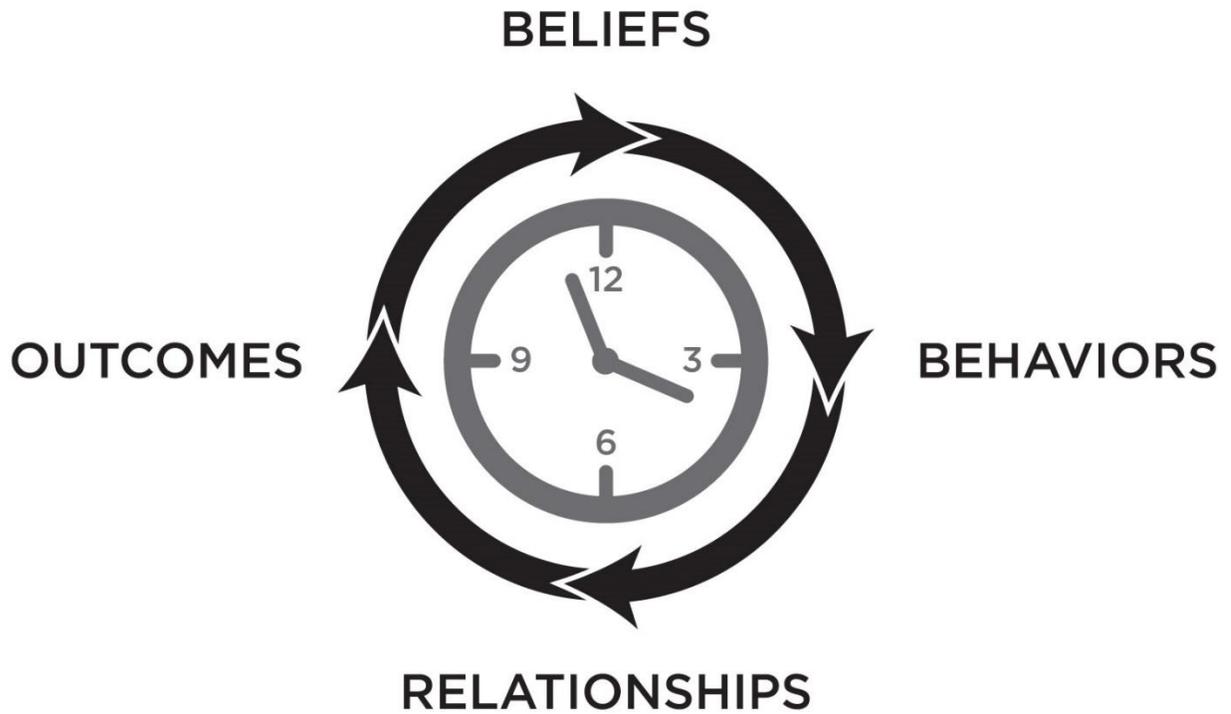
The fourth came upon the trunk
Which he did seize and shake,
Said he, this so-called elephant
Is really just a snake.

The fifth had felt the creature's tail
So blind that he did grope,
Let my conviction now prevail,
This creature's like a rope.

And so these men of missing sight
Each argued loud and long
Though each was partly in the right
They all were in the wrong.



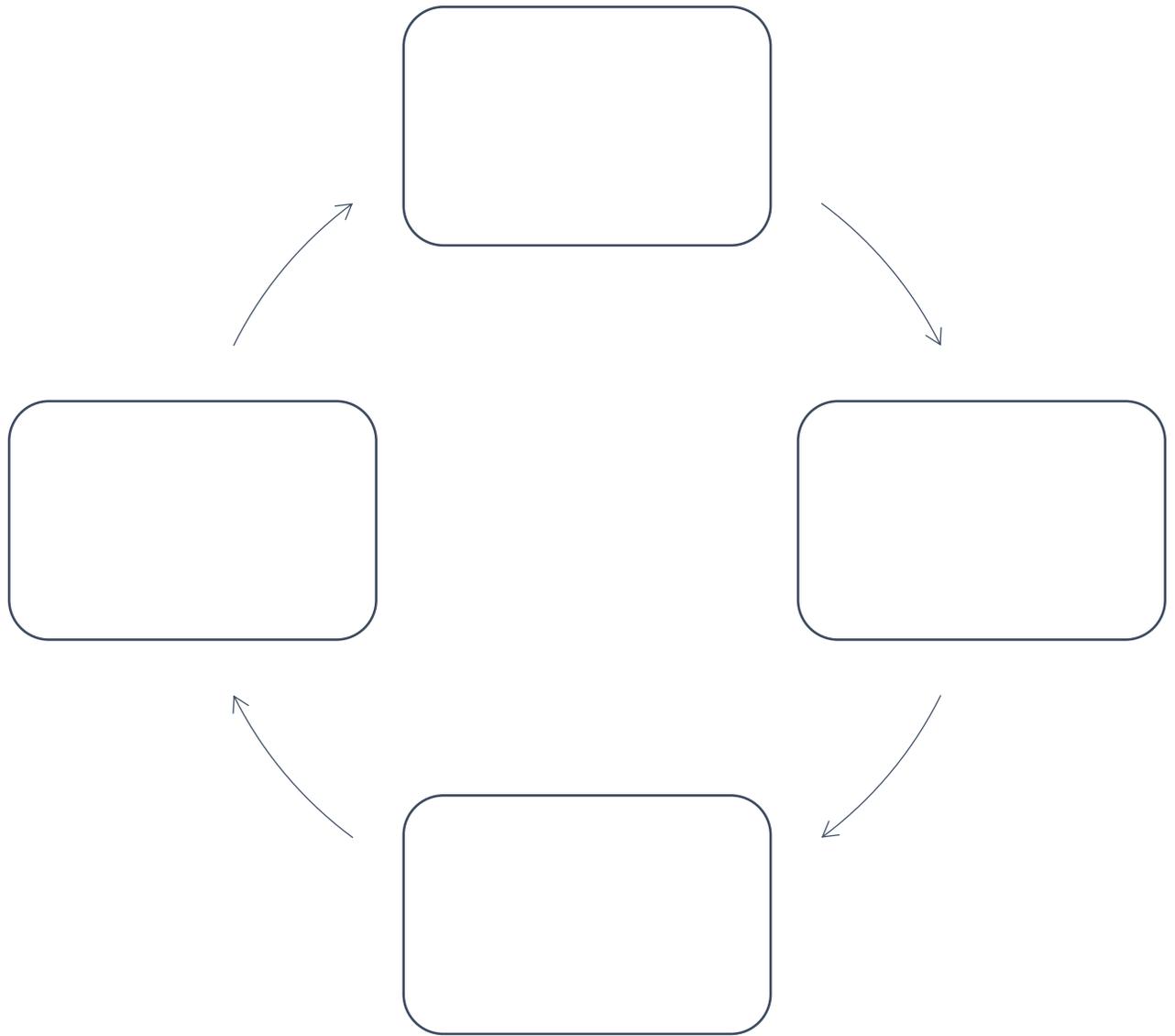
CO-CREATION CYCLE



A thought is a _____.

You are what you _____.

You become what you _____ about most!



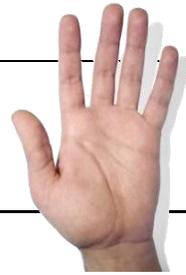
MINDSET

Being in Protection



- Bringing an 'expert mindset'
- Holding on to own opinions and assumptions
- Emotional unavailability
- Uptight, closed
- Focusing on the past
- Hiding/denying own shortcomings
- Holding on to the questions and answers we know
- Perception that problems are caused by others

Being in Learning



- Bringing a 'beginners/learners' mindset
- Showing a genuine Interest in other people's perspectives
- Emotional availability
- Interest in discovery
- Focusing on the future
- Desire to learn more about self
- Wanting to understand the contribution to the situation
- Ownership of problems and seeking of solutions in ourselves



Leadership Dialog



The whole art of teaching is only the art
of awakening the natural curiosity
of the mind for the purpose of satisfying it
afterwards.

Anatole France

PROBLEMS VS. RESULTS

Problem Focused Approach:

Basic premise:

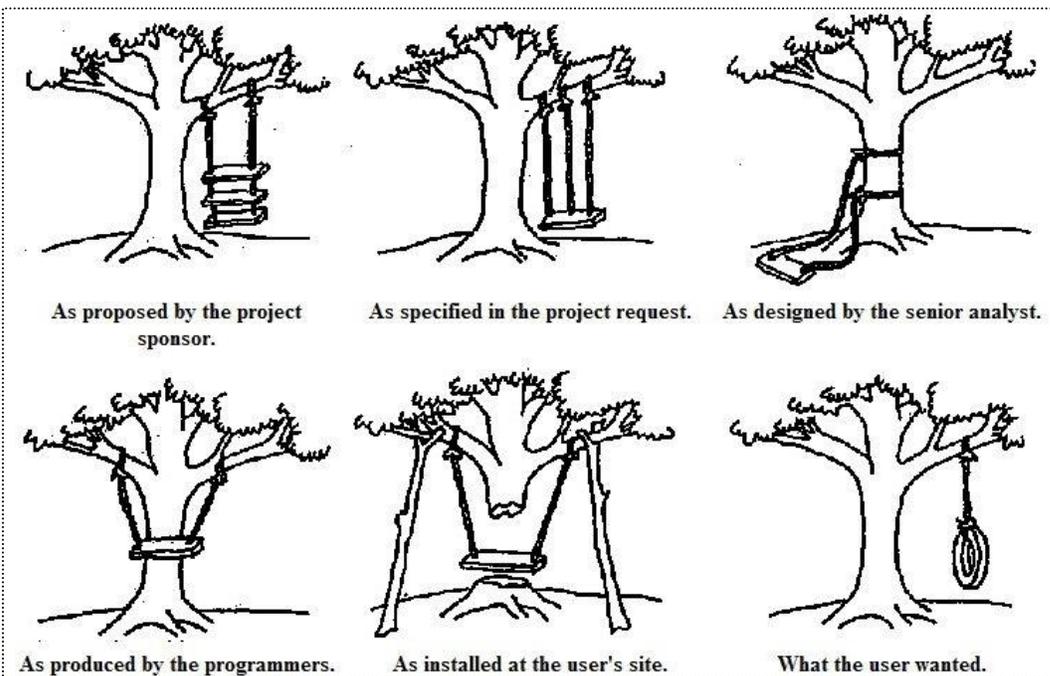
- Explaining the roots of a problem is the best way to solve it
- Need to explore and understand the problem in depth

It asks questions like:

- What went wrong?
- Where did the problem start?
- What else is likely to go wrong?
- How do we fix the problem?
- Why is it like this?

Useful in linear systems. When the photocopier is stuck, finding the paper jam can get the copies going again.

Focusing on the problem, though, forces a conversation about the past. Workflow and interpersonal challenges are complex, and cause and effect not always linear or clear to determine.



RESULTS FOCUSED APPROACH:

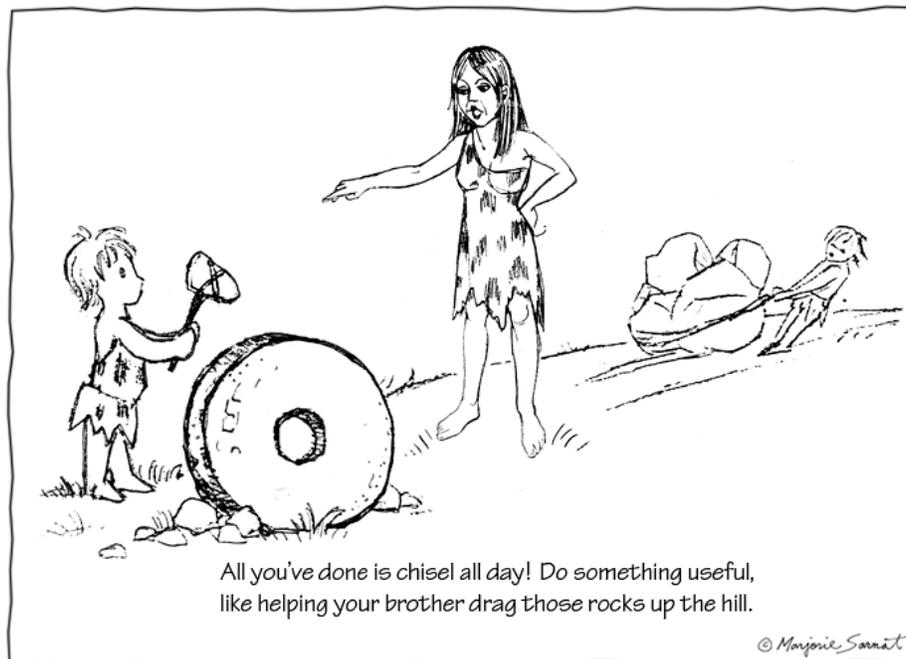
Basic premise:

- Identifying the desired outcome produces planning and motivation
- Solution focus turns problems into springboards for change

It asks questions like:

- What is the desired future?
- How much of it do we have now?
- What would need to happen for more of that future to become a reality now?
- What resources do I have?
- What steps to I need to take to move to that desired outcome?

By focusing on the future, on questions, the mind and conversation is drawn to possibility and creativity rather than frustration and blame.



PROBLEM BASED APPROACH

Think about a problem situation at work.

Briefly write about the issue, the people involved, the pressure its causing, and your feelings about it.

Spend 5 minutes talking with your partner about the problem:

1. Why does this problem exist?
2. When does it happen? When is it at its worst?
3. What other problems does it cause?
4. Why is it difficult to solve?
5. Who is responsible?

Really discuss and analyze the problem.

(Make notes below)



RESULTS BASED APPROACH

Now, think about a the same situation, but talk only about your desired/ideal results and solution

1. How would you like the situation to be?
2. If the problem were solved, what things would be happening?
3. In which situations do you see part of the solution already?
4. What resources do you have?
5. What are some ways you can use them to help bring more of the solution?

Really discuss and analyze the desired ideal outcome.

(Make notes below)



Courage to Lead



NAME IT TO TAME IT

<p>What is the fear that limits me most in my work at this moment?</p>	
<p>How does it play out / what do I notice happening in me? <i>(describe specific feelings & thoughts of a recent situation)</i></p>	
<p>What is my current survival mechanism - how do I deal with this, in the moment it is happening? <i>(describe specific behavior)</i></p>	
<p>How does this fear limit me - What is the effecting of all that is playing out and/or my coping strategy</p>	
<p>How specifically does this fear limit me in leading others? <i>(give a specific example: name of person, situation)</i></p>	
<p>What would I do differently if I would better dance with my fear? What impact would that have?</p>	



LEADERSHIP COMMITMENT

My biggest insights about myself as a leader is ...

Therefore, I *commit* myself to ...



PERSONAL MASTERY PLAN

Name		Supervisor		Date
Career Goal				
Development Needs <i>Listening, challenging skills, etc.</i>	Development Activity <i>Mentoring, class, shadowing, training, research, etc.</i>	Target Completion Date	Review Status	
Signature			Date	
Supervisor Signature			Date	
Mentor Signature (optional)			Date	



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