Mt. San Antonio College

Transformative Leadership

Applying the Four Virtues of a Leader

Eric Kaufmann ©

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Table of Contents and Agenda

Getting Oriented **5**
Transformative Leadership Model 6
Four Virtues Of A Leader 8
Transformative Orientation 10
Comfort Zone 13
Being Centered **14**
Value Clarification 15
Leadership Maturity **20**
Five Wise Men Of India 21
Co-Creation Cycle 22
Leadership Dialog **25**
Courage to Lead **31**
Name it to Tame it 32
Leadership Commitment 33
Personal Mastery Plan 34
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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

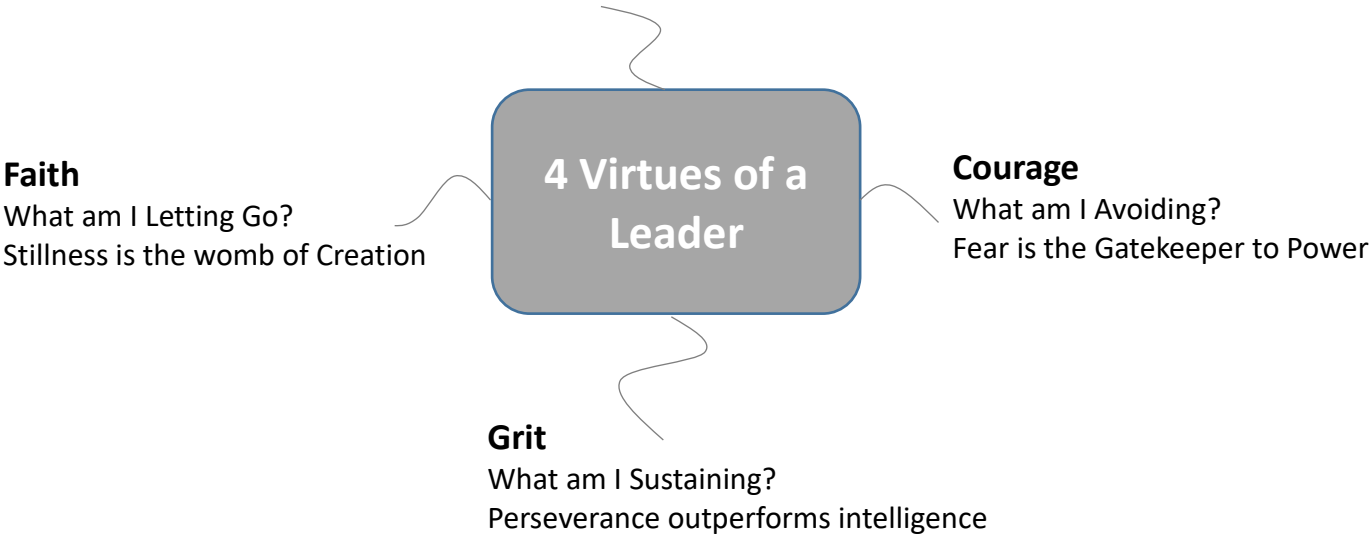
Getting Oriented

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

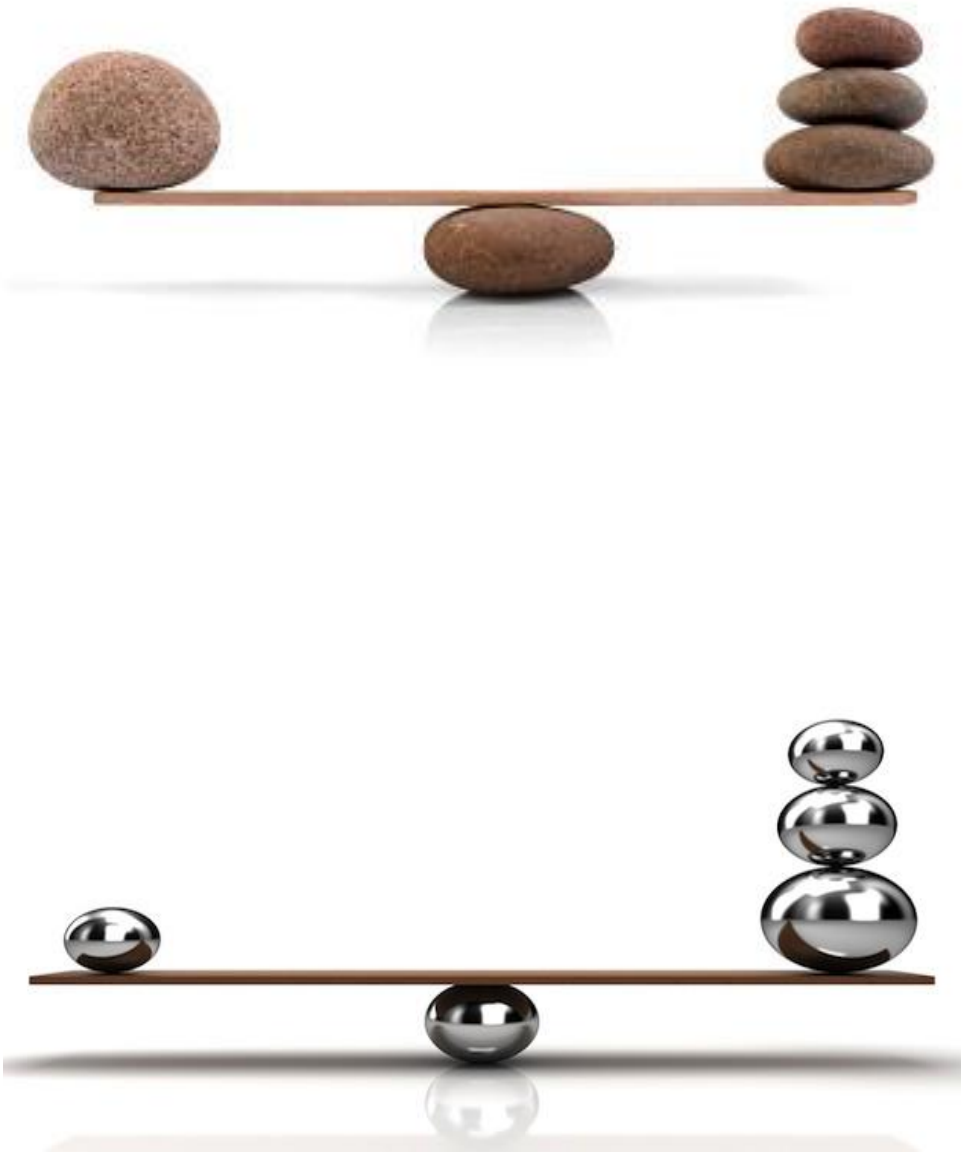
FOUR VIRTUES OF A LEADER



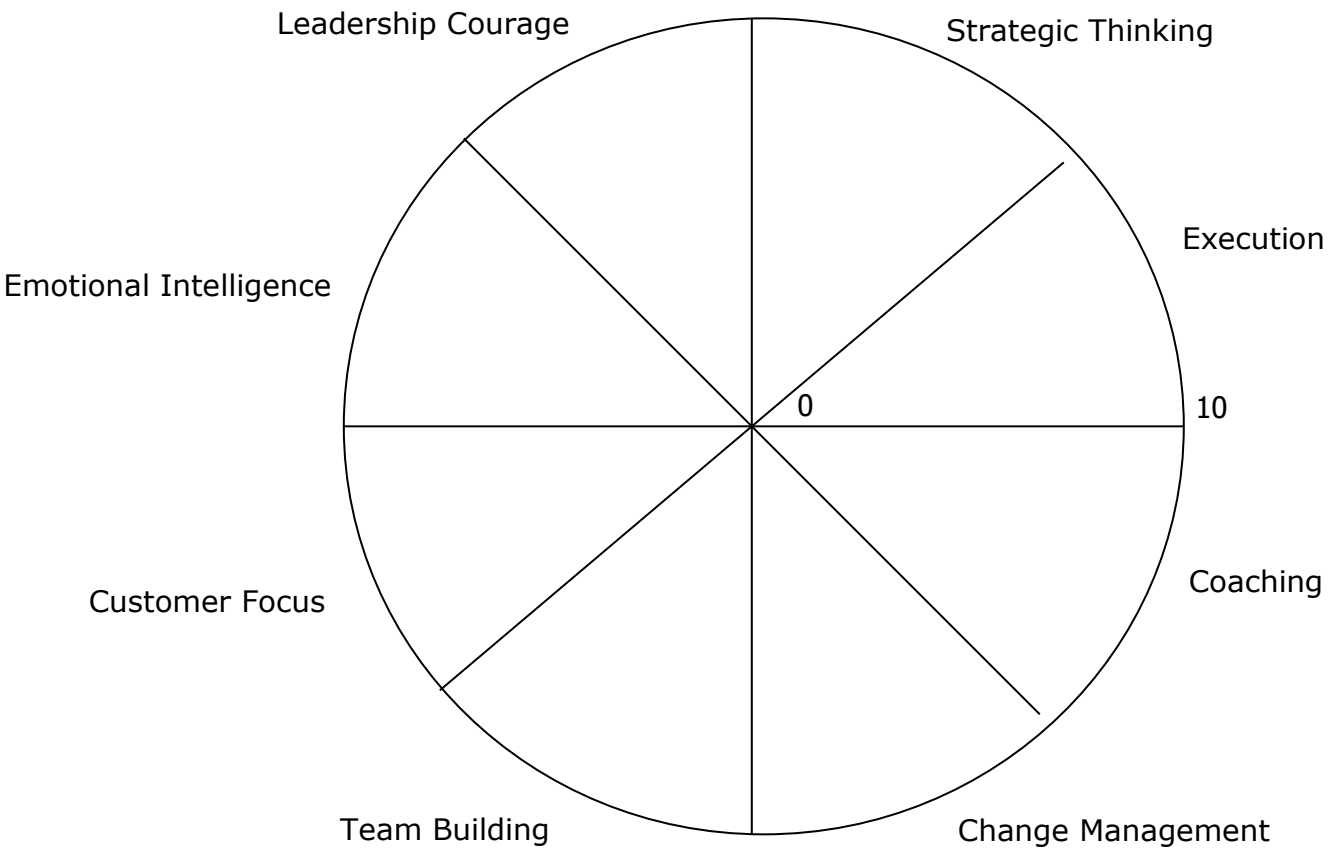
If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.

Antoine de Saint-Exupéry

MANAGING AND LEADING

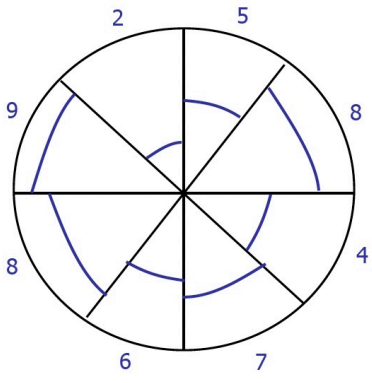


TRANSFORMATIVE ORIENTATION



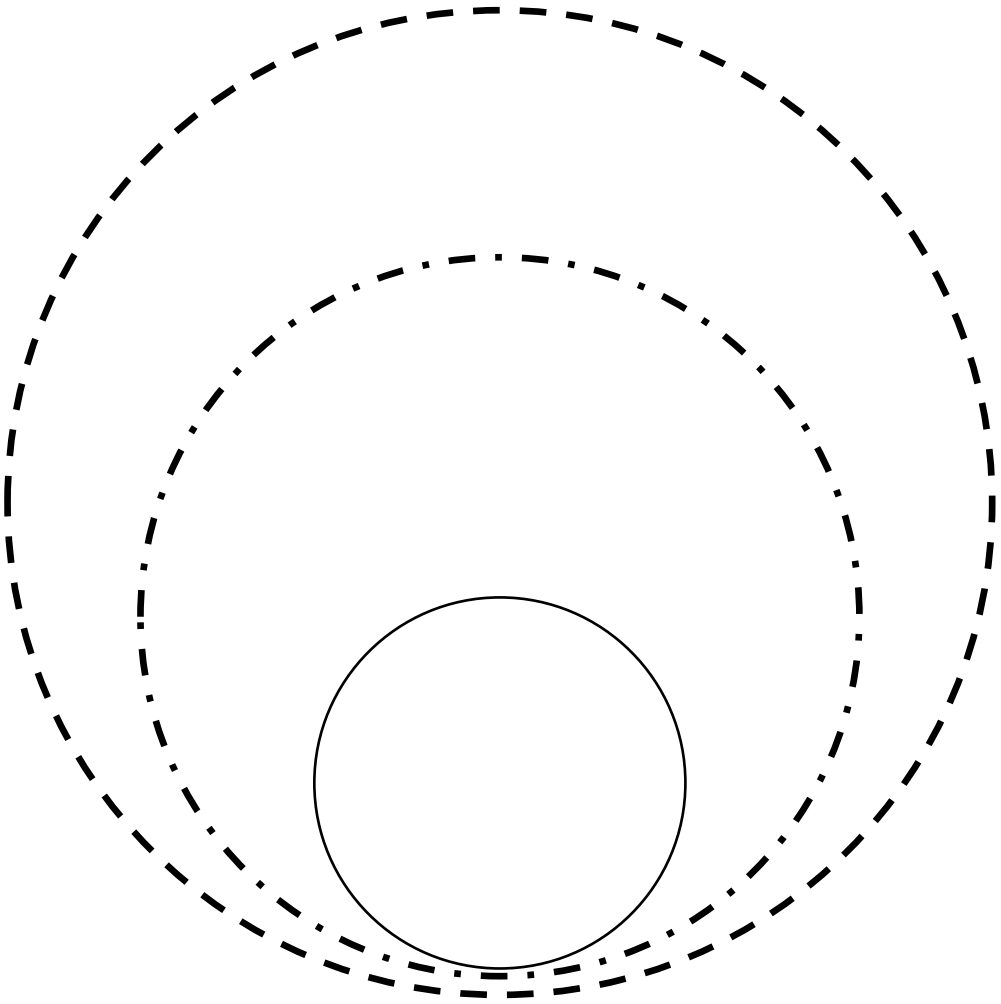
- Taking the center of the wheel as 0 and the outer edge as 10, rank your **level of satisfaction** with each area by drawing a line to create a new outer edge (see example)
- The new perimeter of the circle represents the **'Balance of your Leadership'**.
- What should you be doing more (or less) vigorously?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

EXAMPLE



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

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

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

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

Domain	Definition
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	Community	Religion
e.g. Mastery – committing wholeheartedly to tasks and relationships	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.

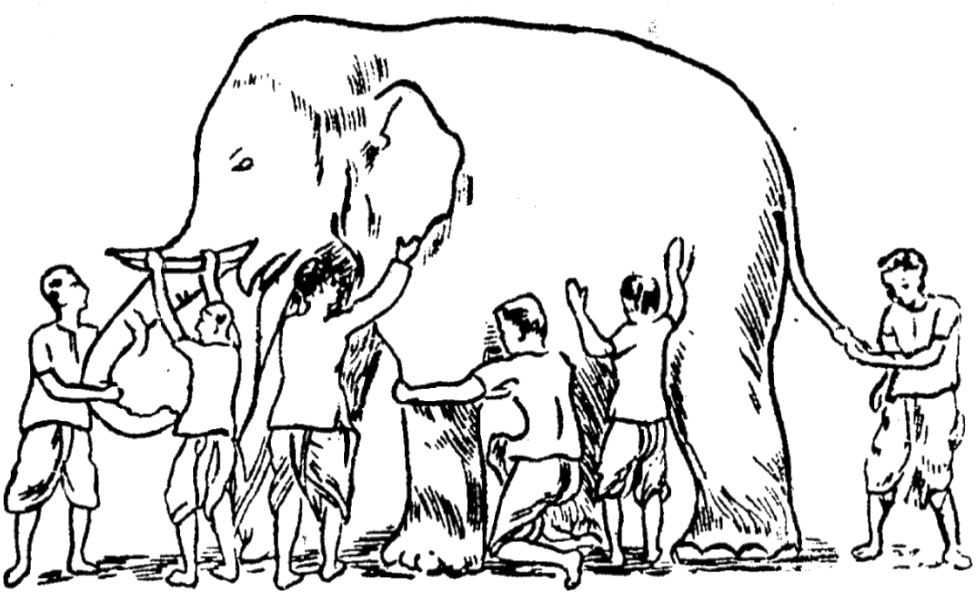
The second sensed the creature's side
Extended flat and tall,
Aha, he cried and did conclude,
This animal's a wall.

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.

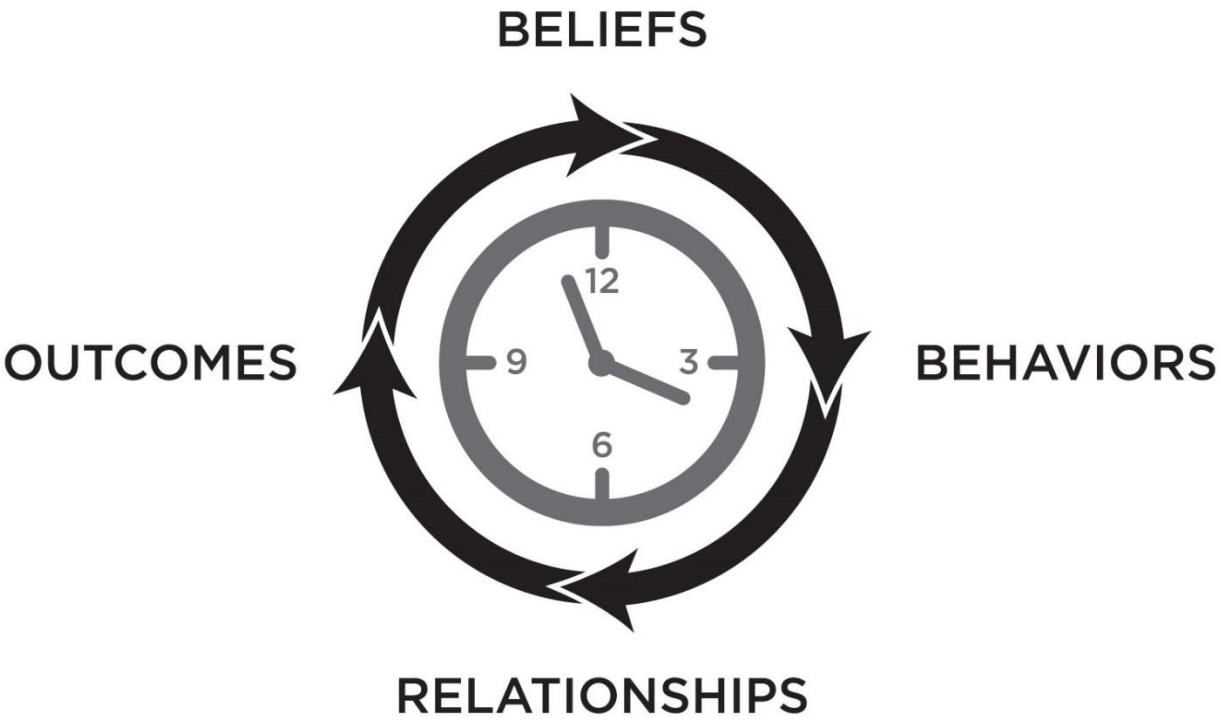
The fourth came upon the trunk
Which he did seize and shake,
Said he, this so-called elephant
Is really just a snake.

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.



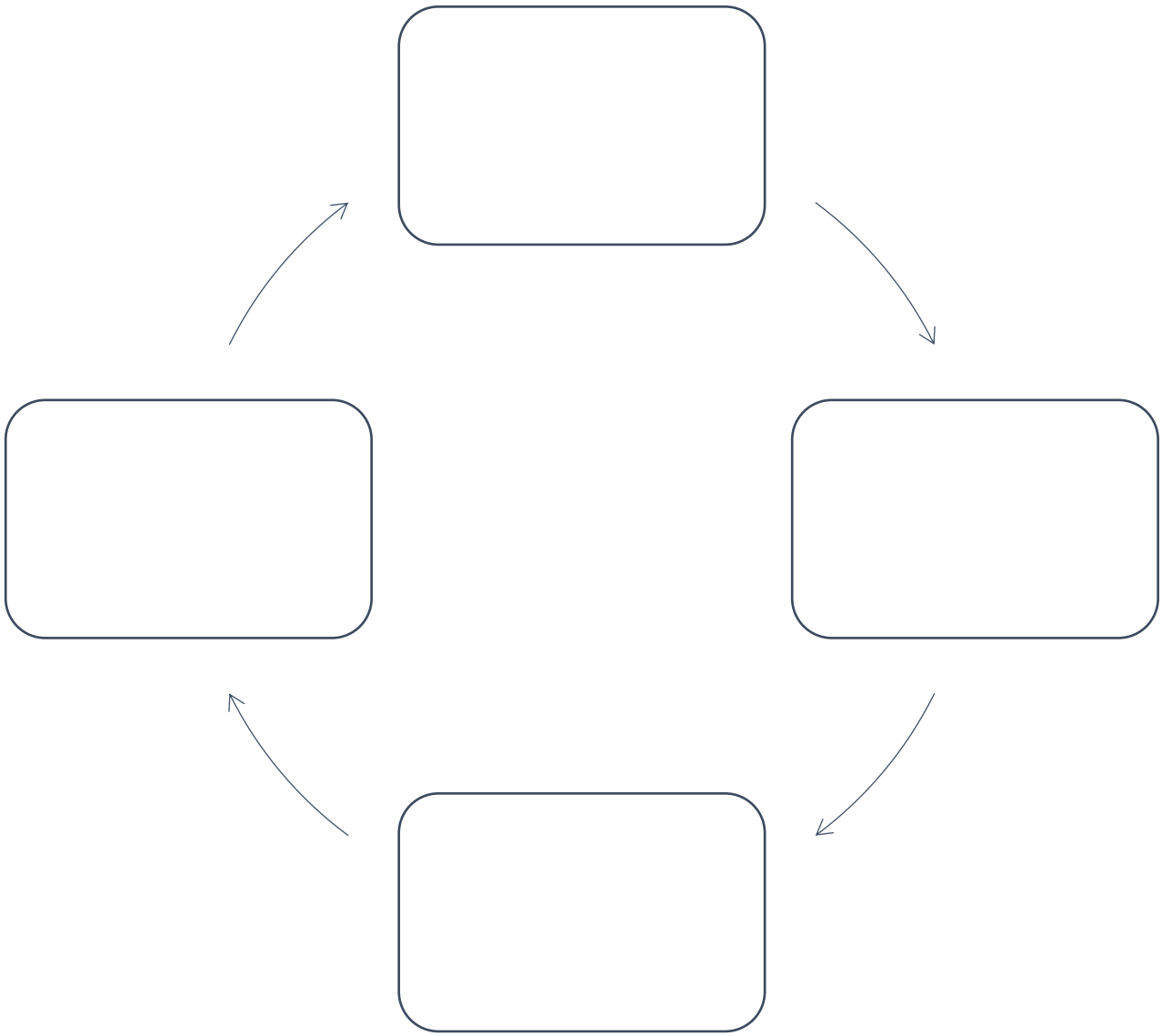
CO-CREATION CYCLE



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:

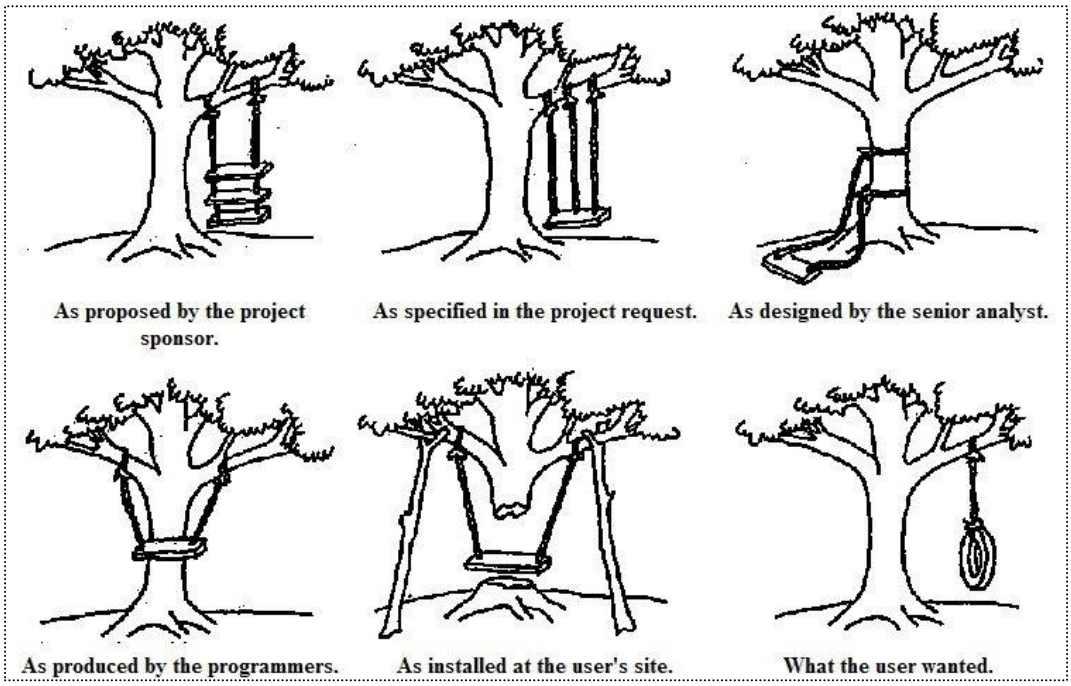
- Explaining the roots of a problem is the best way to solve it
- Need to explore and understand the problem in depth

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:

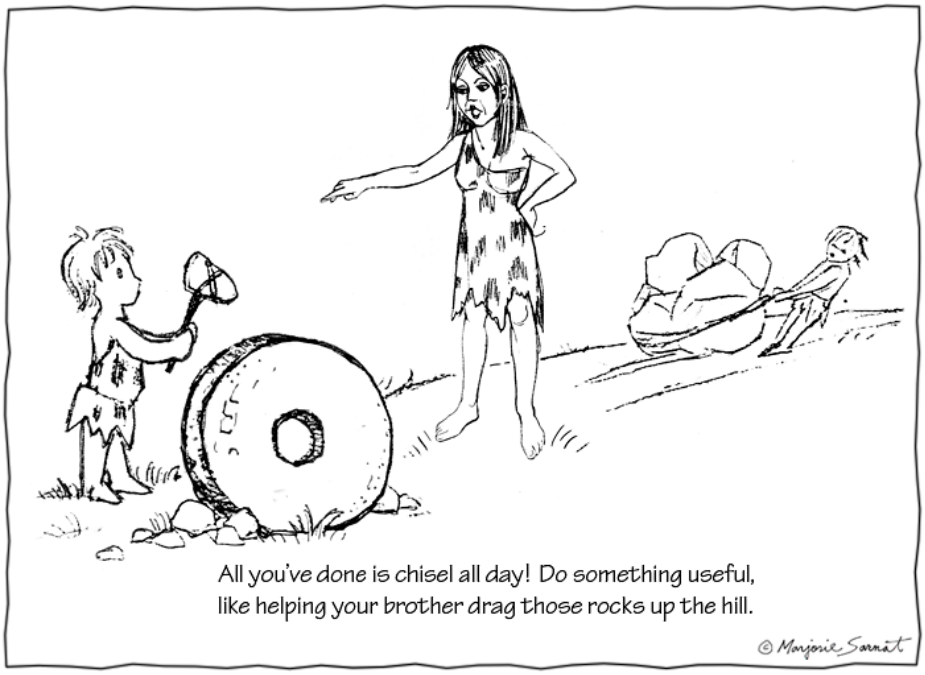
Basic premise:

- 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

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

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 *Listening, challenging skills, etc.*	**Development Activity** *Mentoring, class, shadowing, training, research, etc.*	**Target Completion Date**	**Review Status**

Signature	**Date**
Supervisor Signature	**Date**
Mentor Signature (optional)	**Date**

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